

Factors Related To Job Satisfaction Of Professional Nurses, Hanoi, Vietnam

Thi Thanh Huong Nguyen
Gunyardar Prachusilpa, Assoc. Prof.

Faculty of Nursing, Chulalongkorn University, Thailand

doi: 10.19044/esj.2016.v12n23p401 [URL:http://dx.doi.org/10.19044/esj.2016.v12n23p401](http://dx.doi.org/10.19044/esj.2016.v12n23p401)

Abstract

Background: Nurses' job satisfaction has long been recognized as a crucial indicator of hospital because it is positively related to job performance, nurse retention, patient satisfaction, and quality of nursing care and negatively related to job stress, burnout, absenteeism and turnover. Conditions of work and psychological empowerment are important factors that influence job satisfaction.

Aim of the study: This research had examined the job satisfaction of professional nurses in public hospitals, Hanoi, Vietnam, and the contributing factors on it.

Methods: A correlation study was applied in this research. The study was conducted, based on a sample of 356 nurses of Bach Mai Hospital, Viet Duc Hospital, and E Hanoi Hospital from September to October 2015. Research instrument were four self-administered, including 1) the 7 items personal factors; 2) the 44-items of the Index of Work satisfaction; 3) the 12-items perceived empowerment of the Conditions of Work Effectiveness Questionnaire-II (CWEQ-II); 4) the 12-items of the Psychological Empowerment scale . Data was analyzes using percentages, means, and standard deviation. Pearson's correlation coefficient and Chi-square test were applied to determine the relationships among the study variables.

Results: The level of satisfaction of professional nurses is moderate. Demographic factors including working unit, education level, and working experience were not significantly correlated with job satisfaction. However, conditions of work and psychological empowerment postively and significantly related to job satisfaction ($r = .42$, $r = .28$, $p < .05$).

Conclusion: In this study, nurses' satisfaction is not high. Nurse managers are suggested to pay more attention to professional nurses on the empowerment to promote nurse's job satisfaction

Keywords: Job satisfaction, demographic factors, conditions of work, psychological empowerment, professional nurses

Introduction

Job satisfaction is referred to the nurses' perception of positive feeling or attitude towards the overall aspects of the job in hospitals through six dimensions: payment, autonomy, task requirements, organizational, interaction, and professional status (Stamps, 1997). Moreover, job satisfaction is defined as the feelings an individual has about his/her job (Price & Mueller, 2000). However, job satisfaction depends not only on an individual's experiences of various aspects of a job but also on the expectations that he/she has of what their job should provide (Lu, Lin, Wu, Hsieh & Chang, 2002; Price & Mueller, 2000). Therefore, job satisfaction among nurses has been attributed to interpersonal relationships among staff, physical conditions at work, autonomy, empowerment, good wages, roles, and quality care (Laschinger, 2012; Lu, Barribal, Zhang, & While, 2012). Some researches found that job satisfaction among nurses was lowest in the United States (59%) followed by Scotland (62%), England (64%), and Canada (67%) (Aiken et.al, 2002). In Vietnam, the researchers show that the level of nurse's job satisfaction is not high. For example, in 2008 levels of occupational satisfaction of the nurses at Phuoc Long general Hospital, Bac Lieu Province was 41.7% (Le & Doan, 2008); 47,5% nurses in Danang hospital were satisfied with their job (Tran, 2005)

Nurses' job satisfaction is an area that has received the attention of healthcare managers and researchers. This is because job satisfaction is an important indicator of the well-being of an organization as well as individuals for all medical achievements (WHO, 2006). A high level of job satisfaction reduces staff turnover, burnout and higher quality of patients care and nursing outcomes (Aiken, Clarke, Sloane, Sochalski, & Silber, 2002; Laschinger, Wong, & Greco, 2006; Hayes et al., 2006). Nurses are the backbone of the healthcare system, there is need for more attention to nurse job satisfaction by healthcare organizations and managers as this has a significant impact on quality of care, turnover, productivity, and patient outcomes (Aiken, Clarke, & Sloane, 2002; Lacey, 2003; Lambrou, Kontodimopoulos, & Niakas, 2010).

