

**UNIVERSITY OF EDUCATION, WINNEBA**

**ORGANISATIONAL CLIMATE AND JOB SATISFACTION OF NURSES IN  
THE WINNEBA TRAUMA AND SPECIALIST HOSPITAL IN THE  
CENTRAL REGION, GHANA**



**A dissertation in the Department of Management Sciences,  
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School of Graduate Studies in partial fulfillment of  
the requirements for the award of degree of  
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**NOVEMBER, 2022**

## DECLARATION

### Student's Declaration

I declare that this submission is my own work towards the award of Master of Business Administration in Human Resources Management. It contains no material published by another individual or student except where due acknowledgement has been made.

Millicent Asante .....

.....

Student

Signature

Date



### Supervisor's Certification

I certify that this work is supervised by myself and is in line with the university's requirement for thesis.

Augustina Adei Ashie .....

.....

Supervisor

Signature

Date

## DEDICATION

I dedicate this project work to my family



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## ABSTRACT

This research aims to find out how organisational climate affects nurse job satisfaction in the Winneba Trauma and Specialist Hospital in Ghana's Central Region. Three specific objectives were employed in this study. The quantitative research approach was used in the study. The study used the census sampling technique to select the nurses from the Trauma and Specialist hospital in Winneba. A structured questionnaire was used to collect data from the respondents. The study's findings revealed that organisational climate has a statistically significant effect on job satisfaction. Lastly, the study revealed that organisational climate positively predicts job satisfaction. The study concluded that organisational climates have a statistically significant impact on Nurses' Job satisfaction. It is recommended that the management of the Trauma Specialist hospital should develop a user-friendly environment for all nurses. Also, the Hospital must support and reward committed nurses that work extra hours to save lives and promote the Hospital's image. Similarly, the management of the Hospital must interact with the nurses from time to time. The Hospital's policies and structure must consider the nurses' needs so they can give their all in performing their duties.



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

The modern workplace provides greater obstacles than ever (Jang & Oh, 2017). These issues are not exclusive to one company or corporation but impact all companies, regardless of structure or size. These business events have prompted firms to adopt new tactics to remain profitable. In recent years, organisations have been particularly interested in fostering an atmosphere that motivates their employees to give their best to their aims and objectives (Masum, Azad, Hoque, Beh, Wanke, & Arslan, 2016; Ahmad, Eckert & Teredesai, 2018). Some scholars reveal that organisations that establish a tranquil organisational climate or atmosphere for organisational members stand out regardless of the current business conditions (Ahmad et al., 2018; Joshi, 2018).

Castro and Martins (2010) noticed that the organisational climate in a given association is continually tested by the rising number of changes influencing those associations. Another viewpoint is that if enterprises adequately manage these shifts, they may change the behaviour and perception of individuals working in those organisations, leading to increased motivation and employee satisfaction (Walt, & Klerk, 2014). The organisational climate impacts the human environment in which employees work.

The term “organisational climate” refers to a wide range of environmental influences on behaviour, including the psychological environment and collective, organisational, and conditional consequences on behaviour” (Lottrup, Stigsdotter, Meilby & Claudi, 2015). Sensitivity to the organisation’s goal or purpose; feedback; teamwork; communication; resources and procedure; a chance to advance; remuneration; work-

life balance; fairness and security; meaningfulness; and the bottom line are all factors that influence the organisational environment (Lottrup et al., 2015). According to Agarwal, Garg and Rastogi (2019), the survival and growth of every organisation, regardless of form or size, are directly proportionate to the favourable environment it receives. As a result, employees must get familiar with the organisation's conventions, rituals, laws, and other characteristics, all of which are supposed to help employees feel like they belong and contribute to the organisation's progress.

The organisational climate has a significant effect on the organisation's success. It is crucial in building, sustaining, and improving its employees' competency, encouragement, morale, and growth. Motivated workers are the most valuable asset any organisation can have. As a result, to nurture high-level performance and employee happiness, a favourable organisational climate is critical for the smooth running of the business. Top management is responsible for maintaining a pleasant work environment to minimise employee unhappiness and foster a sense of wellbeing among employees and the firm (Agarwal et al. , 2019).

According to Yarbrough, Martin, Alfred and McNeill (2017), the organisational climate is more important than previously thought since companies need to guarantee that workers who contribute to their bottom line stay on board and continue to put forth effort for the whole. It is vital to utilise human relationships and resources at all levels successfully. Employee happiness and discontent, as well as the quantity of employee turnover, job satisfaction or employee satisfaction metrics, and an individual employee's enjoyment with their job, are all influenced by organisational climate, according to Agarwal et al. (2019). According to Danish et al. (2015), work satisfaction relates to how pleased or unsatisfied an employee is with three aspects of their job,

namely autonomy, esteem, and self-actualisation, or how much of each is now available.

It's enough to say that an employee's degree of happiness with the job is reflected in how they respond to questions regarding these components of the job. According to Gunlu, Aksarayli and Percin (2010), job satisfaction is an employee's mental state or overall attitude toward their job and employment components, including work environment, fair compensation, interaction with coworkers, autonomy, professional status, and organisational norms. Job satisfaction is founded on equity potential, which states that if a person's personal experiences match the employment's rewards and the penalties are suitable, he will be content with his job (Hwang & Hwang 2014). According to Pecino et al. (2019), employee satisfaction is the degree to which a person regards their job's intrinsic and extrinsic aspects positively or negatively.

According to existing literature, the sort of environment that prevails in a specific business may impact the degree of work satisfaction of that firm's employees (Agarwal et al., 2019; Thakur et al., 2020; Pecino et al., 2019; Ahmad et al., 2018). Thakur, Ansari, and Bidkar (2020) investigated the connection between work environment and job satisfaction in 70 workers from diverse sectors using random sampling and a questionnaire. They observed a link between work environment and job satisfaction that was both favourable and significant. According to Agarwal (2019), in his study on the influence of organisational environment variables on job satisfaction of academic staff from private institutions in India, working conditions, corporate image, and pay and benefit gender are the aspects that have the most impact on employment pleasure.

According to "Frederick Herzberg's (2005) Two Factor Theory, which provides the theoretical" underpinning of this study, some aspects of the workplace promote

employee pleasure with their employment. The researchers explored the factors that lead to people's job motivation being consistent throughout time. According to the author, firms that emphasise ensuring a healthy working environment, supervisor support, ethical atmosphere, trust and involvement, or workplace isolation, recognition, demanding work, training, and growth are more likely to achieve employee job satisfaction. Employees' hesitation to leave a firm might also be linked to certain additional unique benefits they obtain from it, according to the social exchange theory, which underpins this study. According to this theory, employees who receive favourable perks and treatment from their employers feel obligated to reciprocate these favours by remaining loyal to the firm and hence are satisfied (Kim & Lee, 2013). As a result, this study examines the impacts of the organisational environment and work satisfaction on nurses in Ghana's Central Region's Winneba Trauma and Specialist Hospitals.



## **1.2 Statement of the Problem**

The shortage of nurses in the healthcare business has attracted researchers' attention in both developed and emerging nations (Abubakari et al., 2013; Ayuurebobi et al., 2015; Asare, 2019). According to the US Bureau of Labour Statistics, more than 1 million new and replacement nurses will be needed in the United States by 2022 (Snaveley, 2016). More than 587,000 additional nurse positions are predicted to be created (a 23.5 percent increase). As a result, nursing is expected to be the most rapidly growing profession in the United States (Dotson, et al., 2013). According to research, roughly 13% of nurses in the Western world are still leaving their jobs owing to job dissatisfaction (Aiken et al., 2013).

This scenario is comparable to Ghana's experience in previous decades. Nurses in Ghana continue to demonstrate against their working circumstances, blaming it on a positive work culture or environment (Abubakari, 2013; Agbokey, 2015; Asare, 2019). As a consequence of the preceding, it is evident that the nursing profession in Ghana, as in many other parts of the world, especially in developing countries, confronts several challenges, particularly regarding job satisfaction. According to various studies, the healthcare industry is an excellent area to start addressing this issue since it offers a favourable organisational environment in terms of support, career growth, internal relations, coworker trust, and ethical atmosphere, among other things (Amiresmaili & Moosazadeh, 2013; Almeida et al., 2016; Pecino et al., 2019).

Similarly, Hashish (2017) described the nursing shortage and its effects. Hashish stated that hospitals in many developing countries lack sufficient staff and that nurses are overworked due to working more hours, double shifts, and caring for more patients. Nurses in developing countries like Ghana are unsatisfied with the working circumstances under which they are required to offer public services. These dissatisfactions are mainly attributable to the setting in which they are forced to work (Hashish, 2017). Other scholars attribute nurses' unhappy working conditions to a lack of role clarity and responsibilities and worries about departmental interconnectedness (Masum et al., 2016; Lo et al., 2017). The Hospital's unfriendly environment has significantly influenced nurses' wellbeing, directly impacting the Hospital's quality and quantity of services (Masum et al., 2016). The situation has resulted in a flood of nurse transfer petitions (Hashish, 2017). Many facets of providing health care are jeopardised when the organisational climate is unsatisfactory or inadequate. An increasing body of evidence suggests that an unhealthy working environment contributes to increased costs for the organisation. These costs manifest themselves in

increased medical negligence cases, dissatisfied patients, conflicts, turnover, and a poor reputation for the hospitals (Jain & Gambhir, 2015).

