CHAPTER VI

CONCLUSION
AND
RECOMMENDATIONS
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This chapter entails summary of the study, major findings, conclusion, recommendations and limitation of the study.

SUMMARY

A nurse is a health care professional, who along with other health care professionals is responsible for the treatment, safety and recovery of acutely or chronically ill or injured people and health maintenance of the healthy in a wide range of health care settings.

In the last several decades, many changes have occurred in the health care system which affects the organizational environment for nurses and the ways in which they provide care. Advances in technology and the greater emphasis on cost containment have resulted in changes in the structure, organization and delivery of health care services. There is a change in acuity of the patients in the hospital settings. It has increased whereas the average length of stay has decreased. This means that today’s nurse particularly those in the hospital have more stressful work environment because they are caring for the patients who are more acutely ill and demands intensive care and meticulous effort from nurses. All of these factors can have significant impact on nurses’ satisfaction with their jobs. Job satisfaction is an important component of nurses' lives that can impact on patient safety, productivity and performance, quality of care and commitment to the organization. Whereas job dissatisfaction contributes to medical errors, ineffective delivery of care, conflict and stress. Job satisfaction is commonly viewed as a composite of characteristics of the individual, the nature of work and the organizational context that surrounds the work. As the organization has the responsibility to create a healthy and congenial atmosphere at the work place so that its human resources could offer their best for the development of the organization with a sense of belongingness, satisfaction and growth. Consequently, the personal, working and organizational condition was included in this study as a variable influencing the job satisfaction of the hospital nurses.
In the present study an attempt was made to study job satisfaction among hospital nurses. The findings revealed that while performing the job, the nurses were influenced by various work and organizational conditions such as workload, work relation, staffing, job stress, work environment, pay and benefits, autonomy, leadership empowering behavior etc Even socio-personal conditions like age, length of service, habitat, area of work also have influence on job satisfaction.

It seems reasonable to conclude that if nurses are empowered to work in an environment that enables them to perform their jobs in a manner that they see as appropriate and compatible with their professional values, that nurses will have job satisfaction. Furthermore, if nurses are provided with adequate physical and personnel resources to perform their jobs, and if they work in an environment that is cohesive, supportive and collegial, and if they feel valued for the work that they do, nurses will experience job satisfaction.

The main findings of the study are:

Findings related to Nursing Service Administration

- The Sir Sunderlal Hospital, Banaras Hindu University, a tertiary care teaching hospital provides specialty and super-specialty services to the health care needs of population of Eastern Uttar Pradesh

- The Medical Superintendent is the Chief executive of the Hospital. He is assisted by Deputy Medical Superintendent, Deputy Registrar, Assistant Registrar and Medical officer in various administrative works of the Hospital.

- The Nursing Superintendent is the head of nursing service and responsible for administration and supervision of nursing services and patient care. This post is vacant and Deputy Nursing Superintendent has been officiating as Nursing Superintendent since 2008.

- The nursing staff strength is 398 which are very low in comparison to number of beds. For 1200 bedded hospital there needs to be 750 nurses (approx.) as per Indian nursing Council recommendation. Even the staffing norms laid down under Staff Inspection Unit were not implemented in this hospital like other Central Government Hospitals.
As per Staff Inspection Unit and Indian Nursing Council recommendation for staffing pattern in nursing, in the Hospital, the post of the Chief Nursing Officer exist for every 500 or more beds but in Sir Sunderlal Hospital the post has not been created.

The pay scales were not implemented to the nurses according to the revised sixth pay commission.

The nurses are governed under Central Service Rules and are getting benefits accordingly.

The educational opportunity is very less in this hospital as due to shortage; the nurses were not relieved from duty for attending the training programme very frequently.

In nursing, there are different methods for assigning work to the nurses like functional assignment, patient assignment, primary nursing, team nursing patient classification system etc. In Sir Sunderlal Hospital, functional assignment is generally practiced by the Nurse Administrators.

There is no written policy for nursing service in the Hospital.

Findings related to influence of personal conditions on job satisfaction

There was positive relationship between the age of the respondents and job satisfaction. The value of Chi-square ($\chi^2 = 19.091, p < .05$) between age and job satisfaction was significant, indicating there was association between age and job satisfaction.