Kanter (1993) describes that conditions of work in organizations including access to information, opportunity for growth, support and resources can promote employee empowerment resulting in positive organizational outcomes such as job satisfaction and reduced job burnout. Kanter's theory provides a helpful framework which leaders can use to create empowering work environments because it emphasizes how effective communication patterns, participation, emotional and social considerations

in organizations, are necessary for effective and desired organizational outcomes (Kanter, 1993). Psychological empowerment as defined by Spreitzer (1995) is a motivational construct exhibited through four dimensions: meaning, competence, self-determination, and impact. According to Spreitzer, psychological empowerment refers to a number of psychological states individuals must experience to gain a sense of control within their work environment. It also refers to how people experience their work, specifically focusing on personal beliefs related to their role within an organization (Spreitzer, 1995). Psychological empowerment has been associated with job satisfaction and reduced job stress (Spreitzer, 1995).

In Vietnam, there are no extensive reports on nurse job satisfaction like overseas countries; the most studies had intended to identify the level of nurse's job satisfaction and also determine the relationship of nurse job satisfaction and various variables (Le & Doan, 2008; Le & Le, 2009). Till to date, no studies have been conducted to study the relationships between personal factors, conditions of work effectiveness, psychological empowerment, and job satisfaction. Hanoi, the capital of Vietnam, is the place where most of the biggest hospitals are located in. Hanoi is the biggest political, cultural and economic center in Northeast part of Viet Nam. Hanoi health care services have been known as a representative of advanced health care center. Because of the advances in health care services, most severe cases from the whole northern part of Vietnam are transferred to Hanoi. Thus, it demands a better nursing care service in Hanoi than anywhere else (Nguyen & Nguyen, 2006).

For these reasons above, the researcher selected job satisfaction as the dependent variable; demographic factors and conditions of work effectiveness, psychological as independent variables in this study. The purpose of this study had examined the job satisfaction of professional nurses in public hospitals, in Hanoi, Vietnam and examined relationships between related factors on it.

MATERIALS AND METHODS

A cross-sectional descriptive correlation design was used to explore the theoretical linkage among demographic factors, conditions of work, psychological empowerment, and job satisfaction of professional nurses in Hanoi, Vietnam. A total of 365 professional nurses from Viet Duc Hospital, Bach Mai Hospital, and E Hanoi Hospital were recruited for this study. The sample size was determined using Yamane's formula with a 95 % confidence level and $e = .05$. The criteria of participants were 1) Professional nurses who have worked in Hospital for at least one year all included; 2) Excluded head nurses and the director nurse. The data collection period was from September to October 2015.

Instruments

Data collection used in this study consisted of a four-section, self-administered questionnaire: (1) the Demographic factors focused on: age, gender, marital status, income, working experience, education level, working unit (2) the 44-items of the Index of Work satisfaction; (3) the 12-items perceived empowerment of the Conditions of Work Effectiveness Questionnaire-II (CWEQ-II); (4) the 12-items of the Psychological Empowerment scale. Each item of the questionnaire, except the demographic factors, was rated on a five-point Likert scale, from 1 (no confidence/total disagree) to 5 (very high confidence/ totally agree). In this study, content validity was established by a panel of experts. Reliability of instruments by Cronbach alpha coefficient were .89, .88, and .87.

Data analysis

The data were analyzed by using descriptive statistics such as percentage, mean, standard deviation, Pearson's product moment correlation coefficient and Chi-square test.

Ethical consideration

The research proposal was approved by the Ethical Review Board for Biomedical Research Hanoi school of Public Health (No.264/2015/YTCC-HD3). An informed consent was obtained to ensure that the subjects voluntarily participated in this study, the responses would be kept strictly confidential, and their identity will not be revealed.