Although some researchers have established a link between organisational environment and work satisfaction (Salau et al., 2020; Agarwal, 2019; Jyoti, 2013), there have been few studies in Ghana. Again, limited research on nurse work satisfaction has focused on characteristics that influence job satisfaction rather than how the organisational environment affects nurse job satisfaction (Asare, 2019). Furthermore, only a few other Ghanaian studies have looked at the influence of leadership (Osei-Adjei, 2019) and work characteristics (Jankeitey, 2018) on job satisfaction, creating a gap that the current study fills. As a result, this study aims to fill in these gaps by investigating the effects of the organisational environment on nurse work satisfaction at Ghana's Central Region's Winneba Trauma and Specialist Hospital.

### **1.3 Purpose of the Study**

The primary goal of this research is to find out how organisational climate affects nurse job satisfaction in the Winneba Trauma and Specialist Hospital in Ghana's Central Region.

### **1.4 Research Objectives**

The following particular objectives were set forward to meet the study's purposes:

1. To identify factors contributing to nurses' job satisfaction in the Winneba Trauma and specialist hospital in the Central Region, Ghana.
2. To assess the relationship between organisational climate and nurses' job satisfaction in the Winneba Trauma and specialist hospital in the Central Region, Ghana.

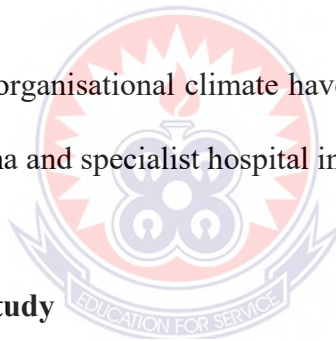


3. To analyse the effect of organisational climate on nurses' job satisfaction in the Winneba Trauma and specialist hospital in the Central Region, Ghana.

### **1.5 Research Questions**

Answers to the following research questions will be found to meet the specific research objectives of this study.

1. What factors account for the nurses' job satisfaction in the Winneba Trauma and specialist hospital in the Central Region, Ghana?
2. What relationship exists between the organisational climate and nurses' job satisfaction in the Winneba Trauma and specialist hospital in the Central Region, Ghana?
3. What effect does organisational climate have on the job satisfaction of nurses at Winneba Trauma and specialist hospital in the Central Region, Ghana?



### **1.6 Significance of the Study**

The study outcomes will be tremendously helpful to a wide variety of stakeholders. To begin, the findings of this study are expected to provide insights that Winneba trauma and specialist hospital management can use to make scientifically informed decisions about how to manipulate the organisational climate predictors deemed in the method to enhance the level of job satisfaction of Winneba trauma and specialist hospital nurses. Similarly, the findings will provide sufficient evidence for management to support its efforts to create and implement a positive organisational environment that will increase nurse work satisfaction at Winneba Trauma and Specialist Hospitals. Any slight indicators can be observed by the Hospital's administration and addressed as appropriate. Furthermore, the study's findings may be helpful to HR practitioners since

they will give information on assessing and altering components to attain the desired condition outcome in work settings.

Students and researchers alike can utilise the abundance of information provided by this study as a jumping-off point for future research. The study will gather data on the relationship between organisational climate and job satisfaction. It will also highlight research gaps that students and academics may utilise better to understand the link between organisational environment and job happiness. Furthermore, in an African environment, the study may give information that may aid in developing theories or justify present supporting hypotheses (examined in the study). Human resource experts may also identify how modifying organisational environment predictors impacts employee happiness, which might be valuable in recommending remedies to other colleges experiencing similar issues.

### **1.7 Scope of the Study**

This research aims to investigate the effect of the organisational environment on nurse work satisfaction at Winneba Trauma and Specialist Hospitals. The Hospital serves the whole city of Winneba and the neighbouring areas. Although this study is limited to Winneba Trauma and Specialist Hospital employees, the findings will be helpful for all management and stakeholders in other hospitals across the country, as well as other organisations, who are interested in how creating an enabling work environment affects worker satisfaction, particularly among nurses.

### **1.8 Definition of Terms**

#### **Job satisfaction**

Job satisfaction, also known as employee satisfaction, is a measure of a worker's contentment with their job, whether they like the job or specific parts or facets of the job, such as the nature of the work or supervision. Job satisfaction may be judged in three ways: perceptual (evaluative), emotional (or practical), and behavioural.

### **Organisational climate**

Employee perceptions of their companies' policies and practices are measured by organisational climate. By measuring the readings of this barometer, organisational policies and practices may be more aligned with organisational goals and strategy.

### **1.9 Organisation of the Study**

Generally, the study is organised into five chapters. Chapter one presents the introduction, statement of the problem, the research objectives and the research questions, the purpose of the study, the significance of the study, delimitations and limitations of the study, scope of the study and the organisation of the study. The literature review portion of the study was covered in the second chapter. The third chapter will address research techniques, including research design, population, sampling procedure, data collecting instrument, data gathering procedure, ethical concerns, data processing, and analysis. Furthermore, chapter four will offer the results and discussion section, and chapter five will present the study's summary, conclusions, and suggestions. This chapter will also include ideas for more research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

“The impact of organisational climate on nurse job satisfaction is examined in this research review chapter. Supporting theories for the study, scholarly propositions on the concept of organisational climate and job satisfaction, constituents of nurses’ job satisfaction,” an empirical evaluation of other researchers’ work, and a conceptual framework are all included in this chapter.

#### **2.2 Theoretical Framework**

Herzberg’s Dual-Factor Theory and the social exchange theory are applicable theories in this study. These theories are examined and related to the study’s setting.

##### **2.2.1 Herzberg’s Two-Factor Theory**

To differentiate from Maslow’s Hierarchy of Needs theory, Frederick Herzberg proposed this widely acknowledged and accepted idea (Herzberg, 1968). To the question, “What do people desire from their jobs?” Herzberg proposed this view. Herzberg asked respondents to recount in full situations in which they felt extremely wonderful or highly awful. He deduced from the responses that dissatisfaction is not the polar opposite of satisfaction (Cole & Hilliard, 2006). The theory is relevant to the study because it clearly defines the study’s aims: the effects of the organisational environment on nurse job satisfaction at the Winneba Trauma specialist hospital.

According to Herzberg, eliminating unpleasant characteristics from a job does not make it more fulfilling; rather, certain parts of an organisation are natural, and their

presence does not contribute to motivation to work (Herzberg, 1968). In contrast, workers feel demotivated and dissatisfied due to their absence. In a similar line, additional factors that, although not causing misery, impact employee motivation (Cole & Hilliard, 2006).

According to this theory, two fundamental elements impact an individual's motivation and job satisfaction: hygiene and motivators or satisfiers (Alrawahi et al. 2020). The idea indicated that some components of job satisfaction (motivation factors) directly link with the substance of one's job and are thus critical in keeping individuals motivated. Only a few of these factors are considered: the nature of the task, the opportunity for progress, acknowledgement, autonomy, hurdles, and prestige or success (Cole & Hilliard, 2006). Non-monetary incentives, both job-related and social, are thus seen as motivators, with the goal of naturally inspiring individuals to perform better in the workplace.

On the other hand, hygiene or maintenance aspects are connected to dissatisfaction and are referred to as such. Hygiene considerations are considered monetary incentives and an external factor that does not cause dissatisfaction or encourage personnel (Herzberg, 1968). However, when not provided adequately to employees, they induce dissatisfaction and negatively influence their job satisfaction or the firm's overall contentment. They are viewed as maintenance items that do not add to employee job happiness or motivation but rather maintain them on the job and motivate them to improve in their specific interests. The strategy highlighted the significance of providing sufficient sanitary characteristics to fulfil employees' fundamental needs and prevent job dissatisfaction. Salary, pay, allowances, bonuses, and profit-sharing are all hygienic factors to examine (Chandler et al., 2009).

Herzberg thought that motivation is two-dimensional and that management must pay equal attention to cleanliness and motivating components to promote good motivation (Herzberg, 1968). This theory is important for this study because it establishes a strong framework for assessing the assertion's validity that both non-monetary and monetary incentives are effective in motivating employees (Herzberg, 1968). According to Herzberg, what drives workers is the availability of incentives such as demanding jobs, success, and ethical atmosphere, possibilities for training and development, recognition, and career promotion prospects.

According to the survey, nurses are demotivated by a lack of sanitary characteristics, yet they are not pushed to work harder on their own (Cole & Hilliard, 2006). Financial incentives may help to prevent job dissatisfaction as an external issue, but they may not always motivate nurses to perform better. As a result, nurses in the research field who are unsatisfied with hygienic components such as inadequate wages, allowances, insurance packages, credit facilities, and bonuses may become demotivated, thus impacting their job happiness. According to the hypothesis, non-monetary incentives can encourage nurses to put out the same amount of effort in their jobs as monetary incentives. Simply put, the notion claims that nurses are primarily motivated by non-monetary incentives but that financial incentives are necessary to reduce discontent and, as a consequence, increase work satisfaction.

### **2.2.2 The Theory of Social Exchange**

Blau (1964) developed this theory to explain how an employee's psychological contract with their employer is critical in determining how workers behave inside the company. Several studies have steadily accepted the social exchange theory as the theoretical underpinning for employee-employer interactions (Bambacas & Kulik, 2013; Tanova

& Holtom, 2008). “Unspecified collaboration between two or more parties that benefits all parties involved” is how the social exchange is defined (Fishbein & Ajzen 2011). Social exchange in a relationship between two parties entails ambiguous duties in which one party provides a favour for the other in exchange for unspecified future returns.