There was no difference in level of job satisfaction in both males and females nurses. The value of Chi-square ($\chi^2 = 4.119, p > .05$) indicated that there was no statistically significant association between sex and level of job satisfaction.

There was difference in level of job satisfaction in nursing personnel with different designation. The Chi-square value ($\chi^2 = 12.168, p < .05$) suggested that there was statistically significant association between designation and level of job satisfaction.
There was no relationship between job satisfaction and level of education in nurses. The value of Chi-square ($\chi^2 = 3.916, p > .05$) indicated that there was no statistically significant association between education and level of job satisfaction.

The most of the respondents with Diploma in Nursing and Midwifery (52.0%) and most of the nursing personnel with BSc (Nursing) degree (72%) were satisfied at medium level with their job. The Chi-square value ($\chi^2 = 3.907$, $p > .05$) indicated that there was statistically insignificant association between professional qualification and level of job satisfaction.

There was no statistically significant relationship between the level of job satisfaction and marital status of the respondents. The value of Chi-square ($\chi^2 = 4.839$, $p > .05$) for the marital status against job satisfaction was not significant which support the finding.

The number of children does not have significant effect on respondents' job satisfaction as the value of Chi-square does not favour the result.

There was statistically insignificant association between habitat and level of job satisfaction as the Chi-square value is 3.063 at $p = 0.216$.

It is evident from the study that family type, residence, religion, caste, participation in in-service training, experience prior to joining the Sir Sunderlal Hospital had insignificant relationship with respondents' job satisfaction as $p > .05$.

The respondents who have experience of 11 to 20 years had lower level of job satisfaction and those who had 31-40 years of experience had higher level of job satisfaction. The value of ANOVA indicates there was significant difference in mean score of job satisfaction amongst respondents with different length of service ($F = 3.007$, $p < .05$) and this result is also supported by Chi-square test.

The nurses working in surgical wards had lower level of job satisfaction (mean = 299.38) and those who were working in specialized areas had higher level of job satisfaction (mean = 345.23). The value of Chi-square ($\chi^2 = 27.803$, $p < .05$).
Findings related to influence of work conditions on job satisfaction

The influence of work conditions on job satisfaction of the nursing personnel working in Sir Sunderlal Hospital has been studied by analyzing the variables through Pearson’s correlation and multiple regression method. The major findings were:

- The mean job satisfaction score was 3.80 in relation to work itself. It shows that the nurses’ perception of satisfaction with work itself is high. They feel good about their job. The perception of respondents about the work was also positively correlated with the job satisfaction (p<.01). Therefore, it can be interpreted that if the work will be interesting, creative and work conditions will be ideal then there will be chances of high job satisfaction among the nurses.

- Group cohesion is a general sense of individuals wanting to stay in a particular group. The mean job satisfaction score of the nurses in relation to group cohesion is 3.75. It showed that the nurses’ perception of satisfaction with group cohesion was high. The moderate level of positively correlation existed between group cohesion and the job satisfaction of the nurses which was significant at (p<.01).

- The mean job satisfaction score of the nurses in relation to group cohesion was 3.71. It showed that the nurses have high level of satisfaction with Nurse-physician collaboration existing in the hospital. The value of coefficient of correlation (r = .619**, p<.01) showed the positive relationship between job satisfaction and Nurse-physician collaboration.

- Work overload, the inability to provide adequate care can significantly influence stress levels and overall job satisfaction. The mean job satisfaction score of the nurses with the workload was 3.09. It showed that the nurses have moderate level of satisfaction with workload they have on the job. The value of coefficient of correlation (r) was .791** showed high level of positive
correlation between workload and the job satisfaction among the nurses which is significant at (p<.01).

- Inadequate numbers of staff nurses and inexperienced staff were perceived to compromise nurses' ability to provide quality care. Inadequate staffing, heavy workloads, and the increased use of overtime were frequently cited as key factors contributing to job dissatisfaction. The mean job satisfaction score of the nurses with the staffing was 2.67. It showed that the nurses have low level of satisfaction with the existing staffing pattern in the hospital and moderate level of positive correlation exist in staffing and the job satisfaction which was significant at (p<.01).