RESULTS

Table 1 shows that demographic factors about the study participants. In this study, the age of nursing professional ranged from 21 to 55 years with an average of 32.16 years. The majority of the subjects were female (86%) and married (78.4%). 55.6% of the subjects had a certificate from secondary nursing school (under diploma) and none of them had post bachelor degree. About half of them had income of 150 - < 300 USD per month (46.0%). The nursing staffs had working experience in nursing profession less than 5 years (40.0%), 6-15 years (43.0%), 16-25 years (13.2%), and over 25 years (3.8%).

Table 2 illustrates that professional nurses had moderate level of job satisfaction (Mean = 3.12, SD = .29). However, nursing professional had a high level of receive conditions of work (Mean = 3.73, SD = .44). Additionally, the level of receive psychological empowerment is high too (Mean = 3.59, SD = 0.39).

Table 1: Results of descriptive statistics of personal factors of nursing professional in public hospitals, Hanoi, Vietnam (n = 365)

Personal factors	Frequency	%	\bar{X}	SD	Range
Age (years)			32.1	7.19	21-55
< 30	151	41.4			
30-39	159	43.6			
40-49	40	11.0			
≥ 50	15	4.1			
Sex					
Male	51	14.0			
Female	314	86.0			
Education level					
Under diploma	203	55.6			
Diploma	38	10.4			
Bachelor	124	34.0			
Working experience (years)			9.06	6.98	1-35
≤ 5	146	40.0			
6-15	157	43.0			
16-25	48	13.2			
>25	14	3.8			
Income (USD)					
< 150	25	6.9			
150 – < 300	168	46.0			
300 - < 450	106	29.0			
≥450	66	18.1			

Table 2: Results of descriptive statistics of job satisfaction, conditions of work effectiveness, and psychological empowerment (n = 365).

Variables	\bar{X}	SD	Level
Job satisfaction (total)	3.12	0.29	Moderate
Task requirement	2.52	0.39	Moderate
Interaction	3.35	0.40	Moderate
Organization policy	3.16	0.43	Moderate
Autonomy	3.07	0.46	Moderate
Professional status	3.59	0.50	High
Payment	2.71	0.47	Moderate
Conditions of work (total)	3.73	0.44	High
Opportunity	3.79	0.52	High
Support	3.80	0.59	High
Information	3.66	0.62	High
Resources	3.70	0.53	High
Psychological empowerment (total)	3.59	0.39	High
Meaning	3.81	0.52	High
Competency	4.01	0.49	High
Self-administration	3.57	0.63	High
Impact	2.98	0.75	Moderate

Table 3 Results of Chi-square test of relationship between education level and working unit on job satisfaction (n = 365)

	χ^2	Df	Sig
Education level	115.063	8	.377
Working unit	348.074	8	.020*

*p<0.05

Table 4 Results of Pearson Correlation test of relationships of working experience, conditions of work, psychological empowerment, and job satisfaction (n = 365)

Variables	1	2	3	4
1. Working experience	1			
2. Conditions of work	.10	1		
3. Psychological empowerment	.92	.445*	1	
4. Job satisfaction	.83	.42*	.28*	1

*p<0.05

Table 3 and 4 demonstrates that conditions of work and psychological empowerment are positively and significantly related to job satisfaction ($r = .42$, $r = .28$). About 25% of the variation in job satisfaction could be explained by the conditions of work and psychological empowerment. By itself, conditions of work effectiveness explained 17.64% of the variance in job satisfaction. Entering psychological empowerment explained another 7.84% of the variance. There was no significant relationship between working unit, education level, working experience and job satisfaction at significant level .05.

