

The Influence of Nursing Work Environment and Nurses' Job Satisfaction on the Quality of Nursing Care

Presented By:
Dr. Rola Mudallal

Dr. Fathieh Abu-Moghli

Dr. Jo Booth



Hashemite University / Faculty of Nursing

Introduction



- Worldwide health care systems are facing great challenges of limited resources and increasing demands on their services.
- Continuous increase in demand with ineffective supply, increase cost of care and massive use of technology and innovations have created new changes in the meaning and the process of providing quality nursing care (ICN, 2007; Mason, Leavitt, & Chaffee, 2005).

The Background



- Providing quality nursing care is the main goal for most health care organizations.
- It is measured in relation to hospital standards. However, high quality nursing care goes beyond standards and it is a right for all patients (Gunther & Alligood, 2002; Parasuraman, Zeithaml & Berry, 1988).
- The development of measurement procedures to evaluate the quality of nursing care was started in 1980(s) (Sakashita, Uchinuno, Kamiizumi, Tei, & Awaya, 2009), since the problem of nursing shortage was raised and the quality of nursing care has become a concern for all health care organizations, researchers, and professionals (Mason, Leavitt, & Chaffee, 2005).

The Background.....Cont.

- The reasons for the shortage of nurses are varied and complicated, but the main cause is the poor nursing work environment (ICN, 2007).
- Lake (2002) defined the nursing work environment as the environmental characteristics that facilitate or limit professional nursing work; it is classified as **favorable**, **mixed** and unfavorable.
- **Favorable** environments or PPE are those possessing characteristics that positively empower nurses to use their knowledge, behaviors, and skills to provide effective and efficient nursing care. *Hospitals with these characteristics are called “Magnet Hospitals”*

The Background.....Cont.



- Job satisfaction is a direct organizational outcome that reflects the affective orientation of the employees toward their job (Price, 2001).
- Job satisfaction has a great influence on nurses' decisions to stay or leave the job (Mrayyn, 2007; Tzeng's, 2002). In turn, job satisfaction has a significant influence on quality of nursing care (Kwak, Chung, Xu and Eun-Jung, 2010; Mrayyan, 2006).
- Hence, it is a key to study the influence of nursing work environment and nurses' job satisfaction on the quality of nursing care.

Statement of the Problem



- Shortage among healthcare providers is a major concern worldwide

- Despite the increased number of nurses during the last decade, the nursing sector in Jordan is facing great challenges:
 - ❖ High turnover rates.
 - ❖ An increased population from 5,350,000 in 2004 to 6,099,896 in 2010, associated with increased life expectancy to 73 years in 2010 .

Statement of the Problem.....Cont.

- ❖ Increased number of people who are suffering from chronic health problems.
- ❖ High percentage of male nurses compared to female nurses; male nurses constituted around 60% of all nurses in 2012.
- Within this situation of experienced nurses' shortage and female nurses' shortage, high turnover rates and the presence of novice nurses to provide care for hospitalized patients, the quality of nursing care has become a great concern.

Significance of the Study



- The world health organization (WHO) report of 2006 addressed the issue of health care providers shortage, specially nurses, and how it will affect the quality of health care provided.
- Quality of nursing care was categorized as one of the high priority nursing research in Jordan (JNC, 2008). Therefore, this is the first study in Jordan that investigated factors in nursing work environment and job satisfaction that may have effect on quality nursing care.
- Literature revealed scarcity of research that highlight the various aspects of this phenomenon.