According to Martin (2011), implicit obligations and trust are the cornerstones of social interaction. In a nutshell, the social exchange hypothesis proposes that workers given favourable benefits and treatment at work feel obligated to reciprocate those benefits (Jones, 2010). Employee satisfaction, in turn, encourages a continual cycle of equitable employer-employee interactions, resulting in increased work satisfaction. Consequently, the social exchange theory is composed of connections that evolve into parties’ trustworthy, loyal, and mutual commitments (Tanova & Holtom 2008). Using the social exchange concept as a basis, this study investigates the organisational environment and job satisfaction of nurses at the Winneba Trauma and Specialist Hospital.

Similar to the link between organisational environment and work satisfaction, the Social Exchange Theory may be utilised to explain it. According to social exchange theory, hospital management (employer) is committed to building long-term employment relationships with nurses (employees) by meeting their needs by providing a favourable workplace climate, good working conditions, growth opportunities, administrative support, supervisor support, ethical climate, trust, and participation, or workplace isolation, recognition, challenging work, training, and development. One of the essential characteristics of a social exchange theory is the goal of hospital administration and nurses to form long-term relationships.

According to this theory and this study, the two sides in this interaction are recognised as the Hospital's administration and the nurses who work in these organisations. Nurses who think they are adequately treated at work in terms of supervisor support, ethical atmosphere, trust, engagement, workplace isolation, recognition, hard work, training, and growth are more likely to be pleased (Nurses). On the other hand, nurses who believe their connections with organisations (Hospital Management) are unfair or unpleasant plan to respond by lowering their work effort or considering leaving for a better environment. Employees (for example, nurses) may get dissatisfied if their employers do not treat them as their most valuable asset or refuse them certain benefits. As a result, they can decide to leave or request a transfer. The willingness of the employer (Hospital Management) to satisfy the needs of his employees (nurses) is demonstrated by the employer's efforts to create a pleasant organisational environment or workplace climate, as well as better management techniques. This pleased personnel (nurses) are looking forward to a long-term working contract. They are eager to contribute and go above and beyond in their productive activities for their company (Hospital).

### **2.3 Concept of Organizational Climate**

Organisational climate is a significant indicator of organisational effectiveness applied to various human resource tasks. According to Denison (2018), organisational climate is a set of defining aspects of an organisation that is typically persistent across time. According to Torppa et al. (2020), these characteristics separate one organisation from another and impact its members' behaviour. According to Dele et al. (2015), a collection of observable work environment features, noticed directly or indirectly by the persons who live and work in this setting and considered to impact their motivation



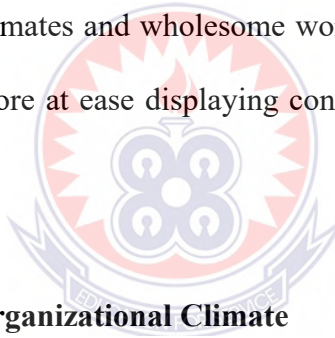
and behaviours. According to Latif (2010), organisational climate is the overall sense of one's organisation and personal impact on the working environment, which influences one's work behaviour and attitudes.

Organisational climate is defined by Bartol and Srivastava (2002) as the opinions, emotions, and behaviours that members of an organisation share about the essential parts of the company. These perceptions, feelings, and attitudes reflect the established norms, values, and attitudes of the organisation's culture and influence the behaviour of individuals either positively or negatively. An organisational climate is a set of properties of the working environment that can be measured and either directly or indirectly perceived by employees working in an organisation as having an effect on and serving to motivate their behaviour. These employees work within that organisation (Holloway, 2012). According to Giles and Yates (2014), the idea that the overall health of an organisation may be established by examining the individual employees' perceptions of the surroundings in which they function is the cornerstone of organisational climate. This idea underpins the concept of organisational climate. These individual observations are compiled into aggregate data describing how well the organisation fulfils its tasks and treats its personnel.

It has been demonstrated that an organisation's atmosphere can affect employees' actions, including involvement, absenteeism, stress level, and devotion to their jobs (Gupta & Singh, 2014). The organisational culture also impacts employees' motivation, productivity, and job satisfaction experienced by employees (Welch, 2011). In a very general sense, the organisation's environment might be considered the organisation's personality. An organisation's culture can be compared to an individual's personality (Ebrahimi & Mohamadkhani, 2014). The organisational

climate of a postsecondary institution is the collection of enduring psychological characteristics that exist inside the institution and differentiate it from other tertiary institutions (Pan & Song, 2014).

Randhawa and Kaur (2014) opine that organisational climate is the product of the interaction between the people working inside an organisation and the environment in which the organisation functions. Since employees are an organisation's most important resource, it is essential to do what can be done to make them feel happy. This will allow the business to thrive and expand. Team members who are highly imaginative, professional, and upbeat are in high demand by organisations. As a result of the shifting conditions in the global economy, businesses will focus on cultivating suitable organisational climates and wholesome work environments in the hopes that their workers will feel more at ease displaying constructive behaviours (Mayavan et al., 2011).



#### **2.4 Characteristics of Organizational Climate**

According to Balakrishnan and Raman (2020), the organisational environment represents the company's personality and impacts employee performance and attitude. According to Swansburg & Swansburg (2002), organisational climate comprises six unique features. According to them, precision in describing certification of the organisation's goals and regulations permitted a smooth flow of information and staff management assistance. Employee participation in reaching objectives and a commitment to achieving those objectives. Individual performance must fulfil high criteria to motivate, inspire, and refine individual performance. Managers have a responsibility to encourage and support their employees' efforts.

Finally, exceptional work is rewarded by mutual trust and respect, which fosters listening and reacting to others' points of view. According to Latif (2010), the most promising idea for nurses who are less likely to leave their jobs is to create a positive organisational environment. That is, it increases the sense of empowerment among nursing staff, which may impact their job performance and motivation, resulting in higher job satisfaction.

## **2.5 Concept of Job Satisfaction**

Understanding the breadth of job satisfaction and its consequences on work performance is a multidimensional and continuing process that may be thought of as a paradigm (Judge et al., 2020). According to Dugguh & Dennis (2014), job satisfaction is a complex and multifaceted concept that may signify various things to different people. Job satisfaction is typically related to the push that drives human behaviour to change, according to Latif (2010). There is no unanimity on job happiness and how employee job satisfaction should be assessed (Pietersen, 2005). Rana et al. (2020) define job satisfaction as an individual's attitude toward their work, determined by their passion for the job.

Job satisfaction refers to one's thoughts or state of mind about the breadth of their work on this scale. It was revealed to be one of the most often assessed organisational characteristics in research and organisational contexts (Latif, 2010). According to Grolleau et al. (2022), job satisfaction is a person's emotional response to certain aspects of their employment or work. Rana et al. (2022) define employment satisfaction as an individual's general aggressiveness toward their job. Spector (1997) defines it as "the degree to which people appreciate or despise their employment." According to this definition, job satisfaction is a universal or global affective response that people feel

toward their jobs. According to Joshi (2018), employee satisfaction is an employee's belief that their job allows them to live out their ideals and desires.

The degree to which a person enjoys their work is a critical component that influences their initiative and passion. A dissatisfying work environment can result in higher absenteeism and unnecessary turnover among employees in a company. According to Locke (1976), a person's level of general happiness, as well as their self-respect, self-esteem, and their potential for personal development, are directly correlated with the degree to which they are satisfied with the job that they are performing. The level of pleasure in the workplace rises along with employees' levels of job satisfaction, which ultimately results in a more optimistic perspective on their work. Happy workers are inventive, adaptable, and faithful to their employers (Muindi, 2011). When workers report high levels of job satisfaction, it indicates that they are motivated and devoted to doing high-quality work. Enhancing the quality of life in the workplace will assist employees in achieving higher productivity levels (the quantity and quality of output per hour worked). Employees dissatisfied with their jobs are less likely to be motivated to work hard and deliver their best effort for a sustained period. Job happiness is an excellent determinant of how long a company will remain in business and is associated with a healthy workforce overall (Argyle, 1989).

It is essential for the worker to feel that he or she is valued for their efforts and to be content with the job that they are performing. According to Brown et al. (2012), having a job you enjoy gives a pleasurable emotion, which contributes to an optimistic work attitude. Workers' needs are met with a greater chance of being creative and showing more durability (Engleza, 2007). Companies and organisations that prioritised the level of job satisfaction experienced by their staff over other factors, such as the productivity of the work performed or the number of hours worked, saw greater levels of quality

performance from their workforce. According to the findings of several studies, happier employees have a greater propensity to contribute more value to their organisations. Employees who are unhappy in their jobs and are motivated to perform by the fear of losing their jobs do not perform at 100% effort for very long (Akerlof, Rose & Yellen, 1988).

Researchers and scholars will have different perspectives on what constitutes a fulfilling career. The reason is the multiple ideas, principles, tenets, and centres of interest held by academics to determine the conditions (Ting, 1997) of the surrounding environment that are considered elements in determining and measuring job satisfaction. The idea that will be investigated in this article started as a straightforward definition that states satisfaction is anything that contributes to achieving one's goals (Locke, 1976), experiencing joy, and being happy. The significance of one's feelings is highlighted by factors such as job satisfaction, employee morale, and a positive outlook on one's work. According to the perspectives of some researchers, job satisfaction is the total of an individual's attitudes toward the job and the sense of emotional fulfilment that an individual derives from their employment. However, for many academics, the definition of job satisfaction has moved from an emphasis on the feelings that individuals have towards their employment to complicated notions that are utilised to determine the component of job satisfaction and its numerous aspects (Taleb, 2005).