- Job competence can be viewed as feelings regarding one's ability to adequately perform the requirements of the job. The mean job satisfaction score of the nurses with the job competence was 3.81. It showed that the nurses’ were highly satisfied with the factor job competence. The value of coefficient of correlation ($r = 0.653^{**}, p<.01$), showed the positive relationship between job satisfaction and job competence.

- The other variables under work conditions such as team respect, physical work environment, quality of care, job stress and work relation have significant relationship with job satisfaction at p<.01.

- In this study, using stepwise regression analysis a model for predicting nurses’ job satisfaction was developed in relation to work conditions (table 4.4). In a final model it was evident that workload explained 62.6% of total 93.8% of the dependent variable job satisfaction. When work relation was added to workload then both together explained 76.6% of job satisfaction and along work itself, the entire three variables explained 80.7% of variation in job satisfaction. Nurse-physician collaboration along with previous three variables explained 88.9% variation in job satisfaction. It results in 2.8% change in job satisfaction. The rest significant work condition variables (like staffing, quality of care, job competence, job stress, team respect, and group cohesion were responsible for 4.9% changes in job satisfaction along with previous four variables.

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This result indicates that the most important work conditions variable for job satisfaction was workload and the next was work relation and the rest of the variables of work conditions had significant relationship with job satisfaction but were responsible to explain least percent of job satisfaction collectively.

When the intensive care nurses and non intensive care nurses were compared then it was found that intensive care nurses were more satisfied than the non-intensive care nurse in relation to significant organizational conditions and work conditions. They differ in their level of job satisfaction particularly in relation to nurse-physician collaboration, physical work environment and staffing among work conditions variables and with participatory decision making and unit autonomy among organizational conditions variables.

**Findings related to influence of organizational conditions on job satisfaction**

- Pay was also an important form of recognition. Nurses need to feel that their services were adequately rewarded. The mean job satisfaction score in relation to pay and benefits was 2.96. It showed that the nurses’ perception of satisfaction with pay and benefits was of medium level. The perception of respondents about the pay and benefits was also moderately positively correlated with the job satisfaction with the value of coefficient of correlation ($r = .592^*, p< .01$).

- Organizational autonomy reflects a perception of nurses’ involvement in determining policies and procedures, ability to advance professionally within the organization as well as nurses’ perception of administrative sensitivity to nursing and the problems encountered by nurses. The mean job satisfaction score in relation organizational autonomy was 3.03. It showed that the nurses’ perception of satisfaction with organizational autonomy was of medium level and was also moderately positively correlated with the job satisfaction at ($p< .01$).

- Under unit leadership behavior, the first component value and purpose was highly positively correlated ($r = .779^{**}$) with the job satisfaction at ($p< .01$).
The second component, participatory decision-making, involves creating opportunities for the expression of opinions and mutual decision-making. The mean job satisfaction score in relation to participatory decision-making was 3.31. It showed that the nurses’ perception of satisfaction with participatory decision-making was of medium level. A moderate level of positive correlation existed between participatory decision-making and the job satisfaction of the nurses which was significant at (p<.01).

Goal achievement refers to leadership behavior that enables employees to achieve their goals. The moderate level of positive correlation existed between goal achievement and the job satisfaction of the nurses which was significant at (p<.01) with value of coefficient of correlation (r= .669**).

Recognition and confidence, the fourth element has the mean job satisfaction score of 3.41. It showed that the nurses’ perception of satisfaction with recognition and confidence was of medium level. A strong positive correlation exists between recognition and confidence and the job satisfaction of the nurses which was significant at (p<.01).

The last element of leadership behaviors, unit autonomy had the mean job satisfaction score of 3.25. It showed that the nurses’ perception of satisfaction with unit autonomy was of medium level. A strong positive correlation existed between unit autonomy and the job satisfaction of the nurses which was significant at (p<.01) with the value of coefficient of correlation (r= .768**).