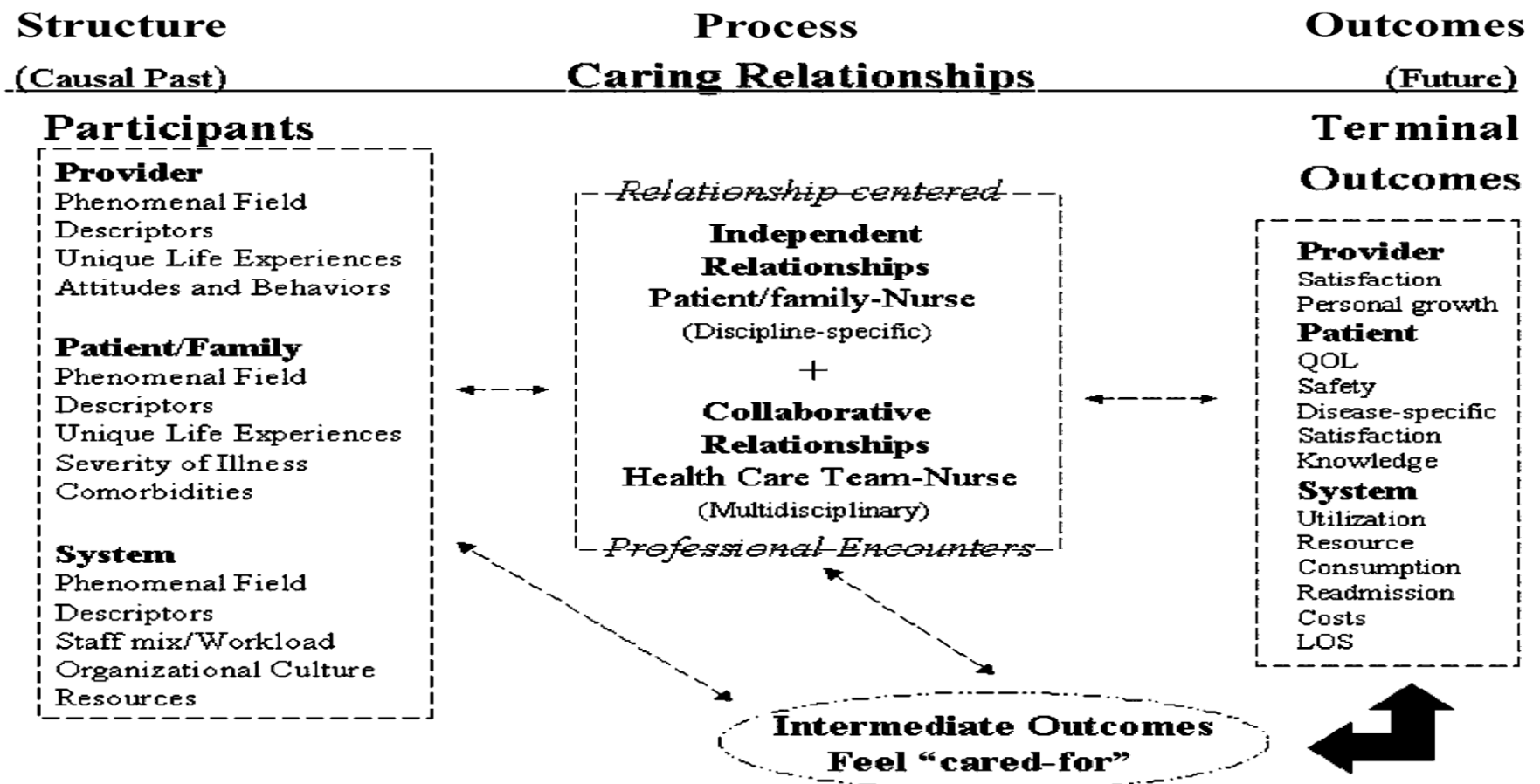
Significance of the Study....Cont.



