

# Psychological Well-Being of Nurses and their Job Satisfaction

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## ABSTRACT

The factors that influence psychological well-being include workplace factors and non-work factors. The demanding work at workplace, lack of control over work and, conflicts with colleagues, frequent travel, poor family relationships, misunderstandings in dual career families, lack of Job security, poor working conditions have a negative impact on psychological well-being. Workplace autonomy, support from colleagues, good relations with colleagues and superiors, good relations with family members, reasonable job security, recognition of good work with appropriate awards have a positive effect on psychological wellbeing. In the present study, an investigation has been done on relationship between Workplace Engagement, job satisfaction and psychological well-being. For this, information was obtained from nurses working in Government hospitals and private hospitals located in Hyderabad. A model was constructed depicting the assumption that Commitment to Profession and Workplace Engagement of nurses will impact the Psychological well-being level of nurses which in turn influence their level of Job satisfaction. SEM (Structural Equation Model) method was used to test the model.

**Keywords:** Psychological well-being, Workplace Engagement, Job satisfaction

## Introduction

Psychological well being is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. Recent years have witnessed a tremendous shift in the research literature from an emphasis on disorder and dysfunction to a focus on well-being and positive mental health. According to K W Brown (2003) and Ryan R M, mindfulness is an attribute of consciousness. Consciousness promotes well-being. Mindfulness enhances awareness of current experience or reality. Consciousness encompasses both awareness and attention. Westeni defined attention as a process of focusing conscious awareness, providing heightened sensitivity to a limited range of experience. Awareness and attention are interrelated. The study provides a theoretical and empirical examination of the role of workplace engagement by hospitals in psychological well-being of Nursing personnel.

## Objective

- To study the relation between Commitment to Nursing Profession and Psychological well being of Nurses
- To study the relation between Psychological well being of Nurses and their Job Satisfaction

## REVIEW OF LITERATURE

According to Diener, psychological well-being has three defining characteristics. Psychological well-being is a phenomenological event, i.e, people are happy when they believe themselves to be so. Psychologically well people are more prone to experience positive emotions and less prone to experience negative emotions. Well-being refers to one's life as a whole. It is generally believed that happy workers are more productive than unhappy workers. Thomas Wright and Russel Cropanzano conducted two studies to simultaneously examine the relative contribution of psychological well-being and job satisfaction to job performance. The study 1 was conducted for human services workers. The study 2 was conducted for juvenile probation officers. In the studies, it was found that psychological well-being and not job satisfaction was predictive of job performance. In study 1, 47 participants completed measures of psychological well-being and a composite measure of job satisfaction. Supervisory ratings of employee performance on job were obtained. There was a response rate of 100%. The college-educated, human services workers provided face-to-face direct care, service and supervision to clients assigned to them. All respondents were employed in the same department, performed the same job duties. Most of the participants were male and had a mean age of 39 years and had an average experience of 10.8 years. The study used the eight-item index of psychological well-being developed by Berkman. The Berkman scale includes questions like how often did the respondents feel lonely or remote from other people, how often did they feel depressed or unhappy, how often did they feel bored, how often did they feel restless that they could not sit in a chair, how often did they feel vaguely uneasy without knowing why, how often did they feel excited or interested in something how often did they feel having accomplished something and how often did they feel being on top of the world. The coefficient of alpha was 0.72. Job performance was rated using supervisory ratings. Employees were rated using a 5 point scale ranging from poor to excellent. Job satisfaction was measured by using dimensions like degree of satisfaction with work itself, degree of satisfaction with co-workers, and degree of satisfaction with supervision.

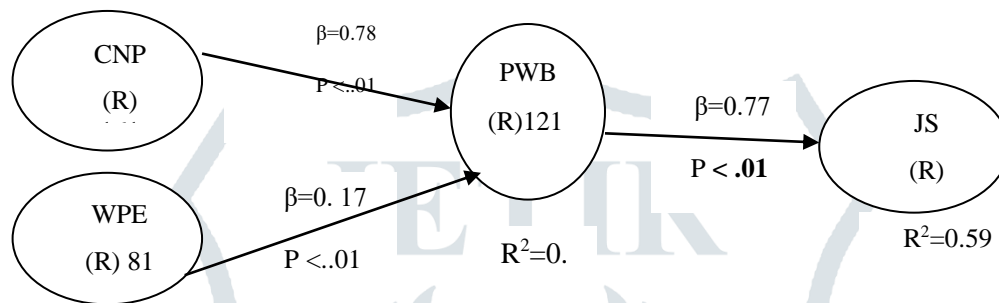
## RESEARCH METHODOLOGY

Simple random sampling technique was used to select the sample of nurses to be included in the study. In the sample of 1477 nurses, 233 nurses were working in Gandhi Government Hospital, 236 nurses were working in Autonomous Hospital-NIIMS and 176 nurses were working in Kamineni Private Hospital located in Hyderabad. 199 nurses were working in Lok Nayak Government Hospital, 505 nurses were working in Autonomous Hospital-AIIMS and 128 nurses were working in Max Private Hospital located in Delhi. Structural Equation Model was used to test the association between commitment to profession, psychological well-being and job satisfaction.