Many academics, including Maslow (1943), agree that an employee's level of happiness with their job favourably affects their achievements, whilst dissatisfaction with their employment can negatively affect their performance. A condition of internal psychological emotion emerges from a state of satisfaction or discontent, which can be

noticed as behaviours through an individual's performance. These behaviours can be either positive or negative (Motowidlo, 1996). Job satisfaction has multiple dimensions and sides, each influenced by different factors. Some of these factors are connected to the nature of the work, while others are connected to the peers with whom one works and the environment in which one works. It is a fallacy to suppose that higher levels of job satisfaction lead to higher levels in other facets of one's work. For instance, we might find that some employees are content with how they get along with their coworkers but are unhappy with the pay or the working circumstances where they are employed. Because of this, we can deduce that being happy in one's employment is not a given but rather a challenge caused by various circumstances (Borjas, 1979). According to Dunnette and Jorgenson (1972), job satisfaction is the sum of the links and interactions between the needs, expectations, and values of what workers' occupations offer them. Therefore, job satisfaction can be understood as the sum of the social, physiological, and environmental factors that contribute to an individual's level of contentment with their employment (Clark & Oswald, 1996).

The idea of being satisfied with one's job encompasses several different aspects, including the level of fulfilment an individual derives not only from the tasks themselves but also from their coworkers, managers, and the physical setting in which they perform those tasks (Clark & Oswald, 1994). When trying to achieve job happiness, an individual may become very satisfied with one dimension of job satisfaction (Freeman, 1978) while staying dissatisfied with other dimensions. For instance, it is conceivable for the employee to indicate a poor level of satisfaction towards colleagues while simultaneously being content with the organisation's rules. In this scenario (Taleb, 2005), the organisation needs to work toward increasing the level of satisfaction its employees feel by identifying the aspects of the workplace that

lead to negative feelings. This will allow for the development of more positive emotions. They rely (Taleb, 2005) on seven dimensions depending on the factors that create job satisfaction in the work environment. These dimensions are as follows: the work itself, supervision, the organisation and its management, promotion opportunities, pay and other financial benefits, coworkers, and working conditions.

## **2.6 Importance of Job Satisfaction**

Pay close attention to employees' work happiness if you want them to be more motivated and perform better. Those who are content with their work, according to Latif (2010), have favourable views toward their jobs. On the other hand, people who are unhappy with their occupations have negative attitudes toward their work. According to Rana et al. (2020), work satisfaction is vital in enhancing employee loyalty and efficacy to make the most of an organisation's people and resources. According to Agarwal (2019), job happiness was also substantially connected to organisational production. According to Ahmad et al., (2018) job satisfaction is also essential in predicting employees' psychological wellbeing and contentment.

## **2.7 Job Satisfaction in Nursing**

According to the literature (Latif, 2010; Qi et al., 2020; Al-Haroon, & Al-Qahtani, 2020; Balakrishnan & Raman, 2022), nurses occupy the majority of jobs in most healthcare organisations. Many studies on work satisfaction have discovered a correlation between the quality of care provided and the job satisfaction of nurses (Mrayyan, 2006). As a result, nurse job satisfaction should be a consideration for any healthcare organisation. According to Latif (2010), work happiness is determined by the disparity between the success nurses receive and the amount they believe they



should earn. According to Klaus et al. (2012), nurse work satisfaction is a multidimensional concept that reflects individual nurses' opinions toward certain parts of their professions.

Nurses' happiness and devotion have long been a worry for healthcare management. According to studies on nurse work satisfaction and its influence on health care organisations, nurse job pleasure and discontent are associated with turnover, employment retention, treatment quality, and desire to leave (Mrayyan, 2006). In addition, some research has discovered a correlation between nurse work happiness and patient satisfaction (Allen & Vitale-Nolen, 2005). Consequently, it may be decided that nurses' job happiness has a more significant influence on the success or failure of a healthcare organisation, particularly in terms of treatment quality and patient satisfaction, which promotes nurse job performance, attrition, and truancy.

## **2.8 Relationship between Organizational Climate and Nurse's Job Satisfaction**

Turnover, professionalism and empowerment, quality of care, organisational commitments, patients' satisfaction, and nurses' job satisfaction are a few inferences from empirical evidence in the existing literature that examined the relationship between organisational climates and nursing outcome achievements. Several studies have looked into the direct link between organisational environment and nurse job satisfaction and found a high correlation between the two variables (Balakrishnan & Raman, 2020; Poikkeus et al., 2020; Latif, 2010; Mrayyan, 2008; Hall & Doran, 2007; Keuter et al., 2002; Tzeng & Ketefian, 2002; Byrne et al., 2000). Balakrishnan and Raman (2020) looked at the relationship between organisational citizenship activities among nurses and their perceptions of the Hospital's ethical climate. They looked at



331 nurses from different hospitals in Chennai and discovered that their organisational citizenship behaviour was based on reciprocity in an ethical environment.

Latif (2010) explored the relationship between the organisational environment and nurse job satisfaction at a government hospital in Bangladesh. The study enlisted the help of 126 nurses from two medical college hospitals. Nurses, on average, have a modest level of work satisfaction and organisational climate. The researchers also identified a substantial positive link between the organisational environment and nurse job satisfaction ( $r = .053$ ,  $p.01$ ). In research on how the organisational environment influences nurses' work satisfaction, Lee & Lee (2008) used the organisational climate measure developed by Nystrom, Ramamurthy, and Wilson. This study strongly linked the overall organisational environment with work satisfaction ( $\beta = .27$ ,  $p.001$ ).

Tzeng and Ketefian (2002) found something similar. The robustness of the hospital atmosphere was shown to be positively related to nurses' job satisfaction ( $r = .76$ ,  $p.001$ ). Finally, in research on organisational climate and nurse work satisfaction, Byrne et al. (2000) discovered a substantial positive connection between organisational climate and nurse job satisfaction. They also used the organisational climates survey scale developed by Litwin and Stringer (1968) and Stamps' work satisfaction scale.

## **2.9 Effect of Organizational Climate on Employee Satisfaction**

Fundamentally, in this new world of work, many companies do an employee environment evaluation to identify the significant areas stifling productivity, reducing effectiveness, and possibly resulting in unexpected costs. The idea is for the organisation to go beyond merely completing an academic exercise because they do it every year around this time, but to censoriously assess themselves to uncover areas

where the company and its employees may be influenced to attain greater performance. Obi and Ugoriji (2020) argued that firms must always try to improve their performance to survive and surpass their competitors.

Organisational climate is more important than ever since companies need to guarantee that employees who add value to their bottom line want to stay and continue to put forth the best effort in their work for the company's benefit (Castro & Martins 2010). After assessing the organisational environment, there are opportunities to improve existing procedures that are working well, as well as select appropriate tactics for resolving the organisation's weakest areas that should be pursued aggressively for the maximum benefit of all stakeholders (Wilckens et al., 2020).

The organisational climate influences an organisation's success because "it reflects how exciting the work environment improves employee pleasure for employees." The presence of certain "organisational and leadership" traits, as well as "enthusiastic employees," aren't the only elements that determine an organisation's performance. "On the other side, employee morale determines discretionary effort, or the propensity to 'go the extra mile' in terms of work satisfaction and overall organisational success," according to the study. This is inexcusable if workers are insecure. Researchers have studied organisational climate as a concept, its function and value in firms, and its influence on various organisational outcomes for more than 50 years (Al-Kurdi et al., 2020). Organisations that can create environments where employees feel secure and can achieve their full potential are considered a key source of competitive advantage (Lambert et al., 2020). As a consequence of the previous inputs, it can be inferred that organisational climate is essential to a company's success.

## 2.10 Empirical Review

Thakur et al. (2022) enlisted the help of 20 people from Toronto, Canada, and 20 people from Mumbai, India, for a total of 40 people to investigate the link between work environment and job satisfaction. The study demonstrated a favourable association between work environment and intrinsic job satisfaction. Thakur et al. (2022) looked at the relationship between the working environment and job satisfaction among India's workforce. They surveyed 70 people from various industries and discovered a favourable and significant link between work atmosphere and job satisfaction.

Agarwal (2019) investigated the influence of the organisational environment on the work satisfaction of academic staff in a private university in Noida, Uttar Pradesh, India, using a stratified sampling approach to collect 269 samples from 10 faculties. He employed leadership and management style, benefits, working environment, human relations, employee welfare, company image, and other demographic factors, including gender, experience, and education level, to investigate the influence of nine (9) variables on job satisfaction. He employed descriptive and inferential statistics to obtain the results (regression analysis).

Working conditions, corporate image, salary and benefits, and gender were shown to strongly influence university academic staff job satisfaction, management and leadership, employee development and social relations and have little bearing. He additionally expressed that the university ought to keep on focusing on the main organisational climate factors, like working circumstances, corporate picture, pay, and advantages, and devise ways of working on those variables to accomplish the college's central goal of having a fulfilled workforce that takes a stab at greatness and does their absolute best.

Bhati and Choudhary (2019) conducted a study in Action Ispat and Power Ltd Jharsuguda Odisha to examine the “importance and impact of different organisational climates on employee satisfaction, motivation, and performance, and discovered that there is a significant relationship between organisational climate and employee job satisfaction”. According to the data, job satisfaction did not differ across employee categories. According to the studies and testing, there is also no relationship between business culture and employee wellbeing. Employee satisfaction with variables, for example, potential open doors for self-awareness and development, investment in direction, adaptability and opportunity of work, associations with collaborators, manager representative connections, assurance building measures, bosses’ perspectives, support from bosses, participation from subordinates, staff strength, the chance of adjusting objectives and desires, and the correspondence framework and stream of data in the organ.