Using stepwise regression analysis a model for predicting nurses’ job satisfaction was developed (table 5.4). In a final model it is evident that value and purpose explained 60.6% of total 93.5% of the dependent variable job satisfaction. When unit autonomy was added to value and purpose then both together explained 75.8 % of job satisfaction and along with pay and benefits, the entire three variables explained 81% of variation in job satisfaction. Recognition and confidence along with previous three variables explained 84.6% variation in job satisfaction. It resulted in 3.6% change in job satisfaction. Organizational autonomy is responsible for 86.6% change in job satisfaction along with first four variables. In sixth step when Participatory
decision making was added to previous five variables the percent variation explained in job satisfaction increased to 93.4% and rest 0.1% of total 93.5% was explained by goal achievement.

- This result indicated that the most important organization variable for job satisfaction was value and purpose and the next in line was unit autonomy. Even the rest variables too had significant relationship with job satisfaction.

- As per the perception of respondents regarding the difficulties faced in the wards while performing the job was calculated and it is found that the highest percent of nurse are facing difficulty because of staff shortage, then by lack of equipment and supply and thereafter by interruption caused by others.

- The view of respondents regarding perception of job satisfaction assessed through open ended question showed that

  a. Reasons for job satisfaction: The 72% of the respondents opined that if staff shortage will be improved then the satisfaction with job will increase. The 60% of nurses had opined that if equipment and supply in the hospital get improved then the satisfaction with the job will increase and 28% expressed that if workload will be taken care off then it will enhance the job satisfaction.

  b. Reasons for job dissatisfaction: The respondents expressed the same reasons for their dissatisfaction i.e. staff shortage; lack of equipment and supply and workload.

  c. Factors for improvement of job satisfaction: Most of the respondents would like to have good interpersonal relationship, appreciation for their work, opportunity for in-service training and implementation of pay scales according to sixth pay commission in order to improve their level of job satisfaction along with adequate staffing; adequate equipment and supply; and reduced workload.

Analysis of Hypotheses

The findings of the study have been discussed according to the proposed hypotheses.

**H1: Nurses with different personal conditions have different levels of satisfaction.**

The present study included almost 16 socio-personal condition variable (age, sex, education, professional qualification, designation, marital status, family type,
religion, caste, residence, experience before joining the Sir Sunderlal Hospital, habitat, area of work, number of children length of service and in-service training) and the effect of each variable was analyzed and it was found that out of these 16 variables- age, designation, length of service and area of work have significant effect on job satisfaction. Hence, the hypothesis nurses with different personal condition have different level of satisfaction may be accepted.

The framed Sub- hypotheses were:

(i) Nurses’ level of satisfaction increases with the age.

The influence of age on the job satisfaction was determined by analyzing the data by ANOVA and Chi-square both. The mean job satisfaction score was lower in the age group 31-40 and was higher in age group 51-60. The analysis by ANOVA showed that there was statistically significant (p=.001) difference in mean score of job satisfaction among different age groups. The value of chi square 19.091 between age and job satisfaction was also significant (p=.004) indicating there was association between age and job satisfaction. This finding was supported by studies showing similar results, with older nurses having more job satisfaction, and less intention to leave the organization. Hence, the sub hypothesis that nurses’ level of satisfaction increases with the age stand accepted.

(ii) Nurses with higher professional educational status are least satisfied.

The sub hypothesis ‘Nurses with higher professional educational status are least satisfied was framed in the light of the findings of the previous researches which may be explained by the graduate nurses’ higher role expectations. The knowledge enrichment of the graduate nurses may yield a broader perspective and a higher expectation of their working roles compared to that of diploma and associate degree nurses. However, as stated by Jiang et al (2004) the graduate nurses’ role perception is not dominant in a nursing workforce as they only represent a minority with about 5% of registered nurses having a bachelor degree. Additionally, in hospitals, the graduate staff nurses assume the same roles and tasks as those with a diploma degree which may result in dissatisfaction.7

The mean score of job satisfaction in respondents with Diploma in Nursing and Midwifery (Mean =330.58) was slightly higher than the respondents having BSc
(Nursing) degree (Mean =329.12). But this difference was not statistically significant as (t=1.527, p= 0.126). The Chi-square value at ($\chi^2 = 3.907, p>.05$) also indicated that there was statistically insignificant association between professional qualification and level of job satisfaction. That is, professional education has no impact on respondents’ level of job satisfaction. The study by Bratt (1999a, 1999b) and Munro (1983) found no differences in job satisfaction based on educational degree supported the findings of the study. Hence, the sub hypothesis that nurses with higher professional educational status are least satisfied was rejected.