DISCUSSION

The job satisfaction of nurses, in general, was at a moderate level with a mean score of 3.12 and a standard deviation of .29. This finding is similar to the results of some studies in other countries including Turkey (Golbasi, Kelleci, & Dogan, 2008), Greece (Christina & Konstantinos, 2009), Hongkong (Fung-kam, 1998) and Thailand (Nantsupawat et al., 2011). This result is also consistent with some studies in Vietnam that staff nurses were satisfied with their job (Le & Le, 2009; Tran, 2005). These indicated that staff nurses were happy with their work and the people with whom they do.

The result of the study indicates that overall, nurses in public hospitals reported high levels of receive conditional of work effectiveness from head nurse. The findings are not similar to those of Han and Laschinger (Han, Moon, & Yun, 2009; Laschinger, 2012) which indicated that nurses' perceptions of structural empowerment were moderate. Additionally, the results of the study show that nurses in public hospital reported high levels of receive conditional of work effectiveness from head nurse. These findings are consistent with those of the study by Kuokkanen (2003) and Laschinger

(2006) which showed high levels of psychological empowerment for most nurses. Nurses' perception was highly recorded for psychological empowerment, which reflects that nurses have a considerable perception of their internal motives that allow them to successfully do what they want to do rather than getting them to do. The policy of three hospitals provided a possible explanation for high-level score. These hospitals are tertiary hospital so that they have all facilities staffed with the necessary number of qualified staff and manager to provide services, have the necessary drugs, supplies, and equipment (WHO, 2011). The above reasons have made the trend of staff nurses to perceive conditions of work effectiveness as higher than actual. The researchers suggested this could be related to the policy support for each hospital. Support from management policy allows professional nurses increased empowerment. Administrators meeting with policy maker annually for performance appraisals and opportunities to discuss may be an important source of support (Sarmiento, Laschinger, & Iwasiw, 2004).

The results indicated that there is no significant relationship between working unit, education level, working experience and job satisfaction at significance .05. These results are similar to study by Carol (2012), Adams and Bond (2000), however not similar with Hu & Liu (2004) and Parsons (1998). The settings of this study maybe, can provide a possible explanation for these results. This study is conducted at tertiary hospitals. At this level of the hospital system, nurses at each position have a reality different responsibility, not like the hospital at the other levels (WHO, 2011). The staff nurses who achieved the degree certificate can perform only basic nursing techniques and the other ones who achieved the higher degree can perform the advanced techniques. They did not do the same activities. Moreover, the other results indicated that staff nurses are happy with their work and the people with whom they do. This is positive, given that the most advantageous health care provision depends on teamwork. Norbu (2010) explained nursing staff often work together as one family and help each other to complete their job. So that they can familiarise with the job quickly, not depend on the year of experience.

The results indicated that conditions of work and psychological empowerment had a statistically significant and positive correlation with job satisfaction ($r = .42$, $r = .28$, $p < .05$). These findings were quite similar to those of the study by Kuokkanen (2003), Sarmiento (2004), Laschinger (2006) and Laura (2012). The support and respect of leaders, supervisors, and the organization were particularly important to nurses at the patient care unit level. These research have not only reported the significant sources of nurses' job satisfaction but have also shown that job satisfaction is a key factor in nurses' organizational commitment, turnover intentions, burnout,

and absenteeism (Aiken, Clarke, Sloane, Sochalski, & Silber, 2002; Hayes et al., 2006; Lu, Barribal, Zhang, & While, 2012). Without empowerment, employees cannot respond, and cope positively with organizational challenges (Laschinger, Wong, & Greco, 2006). Thus, to ensure job satisfaction among nurses, empowerment has a significant role to play (Laschinger, Wong, & Greco, 2006; Sarmiento, Laschinger, & Iwasiw, 2004). In these studies, the commonality in findings was that empowerment had direct effects on the nurses' job satisfaction.

RECOMMENDATIONS

For nursing administrators and practice: These findings indicate that providing conditions of work and psychological empowerment to nurses are important to increase greater job satisfaction. Therefore, understanding how organizations create structural empowering workplaces to bring about positive nurse outcomes is significant.