Gaunya (2016) investigated the influence of the organisational environment on work satisfaction among public sector employees in Kisii County, Kenya. She employed a questionnaire to collect data from a sample of 217 persons out of 309. Using inferential statistics such as the Pearson Product Moment Correlation coefficient and regression, the interrelationship between organisational climate dimensions (appropriate administrative style, support from superiors, and feedback about performance, identity, reward, and conflict management) and how each is related to employee job satisfaction dimensions was investigated (work flexibility and security, lifelong learning and career development, work organisation, and work-life balance).

According to the research, several characteristics of the organisational atmosphere, such as identification, conflict resolution, and incentives, were shown to have no

significant positive link with work satisfaction. Public sector employees in Kenya's Kisii County were happier when the organisation's vision and objectives matched their personal beliefs. According to the study's conclusions, managers should focus on articulating the organisation's objective while simultaneously creating a dynamic and strong sense of employee identification. The report also urged fairness in conflict resolution techniques and equity and transparency in pay systems. According to the study, a healthy work environment is required for excellent social ties at work, which translates to the preservation of relationships among coworkers, supervisors, and stakeholders of the business.

In Tsai (2014) studies the link between the organisational environment and work satisfaction in the container terminal operating business. Employee impressions of the organisational environment at their workplace were gathered for the study via a questionnaire survey. The four essential components of organisational climate that were retrieved using factor analysis were the management system, rewards and incentives, transformation leadership, and laissez-faire leadership. The effects of control variables and the four organisational climate features on employee job satisfaction were explored using ANOVA and multi-regression analysis. A control variable of salary and pay positively impacted job security. Still, three characteristics of the organisational environment, management system, rewards and incentives, and transformation leadership positively impact employee work satisfaction. Finally, the study outcomes demonstrated that the company and organisational climate types substantially affected employee work satisfaction.

Organisational factors such as leadership, strategy, human resource practices, and entrepreneurial mentality have a direct influence on organisational climate

configuration, according to Okoya (2013), who studied the behaviour and performance of Nigerian small and medium-sized firms. Although some human resource techniques have a detrimental influence on organisational outcomes such as efficiency, training, and employee participation, he claims a significant favourable correlation between organisational environment and performance. “The conclusion is trustworthy,” he concluded, “in identifying the internal organisational processes and networks that drive the growth and sustainability of high-growth small and medium-sized enterprises.”

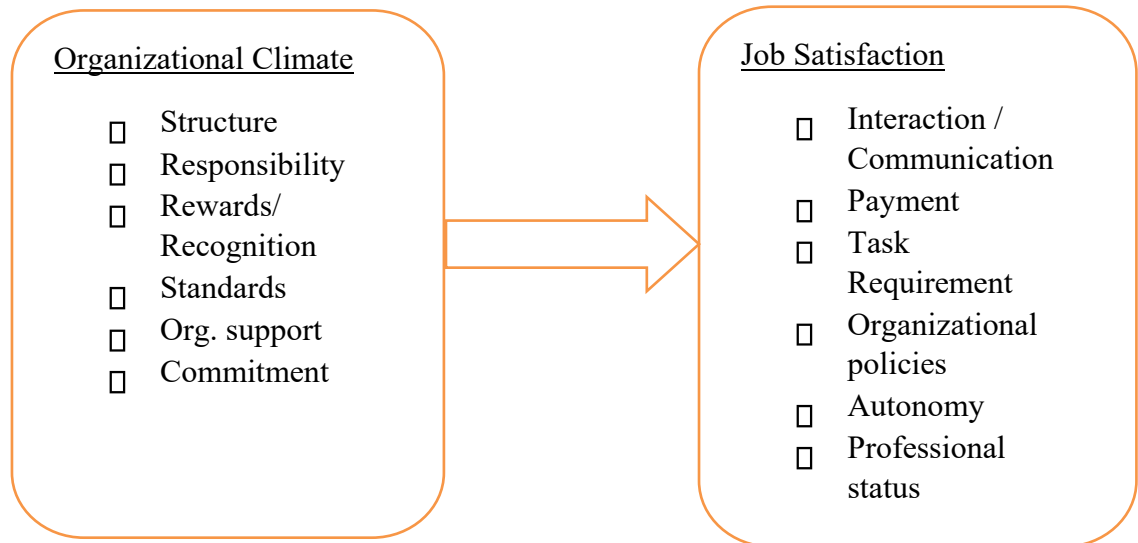
Omolayo and Ajila (2012) enlisted the help of 300 persons in Ekiti, Nigeria, 150 men and 150 women, to investigate leadership style and organisational environment as determinants of job satisfaction among workers at tertiary institutions. According to the study, leadership styles and organisational climate substantially influence work satisfaction. The studies also revealed that leadership styles and organisational climate significantly affect job satisfaction. There was a significant link between work satisfaction and organisational climate, job satisfaction and job participation, and organisational climate and job engagement. However, no association was discovered between job satisfaction and leadership styles or between job participation and leadership styles. There was no link between job happiness and leadership styles, nor between job participation and leadership styles.

## **2.11 Conceptual Framework**

This conceptual framework is based on the overarching justification for performing the study, the proposed nature of interrelationships among the constructs, and the theories underpinning the investigation. Figure 1 depicts the interrelationships between the primary constructs.

## INDEPENDENT VARIABLE

## DEPENDENT VARIABLE



Source: Field Survey (2022)

*Figure 1: Conceptual Framework*

The conceptual framework depicted in figure 1 shows the relationship between organizational climate and job satisfaction. Organisational climate was measured using structure, responsibility, rewards, organization support and commitment. Similarly, job satisfaction was measured using interaction, payment, task requirements, organizational policies, autonomy and professional status.

## 2.12 Chapter Summary

This chapter looked at the literature, concepts, and academic prepositions in the area of organisational climate and job satisfaction, as well as the theories that underpin the study, an empirical review, and a conceptual framework that depicted the relationship between the two variables under investigation.

## **CHAPTER THREE**

### **RESEARCH METHODS**

#### **3.1 Introduction**

This chapter focused on the research methods employed in this study to meet the research goals. It described the study's research design and include information on the population, sample and sampling methodologies, and research tools that would be utilised to collect data. It also uses data-gathering techniques, dependability, validity, ethical concerns, and a data analysis strategy.

#### **3.2 Research Approach**

A research approach is a set of stages that range from general assumptions to detailed data-gathering methods, analysis, and interpretation (Creswell, 2014; Creswell & Clark, 2017). A quantitative technique was used in this study. The quantitative method allows for using quantitative tools in describing concerns in the study to aid in the generalisation of results (Creswell & Clark, 2017). The procedure is scientific and quick and draws logical inferences from numerical values gathered through data collection techniques such as surveys and questionnaires (Creswell, 2014). As a result, it is relevant for investigating cause-and-effect correlations between and among variables (Creswell & Creswell, 2017). The study aimed to determine the association between organisational climate and nurse work satisfaction in the Winneba Trauma Specialist Hospital. Hence a quantitative approach was used. The quantitative approach will help determine the relationship between the independent and the dependent variable by gathering, analysing and interpreting the numerical data.



### **3.3 Research Design**

The researcher employed exploratory and descriptive survey research, resulting in a descriptive correlational design. The study's overall goal was to describe the elements that influence nurses' job satisfaction and assess the impact of the components. Because it allows for collecting opinions, beliefs, or impressions about a current topic from many people, the descriptive survey technique was employed in part of the study. The explanatory component was used to explain how organisational climate affects nurse work satisfaction. The survey's primary purpose was to gather meaningful information that could be utilised to create findings and make conclusions. In descriptive surveys, events or circumstances either exist or have occurred. The researcher merely picks the relevant variables for the study of the links and offers the present state of affairs, according to Akhtar (2016) The research designs were adequate for the study since data was collected using a questionnaire to answer the research questions.

### **3.4 Population**

The population is the target group for which the researcher is interested in obtaining information and generating conclusions, according to Leedy & Ormrod (2010). According to Myers et al (2013), population refers to all cases that have been understudied. Robson clarified that the phrase "population" may refer to a range of things, including interview scenarios, times, and locations. The study's target group included all Winneba Trauma Specialty Hospital nurses, independent of religion, language, or socioeconomic status. Male and female nurses who work full-time at the Hospital were considered.

### **3.5 Sample and Sampling Procedure**

A sample is a subset of a larger population that shares some of the characteristics of the larger group (Zikmund et al., 2013). According to Bambale (2014), a population sample is a fraction of the total number of units chosen for investigation. Gravetter and Forzano (2018) defines sampling as the purposeful selection of a group that will provide data from which inferences about those persons may be drawn. On the other hand, this research employed the census method, in which every member of the population were considered. A census survey gathers detailed information from all population members (Orchard & Hickford, 2018). In other words, a census is frequently misunderstood as the precise opposite of a sample because it aims to count the entire population rather than a subset of it (Singh & Masuku, 2014). When the population is small, the census is appropriate. The study relied on the census sampling technique because of the number of nurses in the hospital and scope of the study.