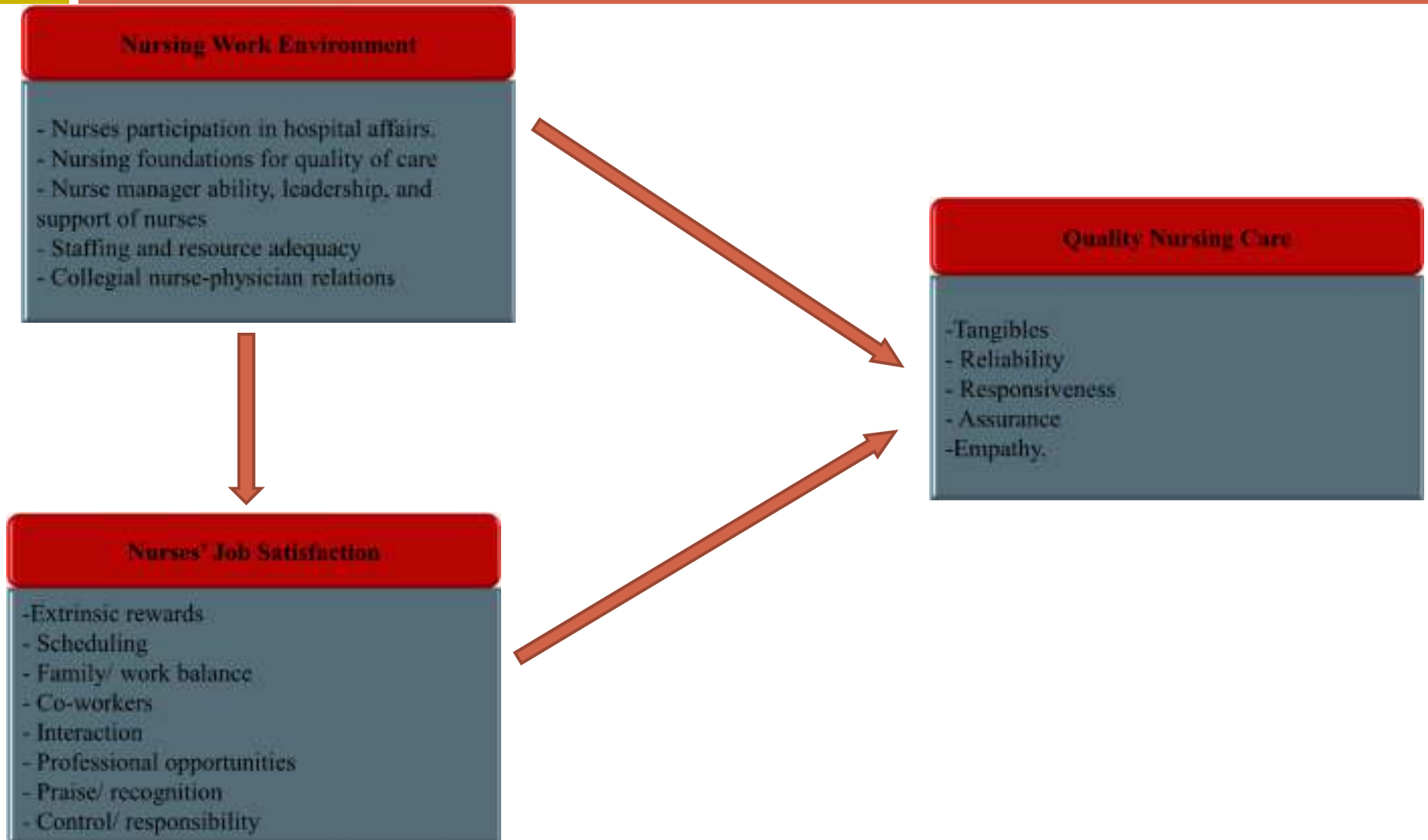
- In Jordan like other countries, there are different changes in health care system and nursing work-force (increase demand with poor supply) which lead to increase concerns regarding the process and the level of providing quality nursing care.
- This study will help to increase the knowledge base regarding this important phenomenon in nursing, and to find solutions in situations regarding job dissatisfaction, turnover, and poor quality nursing care.
- It has a wide application in nursing practice, education, administration and research, either in Jordan or at the international level.

The Conceptual Framework

The Quality- Caring Model by Duffy and Hoskins (2003)



The Conceptual Framework.....Cont.



Research Questions



This study addressed the following research questions:

1. What are the relationships between the nursing work environment and nurses' job satisfaction; and quality of nursing care among Jordanian nurses?
2. What are the differences in: nurses' demographics, the department average daily census, model of nursing care provision, and leadership style in relation to quality of nursing care?

Research Questions.....Cont.



3. What is the predictive power of the nursing work environment and nurses' job satisfaction in relation to quality of nursing care?
4. What are the factors that affect quality of nursing care as perceived by Jordanian nurses' at different hospitals?