For future research: The findings of the present study can encourage further researchers to conduct further research with the interventional design, or difference of sample, or differences of setting. This study was only interested in effects of conditional of work effectiveness, and psychological empowerment on job satisfaction in positive ways. However, in fact, there are many factors influencing job satisfaction, such as including autonomy, job stress, role conflict, leadership style, social support. Therefore, future research would conduct other studies which have additional factors that may affect job satisfaction. This reflects the growing importance of the topic.

Conclusion

The findings of this study show professional nurses at public hospitals in Hanoi, Vietnam has moderate levels of job satisfaction and has high level of receive conditions of work and psychological empowerment. In addition, the findings indicated that conditions of work and psychological empowerment play an antecedent role to job satisfaction of nurses. However, personal factors have no collaboration with job satisfaction.

This study was conducted in tertiary hospitals, and in one province. Therefore, it is recommended that a similar study be repeated with large sample groups, and also to be conducted using in-depth research on the same group using multiple regression, the findings may be more interesting.

References:

Adams, A., & Bond, S. (2000). Hospital nurses job satisfaction, individual and organisational characteristics. *Journal of Advanced Nursing*, 32(3), 536-543.

- Aiken, L. H., Clarke, S. P., & Sloane, D. M. (2002). Hospital staffing, organization, and quality of care: cross-national findings. *International Journal for Quality in Health Care*, 14(1), 5-13.
- Aiken, L. H., Clarke, S. P., Sloane, D. M., Sochalski, J., & Silber, J. H. (2002). Hospital nurse staffing and patient mortality, nurse burnout, and job dissatisfaction. *Journal of American Medical Association*, 288(16), 1987-1993.
- Carol, R., Cameron, H., & Debra, A. (2012). Examination of socio-demographics and job satisfaction in Australian registered nurses. 20, 161-169.
- Christina, O., & Konstantinos, N. (2009). An exploratory study of the relationships between interprofessional working, clinical leadership, stress and job satisfaction in greek registered mental health and assistant nurses. *Health Science Journal*, 3(3), 175-186.
- Fung-kam, L. (1998). Job satisfaction and autonomy of Hong Kong registered nurses. *Journal of Advanced Nursing*, 27(2), 355-363
- Golbasi, Z., Kelleci, M., & Dogan, S. (2008). Relationships between coping strategies, individual characteristics and job satisfaction in a sample of hospital nurses: cross-sectional questionnaire survey. *International Journal of Nursing Studies*, 45(12), 1800-1806.
- GSO. (2012). *Statistical Yearbook of Vietnam 2012*. Hanoi: General Statistics Organization
- Han, S. S., Moon, S. J., & Yun, E. K. (2009). Empowerment, job satisfaction, and organizational commitment: comparison of permanent and temporary nurses in Korea. *Apply Nursing Research*, 22(4), 15-20.
- Hayes, L. J., O'Brien-Palla, S. L., Duffield, C., Shamain, J., Buchan, J., Hughes, F. (2006). Nurse turnover: A literature review. *International Journal of Nursing Studies*, 43(2), 237-263.
- Hu, J., & Liu, H. (2004). Job satisfaction among nurses in China. *Home Health Care Management & Practice*, 17(1), 9-13.
- Kanter, R. M. (1993). *Men and women of the corporation (2nd ed.)*. New York: Basic Books.
- Kuokkanen, L., Leino-Kilpi, H., & Katajisto, J. (2003). Nurse empowerment, job-related satisfaction, and organizational commitment. *Journal of Nursing Care Quality*, 18(3), 184-192.
- Lacey, L. M. (2003). Called into question: What nurses want. *Nursing Management*, 34(2), 15-16.
- Lambrou, P., Kontodimopoulos, N., & Niakas, D. (2010). Motivation and job satisfaction among medical and nursing staff in a Cyprus public general hospital. *Human Resource Health*, 8, 26.