### **3.6 Data Collection Instruments**

A primary data collection instrument, more precisely a structured questionnaire, was employed in this study. This was appropriate because of the research approach and research design used. A questionnaire is a tool for collecting data that consists of closed-ended and open-ended questions given to research respondents to acquire the respondents' objective thoughts on a subject (Singer & Couper, 2017). Similarly, Malhorta and Briks (2007) defined a questionnaire as a collection of questions approved for use by respondents in the process of data collection. Questionnaires are the most common data-gathering tool in research and can measure issues crucial to business and growth (Malhotra & Birks, 2007). It aids in collecting objective data from a large group to ensure reliable and valid responses. The questionnaire included a

variety of questions. The questionnaire was built using scales created by previous researchers. Stringer's ranking was adapted for use in the organisational climate questionnaire

Nurse work satisfaction was measured using stamps (1997). Other study participants have recently utilised these measures, which have been shown to have high reliabilities. In the Danish, Draz and Ali (2015); Tsai (2014); Latif (2010), and Pan et al (2008) research, Chronbach's Alphas for the constructs and sub-constructs of job satisfaction and turnover intention loaded exceeded the 0.70 reliability level indicated by Pallant (2013). Parts A of the instrument collected demographic information from respondents, while sections B and C collected data on organisational climates and nurse job satisfaction, respectively.

### **3.7 Data Collection Procedure**

After official authorisation for data collection is received from the University management, the questionnaires was self-administered to the respondents who participated in the study. The data was collected over two weeks. The study's purpose was communicated to them, making it easier for them to collect surveys from respondents. This data collection allowed the researcher to bond with the respondents, resulting in a higher data recovery rate (Leedy & Ormrod, 2010).

### **3.8 Reliability and Validity**

The reliability and validity of an instrument are two crucial aspects to consider while evaluating it. According to Roberts et al. (2006), instrument reliability relates to the instrument's consistency. An instrument is deemed highly reliable if it can be depended on to deliver an accurate and constant measurement of a constant value. According to

Roemer et al (2012), internal consistency includes linking responses to each item in the questionnaire with responses to other questions. Cronbach Alpha, an internal consistency metric, was used to determine how well all items on a scale represent an underlying concept (Pallant, 2013). At least 0.7 criteria was met for consistent individual dependability.

On the other hand, the validity of an instrument relates to how well it measures the concept it was created to measure (Saunders Lewis, 2012). They also asserted that before an instrument can be considered genuine, it must be reliable, implying that it must be consistently reproducible. Once this is achieved, the instrument may be investigated to determine whether it is what it purports to be. To check the validity of the surveys, the researcher reviewed additional relevant literature that served as evidence and supported the responses discovered using the questionnaire.

Table 1: **Reliability and Validity Analysis**

Variable	Cronbach's Alpha	N of Items
Organisational Climate	.934	12
Job Satisfaction	.905	13

The reliability of the variables was assessed using the Cronbach alpha. The table shows that all the variables are greater than 0.70. This shows that all the variables are reliable. Similarly, factor analysis was performed to test the construct's validity, as Sekaran and Bougie (2013) proposed. The Kaiser-Meyer-Olkin sampling adequacy was tested to assess the validity of the construct. Hair et al. (2010) recommended that the Kaiser – Meyer – Olkin coefficient be greater than 0.5 and the factor loadings greater than 0.3 for a factor to be considered valid. The Kaiser – Meyer – Olkin value was 0.82, greater

than 0.5, according to the table. It also had a 0.00 significance level. It can be concluded that the constructs are valid and reliable.

Table 2: **KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.882
Bartlett's	Test	of	Approx. Chi-Square
			4647.000
Sphericity			df
			300
			Sig.
			.000

### **3.9 Data Processing and Analysis**

The collected questionnaires was carefully managed to assist in decision-making. As a result, raw data must be appropriately managed before it can be transformed into information for decision-making. The surveys were sorted to identify those that were not completed and to ensure that they were recorded consistently, clearly, and accurately. Each questionnaire was assigned a unique number to avoid double entry or data loss. The SPSS Version 26.0 template was used to code the questionnaires. The data obtained on objectives one, two, and three were analysed using SPSS. Descriptive and inferential statistics were employed to analyse the objectives. Objective one was analysed using the mean and standard deviation. Objectives 2 and 3 were analysed using correlation and regression, respectively.

### **3.10 Ethical Consideration**

Neuman (2014) proposed a few critical guidelines for collecting data, including informed consent, voluntary involvement, the right to privacy, concerns around plagiarism and anonymity, and issues relating to confidentiality. Regarding the issue of informed consent, the respondents were made aware that they were participating in the data collection process. The Hospital's management gave their consent, which allowed us to accomplish this goal. Additionally, copies of the authority notice were included in each questionnaire's accompanying envelope of documents. Regarding the issue of voluntary involvement, it should be noted that none of the respondents was coerced into taking part in the activity against their will. The right to privacy was satisfied by enabling respondents to complete the questionnaire at their own pace and schedule.

In addition, to avoid plagiarism, any information gathered from various sources was paraphrased and appropriately referenced (in-text and end-text). After that, a check for suspected plagiarism inside the study was carried out using a plagiarism test. The respondent's anonymity was protected by omitting all personally identifying information, such as their names and other sensitive personal details. These precautions were taken to prevent the identity of the people who participated in the survey from becoming known to the general public. The respondents were informed that any information they provided would be kept confidential and be used for academic purposes.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

The study examined the effect of organisational climate and nurses' job satisfaction. This chapter presented the study findings based on the stipulated objectives and research questions of the study. The findings were chronologically presented and thoroughly discussed in relation to the specified objectives. This section provides information about the demographic characteristics of the surveyed respondents. The findings were reported using descriptive and inferential statistics such as frequency, percentage, correlation and regression. These measures were appropriate for such analysis. The findings were presented in respective tables.

#### **4.2 Response Rate**

According to Mugenda and Mugenda (2003), a response rate represents the number of respondents participating in a given study. The authors claimed that a response rate of 70% and above is excellent and suitable for analysis, 60% is very good, 50% is good and below 50% is not appropriate for quantitative research analysis. However, this study attained a responses rate of 100% in that the responses from all two hundred Nurses were used for the analysis.

Table 3: Personal Data of Respondents

Variable	Option	Frequency (N)	Percent (%)
<b>Age</b>	Under 25 years	40	20.0
	26 – 35 years	80	40.0
	36 – 45 years	40	20.0
	46–55years	30	15.0
	56yrs& above	10	5.0
<b>Gender</b>	Female	146	73
	Male	54	27
<b>Marital Status</b>	Single	118	59.0
	Married	79	39.50
	Divorced	3	1.50
<b>Level of Ed. in Nursing</b>	Diploma	125	62.50
	BSc. Nursing	41	20.50
	Master	12	6.0
	Others	22	11.0
<b>Work Experience</b>	Below 5years	122	61
	5–10	64	32
	11–20	12	6
	21–30	2	1
<b>Job Title</b>	Registered Nurse	90	45
	Midwife	50	25
	Enrolled Nurse	40	20
	Rotational Nurse	20	10
<b>Totals</b>		<b>200</b>	<b>100</b>

Source: Field Survey (2022)



To obtain data for analysis in this study, questionnaires were distributed by the researcher to target respondents. As captured in Table 2 concerning the age distribution of the respondents, the results indicate that the highly represented age group were those in the 26-35 age brackets 40%. Followed by age brackets below 25 and those within the age range of 36-45 representing 20% respectively. The third highest age group were those under 46-55, 15%. The least group was those over 56 years and above 5.0%. The age distribution showed that Trauma Specialist Hospital has relatively younger employees. According to (Douglas, 2001), populations aged 26 to 35 are considered to be in a highly productive age category, signifying that most of the respondents are at a highly productive age.

Regarding the gender of the Nurses, the results from Table 2 show that majority of the Nurses were female 73%, compared to the males 27%. The distribution showed a relatively vast number of female nurses compared to male nurses at the Trauma Specialist Hospital. Female dominance could be attributed to female's interest in the nursing profession compared to males. Again, the nurses' marital status was assessed and the result shows that most of the respondents, 59%, were single, while 39% were married, and 1.5% had divorced their marriages.

The highest academic qualification of the Nurses was Diploma (65.5%); BSc follows this. Nursing 20.5%, other certifications 11%, and only 6% of the respondents were holding Master's degree in Nursing. With respect to the number of years the Nurses are engaged in the Hospital, the majority of the respondents had worked below 5 years, 61%, followed by those within 5– 10 years 32%. Also, nurses between 11 – 20 years constituted 7%, whereas those over 21-30years were only 1 %. Finally, on the respondent's demographic characteristics, the job designation of each nurse was

assessed, and the result revealed that out of a total of 200 Nurses, 45%, denoting the highest percentage of the nurses, were registered nurses, followed by 25% being midwives. Also, enrolled nurses accounted for 20%, while rotational nurses were 10%.

### 4.3 Factors Contributing to Nurses' Job Satisfaction

This section of the study captured the results of the first objective, which sought to assess the factors contributing to nurses' job satisfaction at the Trauma Specialist Hospital in the Central Region of Ghana. To analyse the main objective, mean and standard deviation were employed to assess the factors. The factors were ranked after computing the mean and standard deviation values.