(iii) Experienced nurses are more satisfied than beginners.

The findings showed that nursing personnel who had experience of 11 to 20 years had lower level of job satisfaction and those who had 31-40 years of experience had higher level of job satisfaction. The value of ANOVA indicated there was significant difference in mean score of job satisfaction amongst respondents with different length of service (F=3.007, p=0.031). Also, the value of Chi-square ($\chi^2 =10.813, p<.05$) for the analysis of experience against job satisfaction was significant indicated that there was significant association between length of service and job satisfaction. Higher levels of satisfaction have been linked to working longer in a hospital which is related to years of experience in nursing. These studies also supported the finding of the present study. Hence, the sub- hypothesis that experienced nurses are more satisfied than beginners stands accepted.

(iv) Nurses’ at higher level are highly satisfied.

The mean score of job satisfaction is low in Staff nurse (Mean =325.87) and higher in Sister (Mean =346.96) and then in Assistant Nursing Superintendent (Mean =368.00). It showed that the respondents at higher position are more satisfied than at lower position. This finding was supported by ANOVA which indicates that there was statistically significant (p=.002) difference in mean score of job satisfaction among nursing personnel with different designation. The Chi-square value at ($\chi^2 =12.168, p<.05$) also indicated the same result. The finding of the present study was consistent with the study by Saini and Singh (2005) that Nursing Administrators are more satisfied than Staff nurses. Hence, the sub hypothesis that experienced nurses at higher level are highly satisfied was accepted.
H2: Work conditions (group cohesion, nurse-physicians collaboration, work relation, workload, quality of care, job competence, team respect, physical work environment, staffing) influences the level of job satisfaction of the nurses.

As the findings of the study as shown in table 4.3 indicates that all the variables concerning working condition are positively correlated with job satisfaction at 1% level of significance. And through multiple regressions, as shown in table 4.4, it is evident that all the variables of work conditions explained the variation in dependent variable job satisfaction of the nurses.

Therefore, the hypothesis was accepted.

Framed Sub-hypotheses were:

(i) Group cohesiveness and team respect are positively related to nurses’ job satisfaction.

As the finding of the study as shown in the table 4.2 depicted the mean job satisfaction score of the nurses in relation to group cohesion is 3.75. It showed that the nurses’ perception of satisfaction with group cohesion was high. The table 4.3, depicted that moderate level of positive correlation exists between group cohesion and the job satisfaction of the nurses (\(r=0.387, p<0.01\)). It revealed that the group cohesion has the association with job satisfaction.

The mean job satisfaction score of the nurses with the variable team respect is 3.84. It showed that the nurses’ were highly satisfied with the variable team respect. The table 4.3 depicted that the nurses’ perception of team respect was moderately positively correlated (\(r=0.602\)) with job satisfaction at significance level of 1%. It indicated that nurses’ perception of being respected by others at workplace influences their job satisfaction level.

Hence, the sub-hypothesis stand accepted.

(ii) Lack of effective collaboration between nurses and physicians has been viewed as major contributor to nurses’ dissatisfaction in their work settings.

The result of the study as shown in the table 4.2 depicted the mean job satisfaction score of the nurses in relation nurse-physician collaboration is 3.71. It
showed that the nurses have high level of satisfaction with nurse-physician collaboration existing in the hospital. The table 4.3, demonstrated that moderate level of positively correlation ($r = .619$) exists between nurse-physician collaboration and the job satisfaction among the nurses which is significant at ($p<.01$) which indicated that if effective working relationships between nurses and physicians exist then the nurses were having high level of satisfaction with their job. And lack of collaboration between nurses and physicians has been viewed as major contributor to nurses’ dissatisfaction in their work settings.