- Laschinger, H. K. S. (2012). Job and career satisfaction and turnover intentions of newly graduated nurses. *Journal of Nursing Management*, 20, 472-481.
- Laschinger, H. K. S., & Havens, D. S. (1996). Staff nurse work empowerment and perceived control over nursing practice: conditions for work effectiveness. *Journal of Nursing Administration*, 26(9), 27-35.
- Laschinger, H. K. S., Sabiston, J. A., & Kutzscher, L. (1997). Empowerment and staff nurse decision involvement in nursing work environments: testing Kanter's theory of structural power in organizations. *Research in Nursing & Health*, 20(4), 341-352.
- Laschinger, H. K. S., Wong, C. A., & Greco, P. (2006). The impact of staff nurse empowerment on person-job fit and work engagement/burnout. *Nursing Administration Quarterly*, 30, 358-367.
- Le, D. T., & Doan, V. H. (2008). "Khao sat su hai long cua Dieu duong tai benh vien da khoa Vinh Long" [Survey of nurses' job satisfaction in Vinh Long general hospital].
- Le, T. N., & Le, C. L. (2009). "Su hai long cua dieu duong tai cac trung tam y te tuyen co so" [Job satisfaction of health workers at district and commune level].
- Lu, H., Barribal, K. L., Zhang, X., & While, A. E. (2012). Job satisfaction among hospital nurses revisited: A systematic review. *International Journal of Nursing Studies*.
- Lu, K. Y., Lin, P., L., Wu, C. M., Hsieh, Y. L., & Chang, Y. Y. (2002). The relationships among turnover intentions, professional commitment, and job satisfaction of hospital nurses. *Journal of Professional Nursing*, 18(4), 214-219.
- Moyle, W., Skinner, J., Rowe, G., & Gork, C. (2003). Views of job satisfaction and dissatisfaction in Australian long-term care. *Journal of Clinical Nursing*, 12(2), 64.
- Nantsupawat, A., Srisuphan, W., Kunaviktikul, W., Wichaikhum, O., Aunguroch, Y., & Aiken, L. H. (2011). Impact of nurse work environment and staffing on hospital nurse and quality of care in Thailand. *Journal of Nursing Scholarship*, 1-8.
- Norbu, P. (2010). *Nurse staffing workload, supervisory social support and job satisfaction of nursing staffs in Bhutan*. Masters Thesis, Faculty of Nursing, Burapha University.
- WHO (2011). Essential package of health service: Secondary & Tertiary care: The district, country & National health systems. *Ministry of Health & Social Welfare Republic of Liberia*.
- Parsons, L. D. (1998). Delegation skills and nurse job satisfaction. *Nursing Economic*, 16, 18-26.

- Price, J. L., & Mueller, C. W. (2000). Professional turnover: the case of nurses. *Health System Management, 15*, 1-160.
- Sarmiento, T., Laschinger, H., & Iwasiw, C. (2004). Nurse educators' workplace empowerment, burnout, and job satisfaction: testing Kanter's theory. *Journal of Advanced Nursing, 46*(2), 134-143.
- Spreitzer, G. M. (1995). An empirical test of a comprehensive model of intrapersonal empowerment in the workplace. *American Journal of Community Psychological, 23*(5), 601-629.
- Stamps, P. (1997). *Nurses and Work Satisfaction: An Index for Measurement* (2th ed). Chicago: Health Administration Press
- Tran, C. X. (2005). "Khao sat su hai hong cua dieu duong o thanh pho Ho Chi Minh" [Servey of nurses' job satisfaction in Ho Chi Minh].
- Walson, L. (2012). *Structural empowerment and job satisfaction among nurses*. Master thesis, Ball State University.
- WHO. (2011). The world health report 2011: working together for health, WHO Press, Geneva.