**Table 4: Factors Contributing to Nurses' Job Satisfaction at the Trauma Specialist Hospital**

	Mean	Std. Deviation	Ranking
Autonomy	4.42	1.40	4 <sup>th</sup>
Hospital Policies	4.01	1.57	5 <sup>th</sup>
Interaction	5.01	1.37	1 <sup>st</sup>
Pay	3.88	1.57	6 <sup>th</sup>
Professional Status	4.83	1.26	2 <sup>nd</sup>
Task Responsibilities	4.71	1.35	3 <sup>rd</sup>

Source: Field Survey (2022)

From Table 4, a number of constructs measuring Nurses' job Satisfaction were adapted from Stamps (1997) namely; interaction, pay, task responsibility, hospital policies, autonomy and professional status. Here, Nurses were asked to assess how the

abovementioned factors contributed to their job satisfaction at Trauma Specialist Hospital. The results suggest that job satisfaction was high among Nurses at Trauma Specialist Hospital. Specifically, when the Nurses were asked how interaction contributes to their job satisfaction, the majority ( $M=5.0050$ ,  $SD=1.36999$ ) indicated they were satisfied with it. Regarding pay, it was moderately agreed on as a factor contributing to their job satisfaction ( $M=3.8825$ ,  $SD=1.56595$ ). Again, most respondents agreed that task responsibility impacts the satisfaction they derive from their job ( $M=4.7100$ ,  $SD= 1.34628$ ). Also, most nurses concurred that the Hospital's policies contribute to job satisfaction. In respect of the Hospital's autonomy, most of them again opined that it is part of their job satisfaction ( $M=4.4200$ ,  $SD=1.40391$ ). Finally, most nurses confirmed that professional status ( $M=4.8250$ ,  $SD=1.26276$ ) was a key indicator of their satisfaction.

By insinuation, the findings of the study reveal that; Nurses at Trauma Specialist Hospital derived their job satisfaction from interaction, task responsibility, hospital policy, autonomy, and professional, while pay was delineated by most of the Nurses as the least factor that contributed to their job satisfaction. According to Gaunya (2016), the climate within an organisation should be a critical issue of consideration for every organisation by clearly understanding the factors that fuel employees' satisfaction with the work settings. In line with the finding of this study, Latif (2010) disclosed that nurses might be satisfied with their job when the work settings are favourable. The same revelation was reached by Kafui, Agbozo, Sakyi Owusu, Hoedoafia and Boateng Atakorah (2017). Their study revealed that good interaction, commitment and communication have a significant direct relationship with staff morale and satisfaction at work. Thus, it could be concluded that the management of the Hospital should investigate further to understand other factors that contribute to the satisfaction of

nurses at the Hospital to harness these nurses' potential in achieving the Hospital's goals.

#### 4.4 Relationship between Organisational Climate and Nurses' Job Satisfaction

This aspect of the study was designated to test the second objective: the relationship between organisational climate and nurses' job satisfaction in the Trauma Specialist Hospital. In assessing this relationship, Pearson's correlation coefficient was generated from SPSS software and reported in Table 4. The correlation coefficient measures the direction and strength of a relationship between two variables. Cohen's (1992) criteria for determining the direction (positive or negative) and strength (weak, moderate and strong) were used in the study. According to the author, Correlation coefficients ( $r$ ) from 0.10 to 0.29 or -0.10 to -0.29 indicates weak; 0.30 to 0.49 or -0.30 to -0.49 is moderate and 0.50 to 1.0 or -0.50 to -1.0 is considered strong and significance level ( $P$ ) assessed at 5% (0.05), 2-tailed.

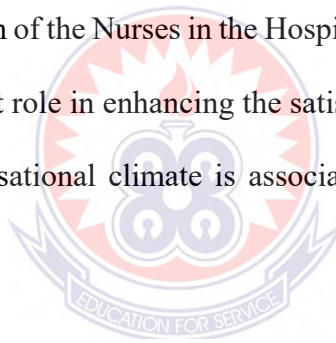
Table 5: Assess the Relationship between Organizational Climate and Nurses' Job Satisfaction in the Trauma Specialist Hospital

	Int	Pay	Task	Pol	Aut	Sta	OC	JS
Interactions	1							
Payment	.682**	1						
Task	.675**	.593**	1					
Policies	.557**	.536**	.575**	1				
Autonomy	.319**	.454**	.417**	.559**	1			
Status	.262**	.493**	.355**	.403**	.716**	1		
OC	.724**	.620**	.745**	.565**	.445**	.423**	1	
JS	.813**	.832**	.799**	.794**	.718**	.610**	.778**	1

Source: Field Survey (2022)

The table revealed that organisational climate had a strong significant positive relationship with Nurses' job satisfaction ( $r=.778$ ,  $p=0.00$ ). Further to this result, the specific elements of job satisfaction were correlated with organisational climate. The table showed that all the elements of job satisfaction had a significant relationship with organisational climate. Thus, interaction and organisational climate was  $r=0.724$ ;  $p=0.000$ ; pay and organisational climate,  $r=0.620$ ;  $p=0.00$ ; task responsibilities and organisational climate,  $r=0.745$ ;  $p=0.00$ , hospital policies and organisational climate,  $r=0.565$ ;  $p=0.000$ , autonomy and organisational climate,  $r=0.445$ ;  $p=0.00$  and professional status and organisational climate,  $r=0.423$ ;  $p<0.000$ .

This finding suggests that a change in organisational climate will result in a 78% increase in Job satisfaction of the Nurses in the Hospital. This shows that organisational climate plays a significant role in enhancing the satisfaction of nurses. It can therefore be concluded that organisational climate is associated with Nurses' job satisfaction positively.



#### **4.5 Effect of organisational Climate on Nurses' Job Satisfaction at Trauma Specialist Hospital**

This section sought to provide findings relating to the last objective of the study, examining the effect of organisational climate on nurses' job satisfaction. A regression analysis was employed to analyse the effect of organisational climates on Nurses' job satisfaction at the Trauma Specialist Hospital. The regression model was evaluated by the coefficient of determination denoted by R-square ( $R^2$ ). This represents the proportion of variance in either variable, which is linearly accounted for by the other (Cohen, 1992). The Durbin-Watson test was also computed to test for autocorrelation among the variables. Values above 2.0 indicate no autocorrelation, and values below

2.0 indicate auto correlation. The table indicates no autocorrelation between the two variables because the Durbin-Watson values were 2.875. The analysis's output was reported in Tables 5, 6 and 7.

Table 6: **Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.778 <sup>a</sup>	.605	.603	4.18161	2.875

a. Predictors: (Constant), OC

b. Dependent Variable: JS

Source: Field Survey (2022)

With organisational climates as independent variables and Nurses' Job satisfaction as a dependent variable, Table 6 gives the model summary of the output. This table displays R, R squared, adjusted R squared, and the standard error. R is the Pearson product-moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (nurses' job satisfaction) and the independent variables (organisational climates). Therefore, from Table 5, organisational climates and the nurses' job satisfaction are positively correlated, and the strength of the relationship is very strong at  $r = .778$ . The R squared, the coefficient of determination is the proportion of variation in the dependent variable explained by the regression model. Thus, about 77.8% of the variation in Nurses' job satisfaction is explained by organisational climate.

Table 7: ANOVA

Model	Sum Squares	ofdf	Mean Square	F	Sig.
Regression	5307.934	1	5307.934	303.556	.000 <sup>b</sup>
1 Residual	3462.200	198	17.486		
Total	8770.135	199			

a. Dependent Variable: JS

b. Predictors: (Constant), OC

Source: Field Survey (2022).

Table 7 is the ANOVA table which provides the test significance for R and R<sup>2</sup> using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). It is also used to test the fitness of the model. If the significance value of the F statistic is below 0.05, then the independent variable (organisational climates) did a good job explaining the variation in the dependent variables (Nurses' Job Satisfaction). In this analysis, the  $\rho$ -value less than .05 ( $\rho = .000$ ). Therefore, it can be concluded that the R and R<sup>2</sup> between organisational climate and Nurses' job Satisfaction is statistically significant, implying that organisational climates influence nurses' job Satisfaction positively.

Table 8: Coefficients<sup>a</sup>

Model	Unstandardised Coefficients B Std. Error	Standardised Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance VIF
1 (Constant)	13.706	1.554	8.821	.000	
1 OC	.645	.037	.778	7.423	.000 1.000 1.000

a. Dependent Variable: JS

Source: Field Survey (2022)

Table 7 also provides information on collinearity statistics and the regression equation. The collinearity statistics were performed to test how distinct the variables are. VIF less than 10 and tolerance above 0.10 indicates no multicollinearity (Pallant, 2007; Hair et al., 2010). The table shows that the variables are distinct ( $t=1$ ;  $VIF= 1$ ). The regression equation was tested. Under the column marked unstandardised coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as Organisational climate in this case (representing the independent variables), is the slope (b) value for the regression equation. Based on these results, the researcher can report the following regression equation, predicting Nurses' job satisfaction based on organisational climates as;  $Y$  (Nurses' job satisfaction) =  $13.71+ 0.778X_1$  (organisational climate).

Taking the values of the slope and the intercept in the resulting regression equation, the researcher can make the following assertions: That is from the intercept when there are no organisational climates', thus when it is zero, Nurse's Job Satisfaction will be 13.71, and again from the slope, organisation climates will lead to an increase in Nurses job satisfaction by 77.8% Therefore, organisational climates have a statistically significant impact on Nurses' Job satisfaction. The study's findings reveal that if the management of the Trauma Specialist hospital create a work environment characterised by a workable structure, rewards, recognitions, organisational support, commitment and friendly standard, they positively impact nurses' satisfaction level. By implication, the organisational climate has the potency to enhance the job satisfaction level of nurses' at Trauma Specialist hospital. This could be achieved through management and employee dialogue



Corroborating with studies by Latif (2010), the organisational climate was found to have a significant positive relationship with nurses' job satisfaction. The finding of this study further supports the revelation of Lee and Lee (2008), whose study results revealed that the overall organisational climate was positively associated with job satisfaction. Again, the study finding was also in congruence with a study done by Okoya (2013), who asserted a significant positive association between organisational climate and performance. However, there was a direct effect of some human resource practices on organisational outcomes such as efficiency, training, employee involvement was negative. For instance, Thakur, Sheikh and Kewalramani (2020), also studied work climate and job satisfaction and reported that a positive link exists between work environment and intrinsic aspects of job satisfaction which is also in line with the study's findings.