Hence, the sub- hypothesis stand accepted

(iii) **Heavy workload leads to nurses’ dissatisfaction.**

The result as shown in table 4.2 indicated the mean job satisfaction score of the nurses with the workload is 3.09. It showed that the nurses have moderate level of satisfaction with workload they have on the job. The table 4.3, depicts that strong positive correlation exist in workload and the job satisfaction among the nurses which is significant at ($p<.01$) with the value of coefficient of correlation ($r$) equal to.791**. It showed that workload is the most vital determinant of nurses’ job satisfaction. It means if workload increases the job dissatisfaction also increases.

Hence, the sub- hypothesis stand accepted.

(iv) **Lack of job competence negatively influences job satisfaction of the nurses.**

The findings of the study as shown in table 4.2 indicate that mean job satisfaction score of the nurses with the job competence is 3.81. It showed that the nurses’ were highly satisfied with the factor job competence. The table 4.3, depicts that nurses’ job competence is positively correlated with job satisfaction at significance level of 1% with the value of coefficient of correlation ($r= .653**$), It indicated that nurses’ perception of having ability and skill to perform the job effects their level of job satisfaction positively and if the nurses feel they were not competent enough to perform the job then it affects their level of job satisfaction negatively.

Therefore, the sub hypothesis is accepted.
(v) Inadequacies of the physical environment and non-availability of resources is negatively correlated with job satisfaction.

The result as shown in table 4.2 depicted the mean job satisfaction score of the nurses with the variable physical work environment is 2.91. It showed that the nurses’ were satisfied at low level with the physical work environment. The table 4.3 showed that the nurses’ perception of physical work environment has positive association with job satisfaction \( r = .657^{**}, p < .01 \). It revealed that nurses’ job satisfaction is dependent on the adequacy of physical work environment and inadequacies of the physical environment and non-availability of resources is negatively correlated with job satisfaction.

Therefore, the sub hypothesis is accepted.

(vi) Shortage of nursing staff has major contribution to the job dissatisfaction.

The result as depicted in the table 4.2 showed the mean job satisfaction score of the nurses with the staffing is 2.67. It showed that the nurses have low level of satisfaction with the existing staffing pattern in the Hospital. The table 4.3, suggested moderate level of positive correlation existed in staffing and the job satisfaction among the nurses which is significant at \( p < .01 \) with the value of coefficient of correlation \( r = .600^{**} \). The Scatter diagram with trend line in figure 4.3 also showed the positive relationship between job satisfaction and staffing. It showed that staffing variable influences the level of nurses’ job satisfaction. It reveals that adequate staffing enhances nurses’ job satisfaction and shortage of nursing staff contributes to the job dissatisfaction.

Hence, the sub hypothesis is accepted

(vii) Nurses’ job satisfaction has positive impact on quality of care.

The findings of the study showed that mean job satisfaction score of the nurses with the perception of quality of care being provided by them was 3.42 as depicted in table 4.2. It showed that the nurses’ were moderately satisfied with it. The table 4.3 depicted that the nurses’ perception of quality of care has positive association with job satisfaction at significance level of 1% with the value of coefficient of correlation \( r = .589^{**} \). It revealed that nurses’ perception of the ability to provide quality of care
influences their level of job satisfaction. If the nurses were highly satisfied then it has positive impact on quality of care.

Hence, the sub hypothesis stand accepted

**H3:** *Organizational conditions* (pay; organizational autonomy; unit leadership behaviors: value and purpose; participatory decision making; goal achievement; recognition and confidence; unit autonomy) *contribute towards enhancement of job satisfaction of the nurse.*

As the findings of the study as shown in table 5.3 indicated that all the variable concerning organizational condition were positively correlated with job satisfaction at 1% level of significance. And through multiple regressions, as shown in table 5.4, it is evident that all the variables of organizational condition explain the variation in dependent variable job satisfaction of the nurses.

Therefore, the hypothesis stand accepted.

The framed Sub- hypotheses were:

(i) *Rewards and pay have a positive correlation with job satisfaction.*

The findings of the study as depicted in table 5.2 and figure 5.1 depicted the mean job satisfaction score in relation pay and benefits were 2.96. It showed that the nurses’ perception of satisfaction with pay and benefits were of medium level. The table 5.3, depicted that the perception of respondents about the pay and benefits were also moderately positively correlated with the job satisfaction \( r=0.592^{**}.p<.01 \). Therefore, the sub hypothesis pay and benefits have a positive correlation with job satisfaction stands accepted.