**DATA ANALYSIS AND INTERPRETATION**

The Structural Equation model shows the assumption that Commitment to nursing profession and Work place engagement will impact the Psychological well-being level of nurses which in turn have impact on their Job satisfaction.

**Figure 4.1: Model to represent the impact of various factors on psychological well-being of employees**



**Table 1**  
**Results of general SEM analysis**

Variable	Value	P value/Acceptable value	Accept/Reject
APC	0.352	<0.001	Accept
ARS	0.737	<0.001	Accept
AARS	0.736	<0.001	Accept
AVIF	4.792	< or = 5	Accept
GOF	0.606	Small if > or = 0.1 Medium if > or = 0.25 Large > or = 0.36	Accept (Large GOF)

Average path coefficient (APC)=0.352, P<0.001  
 Average R-squared (ARS)=0.737, P<0.001  
 Average adjusted R-squared (AARS)=0.736, P<0.001  
 Average block VIF (AVIF)=4.792, acceptable if <= 5, ideally <= 3.3  
 Tenenhaus GoF (GoF)=0.606, small >= 0.1, medium >= 0.25, large >= 0.36

The above details reveal that average path coefficient is 0.352 and significance value p<0.001 which shows that the model is significant. Average R square and adjusted average R square values are significantly high (0.737 and 0.736). Also, their significance value p is <0.001. Average Variance Inflation Factor (AVIF) is 4.792. Since AVIF < 5, the model is acceptable. Goodness of fit value is 0.606. Therefore, the model has high goodness of fit (Refer Table 1). Hence, the model is valid and can be accepted for further analysis.

General model elements

Number of cases (rows) in model data: 1477

Number of latent variables in model: 6

Number of indicators used in model: 69

Number of iterations to obtain estimates: 5

All the 1477 respondents have been considered. A total of six factors have been included in the model - Commitment to profession in nurses and Work place engagement influence Psychological well-being level of nurses and Job satisfaction. These are considered as latent variables because they cannot be measured directly.

By linking these latent variables to other observable variables, the values of the latent variables are inferred from measurements of the observable variables. Quality of life is a latent variable cannot be measured directly. So, observable variables like wealth, employment, physical and mental health, education, social relations, recreation and leisure time are used to measure quality of life.

Psychological well-being level of nurses is measured by autonomy, environmental mastery, personal growth, relations with others, purpose in life and self-acceptance. Each of these variables is called an indicator. In this model, a total of 69 indicators are used.

**Table 2**

**Values of Path Coefficients**

	PWB	CNP	WPE
PWB		0.781	0.172
CNP			
WPE			
JS	0.768		

Path coefficient value for Commitment to nursing profession and psychological well-being is 0.781. Similarly, Path coefficient value for Workplace engagement and psychological well-being is 0.172. The Path coefficient value for Psychological well-being and Job satisfaction is 0.768. We can see that the factor - Commitment to nursing profession has strong association with Psychological well-being. The next factor that has strong association with Psychological well-being is Workplace engagement. (**Refer Table 2**). Again, it can be seen that there is very strong association between Psychological well-being and Job satisfaction.

The following is the table showing P values for various factors:

**Table 3**

**P values showing significance**

	PWB	CNP	WPE	JS
PWB		<0.001	<0.001	
CNP				
LSS				
WPE				
ASS				
JS	<0.001			

P value is Significance value. P is <0.001 for path leading from Commitment to Nursing profession (CNP) to Psychological Well-being of Nurses. Hence, the association between Commitment to nursing profession (CNP) and Psychological Well-being of Nurses is significant. P is < 0.001 for path leading from Work Place Engagement (WPE) to Psychological Well-being of Nurses. Hence, the association between Work Place Engagement (WPE) and Psychological Well-being of Nurses is significant. (**Refer Table 3**).

**Table 4****Standard errors for path coefficient values**

	PWB	CNP	WPE
PWB		0.025	0.026
CNP			
LSS			
WPE			
ASS			
JS	0.025		

Standard error in standard estimates of path coefficient between Psychological well-being of nurses and Commitment to nursing profession in nurses is 0.025. Standard error in standard estimates of path coefficient between Psychological well-being of nurses and Work place engagement is 0.026 (**Refer Table 4**). Standard error in standard estimates of path coefficient between Psychological well-being of nurses and job satisfaction level of nurses is 0.025.