The Research Methodology

The Design

- A quantitative approach using descriptive, cross-sectional design was used to study the influence of work environment and nurses' job satisfaction on the quality of nursing care.



Settings



- The data was collected from nurses employed at different educational, private and public (MOH) hospitals in Jordan.
- Only general wards (medical, surgical, pediatrics and maternity) were included.

Sample and Sampling



- Each health care sector was considered a stratum: educational, public (MOH) and private.
- Non-probability quota sampling method (disproportionate sampling); was used to collect data from 408 registered nurses.

Sample and Sampling....Cont.

- **The inclusion criteria were:** registered nurses graduated from a four years nursing program, have the ability to read and write in English, with minimum experience of six months in the investigated area.

The Measurement Procedures:



□ The data in this study were collected through :

1. Three questionnaires:

- *The Practice Environment Scale of the Nursing Work Index (PES-NWI)*
- *The SERVQUAL*
- *Mueller/ McCloskey Satisfaction Scale (MMSS)*

2. Open-Ended Question.

3. The Demographic Data.

Ethical Considerations



- The ethical approval to use the instruments was gained from each instrument developer.
- The study was approved by the research ethical committees at the University of Jordan.
- The Institute Review Board (IRB) approval of each sector.
- Subjects Consent.
- Anonymity

Ternary Evaluations	3493	View
Research Results	4288	View
Links to Literature	187961	View
Binary Evaluations	132	View
Diagrams as published	887	View
p-T-x Diagrams	188	View
		View
Total.....	196949	

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The Study Results

Demographic Characteristics

Variables	Total Sample	
	N	%
Gender		
Male	163	40.00
Female	245	60.00
Marital Status		
Single	208	51.00
Married	196	48.00
Shift Worked		
A (8 hours)	90	22.10
Rotating	308	75.50
Time Commitment		
Full-time	388	95.10
Part-time	20	4.90
Level of Education		
Baccalaureate	398	97.50
Master	10	2.50

Department Characteristics

Variables	Total Sample	
	N	%
Department		
Medical & Surgical	305	74.80
Obstetric/ Maternity	33	8.10
Pediatric	70	17.10
Nursing Care Model		
Total patient care	89	21.80
Team	228	55.90
Functional	72	17.90
Unclear	19	4.70
Leadership Style		
Autocratic	71	17.40
Democratic	180	44.10
Delegative	63	15.40
Situational	94	23.00