(ii) *Nurses who perceive less organizational autonomy are less satisfied with their jobs, less committed and less motivated.*

The result of the study as shown in table 5.2 and figure 5.1 depicted the mean job satisfaction score in relation organizational autonomy and the value is 3.03. It showed that the nurses’ perception of satisfaction with organizational autonomy is of medium level. The table 5.3, presented that the perception of respondents about organizational autonomy is also moderately positively correlated with the job
satisfaction ($r = .654^{**}$, $p<.01$). Therefore, it can be interpreted that job satisfaction among the nurses can be increased by giving them opportunities for involvement in administrative decision-making, policy framing, and advancement. If the nurses perceive less organizational autonomy then they were less satisfied, had less commitment towards organization and less motivated. Hence, the sub-hypothesis stand accepted.

(iii) **Unit leadership behavior has positive association with job satisfaction.**

As the findings of the study as shown in table 5.3 indicates that all the component concerning unit leadership behavior are positively correlated with job satisfaction at 1% level of significance. And through multiple regressions, as shown in table 5.4, it is evident that all the variables of organizational conditions explained the variation in dependent variable job satisfaction of the nurses. Therefore, the sub-hypothesis unit leadership behavior has positive association with job satisfaction is accepted.

(iv) **Leader behavior that enables staff to achieve their goal contributes towards their job satisfaction.**

The findings of the study as shown in table 5.2 and figure 5.1 depicted the mean job satisfaction score is 3.30 in relation to goal achievement. It showed that the nurses’ perception of satisfaction with goal achievement is of medium level. From the table 5.3, it was inferred that moderate level of positive correlation existed between goal achievement and the job satisfaction of the nurses which is significant ($r = .669^{**}$, $p<.01$). It revealed that the goal achievement has the association with job satisfaction. It showed that the job satisfaction level of the nurses can be improved if the leader takes keen interest in motivating the staff to achieve their goals, by providing them adequate resources and enriching their knowledge and skills. Hence, the sub-hypothesis leader behavior that enables staff to achieve their goal contributes towards their job satisfaction is accepted.

(v) **Unit autonomy is important determinate of job satisfaction.**

In the present study, the table 5.2 and figure 5.1 depicted the mean job satisfaction score in relation unit autonomy was 3.25. It showed that the nurses’ perception of satisfaction with unit autonomy is of medium level. The table 5.3, depicted that strong positive correlation exists between unit autonomy and the job
satisfaction of the nurses (r=.768**) which is significant at (p<.01). It revealed that the unit autonomy is important determinant of job satisfaction.

Therefore, the hypothesis stand accepted.

**H4: There will be significant difference in the level of job satisfaction of nurses working in intensive care areas and non intensive care areas.**

The number of nurses working in non-intensive areas is 190 and in intensive area is 91. The 54.7% of nurses in non intensive areas and 51.6% of nurses in intensive area are moderately satisfied. The intensive care nurses are more satisfied than non-intensive nurses in relation to significant variables of work and organizational conditions. The independent t- test showed that the significant difference in level of job satisfaction in relation to work conditions among intensive and non-intensive nurses were with the variable nurse-physician collaboration, physical work environment and staffing at (p<.05) and the significant difference in level of job satisfaction in relation to organizational conditions were with the variable participatory decision making and unit autonomy at (p<.05).

Hence, the hypothesis was accepted.

**CONCLUSION**

Human resources are considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the personnel from top to bottom in the hierarchy of the organization. It may be noted here that human resources need to be utilized to the maximum possible extent so as to achieve individual and organizational goals. It is thus the employees’ performance which finally helps in the attainment of goals. However, the employees performance is to a large extent, influenced by motivation and job satisfaction. People join organizations with certain motives like security of income and job, better prospects, and satisfaction of social and psychological needs. Each employee has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs. Job satisfaction refers to a person’s feeling of satisfaction on the job, which acts as a motivation to work. From the main findings of the study it is summarized that the overall job satisfaction of nurses working in Sir Sunderlal Hospital, Banaras Hindu University is of medium or average level.
The influence of personal conditions, work and organizational conditions on job satisfaction was analyzed. The influence of personal conditions on job satisfaction of nurses was insignificant with most of the variables. The significant personal variables were age, designation, length of service and area of work which had considerable influence over job satisfaction of nurses.