**FINDINGS**

- It can be inferred that commitment to nursing profession and workplace engagement, do have a positive impact on psychological well-being of nurses though they differ in their extent of impact.
- Commitment to nursing profession has the highest impact (0.78) followed by workplace engagement (0.17) on psychological well-being of nurses.

- The psychological well-being level of nurses has positive influence on their job satisfaction level.

## SUGGESTIONS

- Commitment to nursing profession is the factor that has highest impact on psychological well-being of nurses. Commitment to profession is an attribute that should be innate to an individual. However, hospital management can also take some measures to reinforce the commitment of nurses. The management should adopt family friendly policies to secure commitment of nurses to profession and organization. When shifts are scheduled in odd hours or nurses are called on emergency basis, free transportation should be offered to them. Management should provide freedom to nurses in choosing their shift schedules. As nurses undergo high health risk by constantly attending patients with various diseases, the management should pay special attention to maintaining the health of nurses.
- Workplace engagement also has positive impact on psychological well-being of nurses. Disengagement of staff can have negative impact on employee productivity. Therefore, it is the responsibility of management to take measures to enhance and sustain employee engagement. Management should keep employees updated about company information regarding financial performance, expansion plans and future prospects. This will make employees feel connected to the company. The managers should clearly explain to the employees what is expected from them when they are given a new assignment. They should not be kept in the dark about the difficulties and challenges involved in the assignment. The management should encourage employees who come out with innovative ideas to enhance the existing organizational process by rewarding creativity.
- The hospital management may send greetings and small gifts on the occasions of birthdays of nurses and their family members. A family day may be celebrated every year on the occasion of which all family members of nurses may be invited and thanked for their cooperation with lunch and small gifts. In family day celebrations, the family members may be given an opportunity to display their talents.
- The hospital management may offer one day pleasure trips for nurses to the resorts in the city outskirts. Celebrations may be encouraged on the occasion of big festivals like Christmas, Dasarah and Ramzaan. An opportunity may be provided for nurses to display their talents like singing, dancing, decorating and acting on these occasions. Food fest may be organized to encourage nurses who have good culinary skills.
- Complaints by nurses regarding colleagues', supervisor's or patients' misbehavior should not be ignored by management. All the written complaints launched by nurses should be investigated by the HR department and action should be taken on the concerned person if found guilty. Well-defined procedure should be developed for addressing grievances of nurses and communicated to all the nursing personnel.
- The management should organize programs for nurses on managing stress, enhancing self-confidence and emotional stability. Also, they should organize skill enhancement programs for nurses where they can sharpen their managerial skills, acquire skills to handle modern medical equipment and learn about advanced technological developments happening in the medical field. Knowledge enhances self-confidence. Self-

confidence contributes to personal growth. Personal growth is one of the components of psychological well-being. When the hospital management contributes to personal growth it elevates psychological well-being of nurses.

- It is found in the study that the nurses who have higher qualification are experiencing low psychological well-being. Therefore the management should recognize nurses having higher qualification. The names of nurses who obtained higher qualification may be displayed in notice board of the department where they work. Their designation should be changed accordingly. The management should reward qualified nurses with incentives or higher responsibilities as per the hospital policy.
- The management should involve nurses in making important decisions like extending the work hours of nurses, increasing the workload, withholding increments, promotions, etc. These decisions will impact their work, career and family adversely. If such decisions are taken in emergency situations without inviting nurses, the top management should call a meeting and explain to nursing staff why the decision had to be taken.
- Nurses do not want to continue in the same position for life long. They want to develop their talents and skills and go up the career ladder. They prefer the organizations which provide them the opportunities for career development. Hence, hospital management should sponsor high performing nurses to advanced nursing courses. Otherwise they can organize these advanced courses in their affiliated colleges and encourage nurses to pursue courses there. Whenever, the hospital management procures modern medical equipment, the nurses should be trained in using the equipment. The nurses may be trained in ultra modern medical equipment and procedures even before they arrive in hospital. This will enhance their self-esteem and psychological well-being.

## CONCLUSION

The findings of the present study emphasize the need for management of hospitals to give special attention to designing and implementing employee wellness programs for nurses to sustain their professional commitment and employee engagement. Also, the management needs to improve their training and development programs for nurses and their supervisors. Supervisors should be trained in democratic leadership style. Nurses should be encouraged to develop assertive communication skills. This will improve the psychological well-being of nurses which will in turn positively influence their level of job satisfaction. The limitation of the present study is its concentration on nurses working in only six hospitals. Also, the study is focusing only on two factors influencing psychological well-being whereas in reality, there are several factors that influence psychological well-being of an individual. Future researchers might investigate to explore the best leadership style that would lead to enhanced psychological well-being of nurses.

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