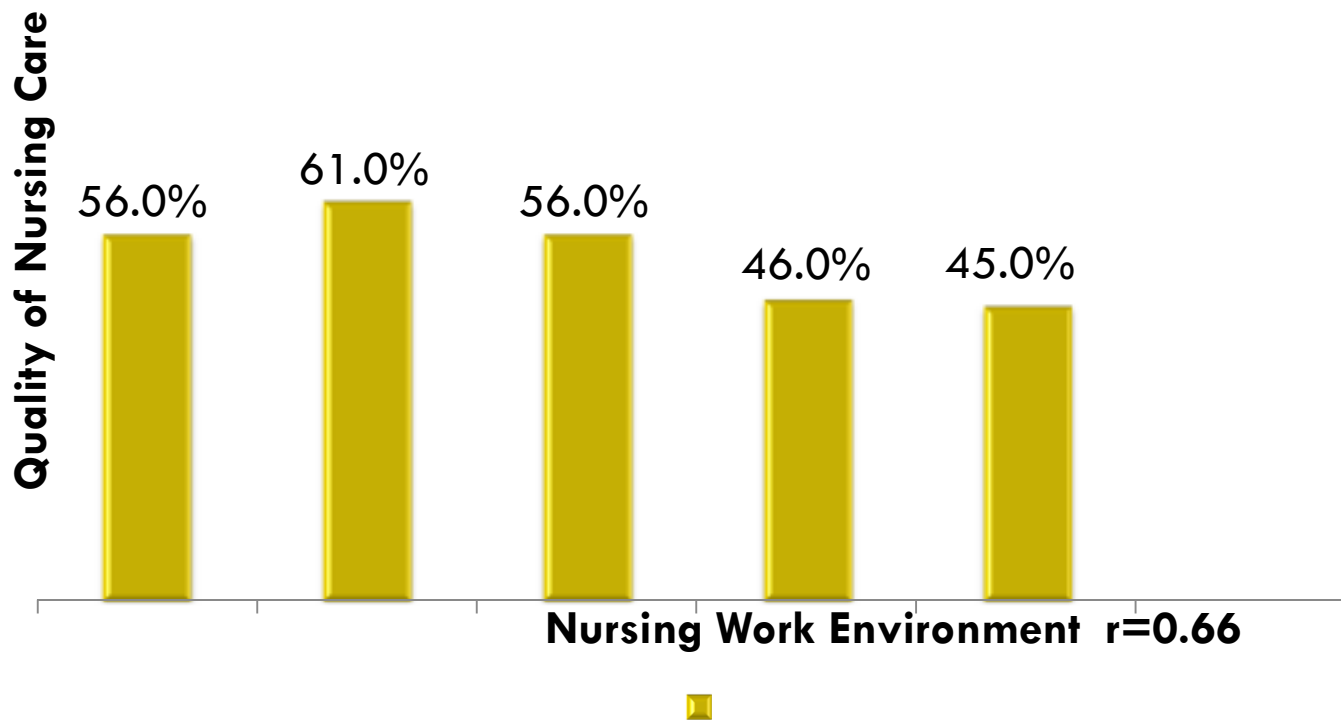
First Research Question



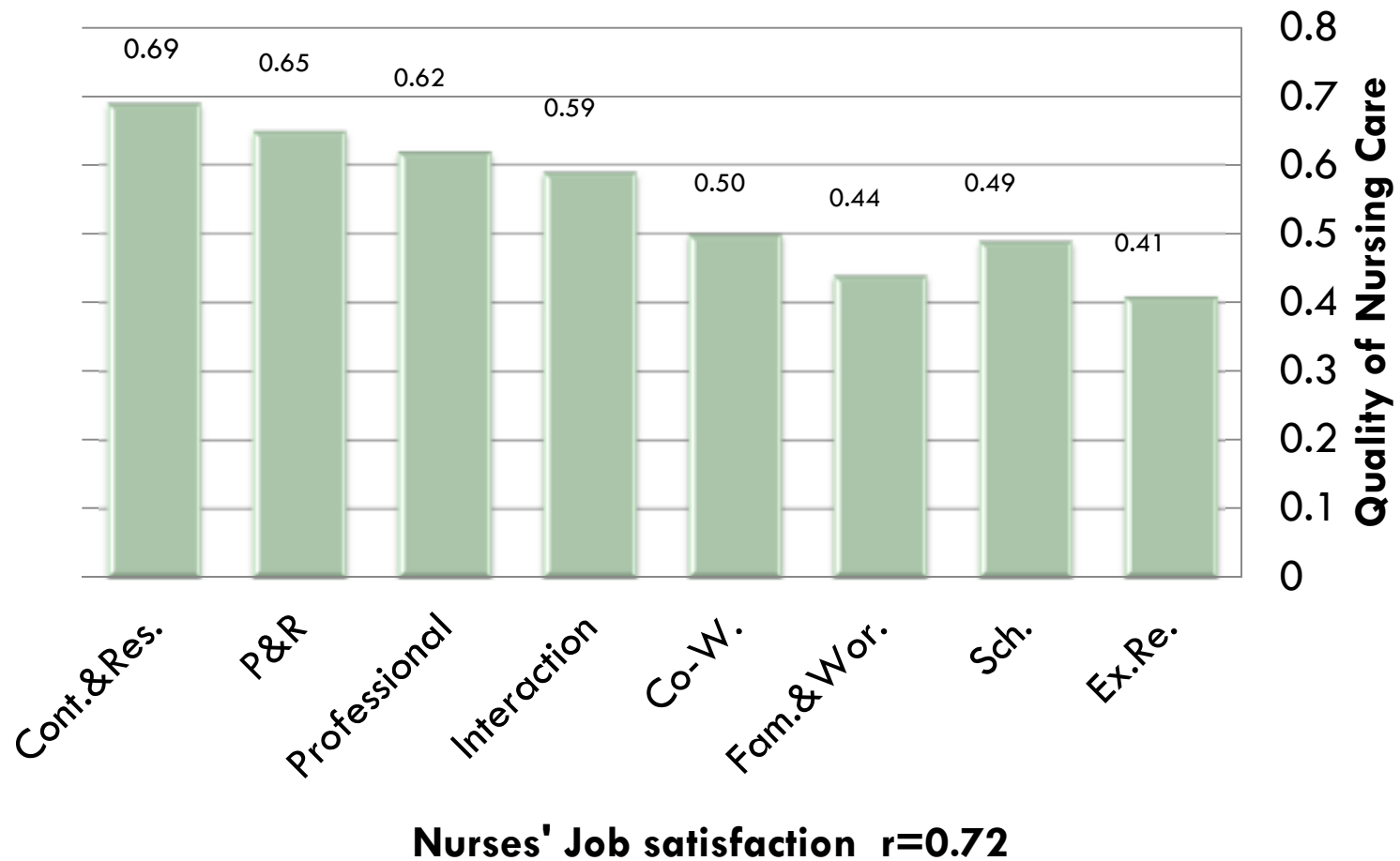
What are the relationships between nursing work environment and nurses' job satisfaction; and quality of nursing care among Jordanian nurses'?