With work conditions, all the eleven variables had significant influence on job satisfaction as indicated by correlation and stepwise regression analysis, the result indicated that all variables of work conditions together explains 93.8% of variation in job satisfaction. The most important work conditions variable for job satisfaction is workload and the next in line is work relation which explains maximum percentage of variability in job satisfaction.

Among organizational variables also, all seven variables had significant influence on job satisfaction as indicated by correlation and stepwise regression analysis, the result indicated that all organizational variables together explained 93.4% of variation in job satisfaction. The most important organization variable for job satisfaction is value and purpose and the next to it is unit autonomy.

When the non-intensive care nurses and intensive care nurses where compared then it was found that latter were more satisfied than the former in relation to organizational conditions and work conditions variables. They differ in their level of job satisfaction particularly in relation to nurse-physician collaboration, physical work environment and staffing among work conditions factors and with participatory decision making and unit autonomy among organizational conditions.

From the open ended question and interaction with nurses it was noticed that the nurses of this hospital are heavily loaded with patient care and non nursing activities as there is almost 50% shortage of nurses according to Indian Nursing Council recommendation. They face lot of difficulties while performing their job because of lack of equipment and supply, shortage of staff, and unwanted interruption by others. Even they are not satisfied with organizational rules and procedures. There is no laid down policy of nursing service such as related to staff scheduling, rotation duties. Due to shortage of staff they don’t get leave even though they may have serious personal or family problems. They also showed dissatisfaction with poor educational opportunities. They also mentioned that they don’t get sufficient time for their children and family and is difficult to maintain work life balance.
RECOMMENDATIONS:

Job satisfaction of the nurses is a significant indicator of good working environment and management of the institution. As the findings of the study demonstrated that the selected variables of work conditions as well as organizational conditions had significant influence on the job satisfaction of the nurses. Therefore, it is suggested that the work conditions and organizational conditions of the hospital may be improved so that the level of nurses’ job satisfaction may be enhanced which will result in better patient outcome.

To enhance job satisfaction of the nurses working in Sir Sunderlal Hospital, following suggestions have been enumerated in the light of findings.

1. There is need for the administration to recruit nurses to overcome shortage of nursing staffs.

2. Orientation programme may be organized for newly appointed nursing staffs by focusing on infrastructure, introducing to higher authorities and other nursing personnel, policies of the institution including leave policies, objectives of the institution, job description etc.

3. The workload with existing nursing strength can be somewhat reduced by delegating non-nursing activities to clerical staff and complete computerization of the hospital and updating hospital information system.

4. The promotion opportunity may be increased for all cadre of nursing according to Staff Inspection Unit recommendations.

5. The permission for higher education may be provided to 8 nursing staff for pursuing the BSc(Nursing) and 4 nursing staff for M.Sc. Nursing programme every year.

6. The short-term training courses may be organized within the institution periodically. Staffs may be deputed for training programme to other institutions based on the need of the institution.

7. The senior nurses may be trained in ward management techniques.

8. The nurses may be given partial responsibility for material management so that they can observe adequate supply of equipments and other accessories in the wards.
9. There could be system of appreciation and recognition for better job performance.

10. There is need to formulate policy for nursing service for its smooth functioning.

11. The Hospital authority may involve middle and top nursing managers in administrative decision making.

12. It is suggested that periodic evaluation of nurses’ job satisfaction may be performed for betterment of Hospital and for increasing quality of patient care.

**Suggestion for further study**

As the study was limited to selected variables of job satisfaction. The study could not explore Unit-based factors, such as number of beds, patient acuity, models of care delivery, and staffing patterns, were completely absent from this study. The inclusion of these variables could potentially contribute to variability in job satisfaction and require further study. Further interventions designed to increase work productivity or improvement in patient care can be tested to determine their effects on job satisfaction.
REFERENCES