Relationship between Quality Nursing Care and Perceived Nursing Work Environment among Registered Nurses in Jordanian Hospitals (N=408).

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Relationship between Quality Nursing Care and Nurses' Job Satisfaction among Registered Nurses in Jordanian Hospitals (N=408).



Second Research Question



What are the differences in nurses' demographics, the department average daily census, model of nursing care provision, and leadership style in relation to level of quality of nursing care?

1. The Continuous Variables

The Variable	Quality of Nursing Care (r)
Age	-0.155**
Experience	-0.147**
Daily Census	-0.253**

*Correlation is significant at the 0.05 level (2-tailed)

**Correlation is significant at the 0.01 level (2-tailed)

Differences in Quality Nursing Care in Relation to Department Characteristics

Variable	Quality of Nursing Care F/M
Department	5.23**
Medical & Surgical	62.00
Obstetric/ Maternity	63.00
Pediatric	68.60
Nursing Care Model	7.55**
Total patient care	67.10
Team	64.10
Functional	58.40
Unclear	53.10
Leadership Style	8.15**
Autocratic	56.10
Democratic	65.10
Delegative	61.20
Situational	66.40

Third Research Question



What is the prediction power of work environment and job satisfaction in relation to quality of nursing care?

Predictors of Quality Nursing Care as Perceived by Jordanian Nurses (N=408)

Variables	B	Adjusted R^2	R^2 Change	F- Change	df	p
Nurses job satisfaction	0.186	.514	.516	432.12	1/406	0.01
Nursing foundation for quality of care	9.030	.570	.056	53.04	1/405	0.01
Satisfaction with control and responsibility	4.290	.582	.014	13.47	1/404	0.01
Satisfaction with praise and recognition	2.847	.588	.007	6.48	1/403	.011
Nursing shift work (Rotating)	.892	.593	.006	6.20	1/402	.013

Fourth Research Question



What are the factors that affect quality nursing care as perceived by Jordanian nurses' at different health care settings?

Nurses' Perceptions of Factors that have Influence on Quality Nursing Care (N=183)

Quality Nursing Care Factors	Sub-Categories	n	%
(1) Adequate and Competent Nurses	Nurse: Patient ratio.	92	50.27
	Continuous education for nurses.	59	32.24
	Qualified nurses	24	13.11
	Communication skills for nurses	18	9.84
	Specialization in nursing	6	3.28
	Nurses conscience	5	2.73

Nurses' Perceptions of Factors that have Influence on Quality Nursing Care (N=183)

Quality Nursing Care Factors	Sub-Categories	n	%
(2) Nursing Work Environment	Extrinsic rewards	55	30.05
	Adequate and advanced resources and equipment	38	20.77
	Intrinsic rewards	15	8.20
	Time working hours and weekends	13	7.10
	Comfortable and safe environment.	10	5.46
	Hospitals' policies and standards	8	4.37
	Nurses job satisfaction	7	3.83

Nurses' Perceptions of Factors that have Influence on Quality Nursing Care (N=183)

Quality Nursing Care Factors	Sub-Categories	n	%
(3) Competent and Supportive Management.	Qualified manager	30	16.39
	Team work	11	6.01
	Strong and independent nursing department	10	5.46
	Continuous evaluation for quality of care	10	5.46
	Stress management	8	4.37
	Strict rules and regulations	3	1.64
	Justice	3	1.64

Nurses' Perceptions of Factors that have Influence on Quality Nursing Care (N=183)

Quality Nursing Care Factors	Sub-Categories	n	%
(4) Professionalism	Accurate documentation	15	8.20
	Nurses do nursing job only	10	5.46
	Professional relationship with health team members	7	3.83
	Participate with decision making	7	3.83
	Evidence- based Practice	5	2.73
	Nurses' autonomy and authority	5	2.73



Study Conclusions

General Conclusion



- Both nursing work environment and nurses' job satisfaction have direct influence on quality nursing care. These findings were similar to the findings of USA, Europe and Asia studies and supported the idea of magnetism.
- Other factors were found to enhance quality nursing care such as: nurses' competences; nursing foundation for quality of care; nurse manager abilities, leadership and support services; and professionalism.

General Conclusion



- The results of the “Open-Ended Question” of this study was consistent with the results of quantitative part; both agreed that nurses competency and manager abilities and leadership were the most important factors that associated with the quality of nursing care. This agreement supports the validity of this study results.
- The current study supported Herzberg (1959) theory of job satisfaction, and Duffy and Hoskins (2003) model of quality nursing care.



Implications and Recommendations for the Study

Implications and recommendations in nursing practice.



- Managers must be assigned based on their competences and their ability to evaluate performance and improve the work environment and not on the basis of the number of years worked.
- Focus on nurses' competences through education in-service department in each hospital.
- Improve items related to job satisfaction to attract and return nurses. This study suggested managers to focus on nurses' psychological growth such as praise and recognition, professional development, enhance autonomy and sharing in decisions related to patients care.
- Improve tangible aspect of quality of care and use of technology and innovations.

Implications and recommendations for policy decisions.



- Policy makers are recommended to develop unified strategies for ethical recruitment, create safe and favorable work environment to attract and return nurses. Also, to increase females' enrollment in the profession.
- Experience is not enough to make an executive nurse to be a nurse manager; there must be a prerequisite of theoretical and practical courses of leadership and management art, communication skills, and legal and ethical principles.
- policy makers may influence the development of nursing qualification exam and specialization after bachelor degree.

Implications and recommendations for education.



- Contemporary issues related to nursing profession must be included in nursing curricula.
- Caring is the core concept of nursing curricula. Hence, including variables related to quality of care and its improvement is considered a vital issue in nursing education.
- Nurses' educators must be chosen according to specific criteria that enhance their work as a role model.
- Teachers of graduate studies have the responsibilities to develop curricula for different needed specialization in nursing.

Implications and recommendations for research.



- National survey is needed to standup on nursing situation in relation to nursing work environment, nurses' job satisfaction and turnover.
- This study calls nurse researchers in Jordan to conduct qualitative study to understand specific variables of nurses' job satisfaction in relation to Jordanian culture.
- Further studies are required to assess and measure the quality of nursing care in Jordan, through using different outcomes such as patients' satisfaction, mortality rate, readmissions and nosocomial infections.

Implications and recommendations for research.



- It is recommended to conduct further qualitative studies to understand the unique process of providing high quality nursing care in Jordan, and the factors that may enhance quality of care and compare it to international findings to establish a wider base of knowledge regarding the quality of nursing care.

Finally

- We Have to Remember that Quality Nursing Care is a Right to All Patients. So We Must Assure Equity, Justice and Fairness Distribution of Quality Among All Patients.





Thank you.....Questions?