#### **4.6 Discussion of findings**

The first objective sought to assess the factors contributing to nurses' job satisfaction at the Trauma Specialist Hospital in the Central Region of Ghana. The study's findings reveal that; Nurses at Trauma Specialist Hospital derived their job satisfaction from interaction, task responsibility, hospital policy, autonomy, and professionalism, while pay was delineated by most of the Nurses as the least factor that contributed to their job satisfaction. According to Gaunya (2016), the climate within an organisation should be a critical issue of consideration for every organisation by clearly understanding the factors that fuel employees' satisfaction with the work settings. In line with the finding of this study, Latif (2010) disclosed that nurses might be satisfied with their job when the work settings are favourable. The same revelation was reached by Kafui, Agbozo, Sakyi Owusu, Hoedoafia and Boateng Atakorah (2017). Their study revealed that good

interaction, commitment and communication have a significant direct relationship with staff morale and satisfaction at work. Thus, it could be concluded that the management of the Hospital should investigate further to understand other factors that contribute to the satisfaction of nurses at the Hospital to harness these nurses' potential in achieving the Hospital's goals.

Similarly, the second objective sought to establish the relationship between organisational climate and nurses' job satisfaction in the Trauma Specialist Hospital. This finding suggests that a change in organisational climate will result in a 78% increase in Job satisfaction of the Nurses in the Hospital. This shows that organisational climate plays a significant role in enhancing the satisfaction of nurses. It can therefore be concluded that organisational climate is associated with Nurses' job satisfaction positively.

Lastly, the third objective sought to examine the effect of organisational climate on nurses' job satisfaction. The findings revealed that organisational climates have a statistically significant impact on Nurses' Job satisfaction. The study's findings reveal that if the management of the Trauma Specialist hospital create a work environment characterised by a workable structure, rewards, recognitions, organisational support, commitment and friendly standard, they positively impact nurses' satisfaction level. By implication, the organisational climate has the potency to enhance the job satisfaction level of nurses' at Trauma Specialist hospital. This could be achieved through management and employee dialogue

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#### **4.7 Chapter Summary**

This chapter presented the results from the data analysis in accordance with this study's specific objectives. Data regarding respondents' demographic information were analysed using descriptive analysis of frequency, percentages etc. The first objective was analysed using mean and standard deviation. This helped to assess the various factors that influence the satisfaction of the nurses. The second objective was analysed using correlation to assess the relationship between organisational climate and job satisfaction. Finally, the effect of organisational climate on job satisfaction was analysed using regression. The findings from the study showed a statistically significant positive relationship between organisational climate and nurses' job satisfaction. A detailed discussion on each objective was provided for each key finding.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

The study aims to assess the organisational climate's effect on Nurses' job satisfaction in the Trauma Specialist Hospital in the Central Region of Ghana. The summary of the study's findings will be discussed in this chapter. Finally, a conclusion and recommendation were explained in this chapter. Three objectives were analysed in this study. They are;

1. To identify factors contributing to nurses' job satisfaction in the Winneba Trauma and specialist hospital in the Central Region, Ghana.
2. To assess the relationship between organisational climate and nurses' job satisfaction in the Winneba Trauma and specialist hospital in the Central Region, Ghana.
3. To analyse the effect of organisational climate on nurses' job satisfaction in the Winneba Trauma and specialist hospital in the Central Region, Ghana.

#### 5.2 Summary of Findings

The descriptive research design and the quantitative research approach guided the study. Nurses in Trauma specialist hospital were considered for this study (census sampling technique). Similarly, the study relied on a questionnaire to collect data from the respondent. These responses were analysed using SPSS. The demographic of the respondent were analysed and interpreted. The study revealed that the highest-represented age group were those in the 26-35 age bracket 40%. Also, the gender of the nurse was analysed, and the study revealed that the majority of the Nurses were

female, 73%, compared to the males, 27%. Again, the nurses' marital status was assessed, and the result shows that most of the respondents, 59%, were single. The highest academic qualification of the Nurses was Diploma (65.5%).

Regarding the years the Nurses have worked in the Hospital, most respondents had worked below 5 years, representing 61%. Finally, on the respondent's demographic characteristics, the job designation of each nurse was assessed, and the result revealed that out of a total of 200 Nurses, 45%, denoting the highest percentage of the nurses, were registered nurses, followed by 25% being midwives. Also, enrolled nurses accounted for 20%, while rotational nurses were 10%.

The first specific objective was to identify the factors contributing to the satisfaction of Nurses in the Truama Specialist Hospital. The study's findings revealed that some factors influence nurses' satisfaction. The study identified 7 factors (i.e. interaction, pay, task responsibility, hospital policies, autonomy and professional status). The various factors were analysed using mean and standard deviation. The factors were ranked according to their effect on their job satisfaction. The nurses agreed that they are satisfied when they interact to help each other and appreciate each other (Interaction). The interaction was ranked 1<sup>st</sup> among the 7 factors, followed by professional status. The nurses are satisfied when the general public and colleagues recognise them. They are always pleased with the views of the general public. The last factor that the nurses agreed to influence their satisfaction on the job is payment. The nurses are not satisfied with the benefit they receive from extra work. They believe payment does not influence their satisfaction much compared to the other factors. The study concluded that all the factors could affect the job satisfaction of the nurses in the Hospital.

Similarly, the second objective was analysed. The second objective sought to investigate organisational climate and job satisfaction. The second objective was analysed using the Pearson correlation. The study revealed that organisational climate has a statistically significant effect on job satisfaction. The correlation value between the two variables (organisational climate and job satisfaction) was 0.778. This indicates a strong statistical relationship between the variables. This implies that a good organisational climate will increase the satisfaction of the nurses by 77.8%. This shows that organisational climate plays a significant role in enhancing the satisfaction of nurses. It can therefore be concluded that organisational climate is associated with Nurses' job satisfaction positively.

Finally, the last objective was to assess the effect of organisational climate on job satisfaction. The regression model was employed to test the effect of the independent variable on the dependent variable. The study revealed that organisational culture could positively predict job satisfaction. The study revealed that organisational climates have a statistically significant impact on Nurses' Job satisfaction. The study's findings reveal that if the management of the Trauma Specialist hospital creates a work environment characterised by a workable structure, rewards, recognitions, organisational support, commitment and friendly standard, they positively impact nurses' satisfaction level. By implication, the organisational climate has the potency to enhance the job satisfaction level of nurses' at Trauma Specialist hospital.

### **5.3 Conclusion**

The study sought to investigate the organisational climate's effect on nurses' job satisfaction in Trauma Specialist hospital in the central region. The study revealed that a conducive organisational climate would enhance the satisfaction of nurses in Trauma

Specialist hospitals. This indicates that the nurses at the Trauma Specialist hospital will be satisfied if the Hospital's management creates a conducive environment for them. However, other factors have been established to affect the satisfaction of the nurses. These factors include interaction, pay, task responsibility, hospital policies, autonomy and professional status. As a result, management must ensure such factors are dealt with carefully to enhance the satisfaction of the nurses.

#### **5.4 Recommendations**

Trauma Specialist hospital management should develop a user-friendly environment for all nurses. The Hospital must support and reward committed nurses that work extra hours to save lives and promote the Hospital's image. Similarly, the management of the Hospital must interact with the nurses from time to time. This will help nurses to feel at home. The Hospital's policies and structure must consider the nurses' needs so they can give their all in performing their duties. The Hospital must engage the nurses in making decisions, this will go a long way to promote the professional status to the general public.

#### **5.6 Recommendation for Future Research**

Other researchers can also conduct the same study in other regions and hospitals. This will help in generalising the findings. Similarly, the role of leadership can be assessed to moderate the relationship between organisational climate and job satisfaction. Also, other researchers can introduce control variables to influence the constant job satisfaction of nurses holding organisational climate. Lastly, a comparative study can be conducted on same topic in private and public hospitals in Ghana.

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## APPENDIX

### UNIVERSITY OF EDUCATION, WINNEBA

#### SCHOOL OF BUSINESS

#### RESEARCH QUESTIONNAIRE

I am a student of the University of Education of the School of Business. As part of my program requirements, I am submitting this questionnaire to seek your opinion on the topic “*Organizational Climate and Job Satisfaction of Nurses in Trauma Specialty Hospital*”. All responses will be treated strictly confidential and will solely be used for Academic Research. Kindly spare some time to complete it for me.

#### Section I: Background Information

The information below captures details about you. Please answer these details by ticking (✓) against the appropriate item.

1. Your gender:

a. Male [ ]

b. Female [ ]

2. Marital Status

a. Single [ ]

b. Married [ ]

c. Divorced [ ]

3. Level of education in nursing

a. Diploma [ ]

b. BSc. Nursing [ ]

c. Masters [ ]

d. Other [ ]

4. Years of work experience

a. Below 5 years [ ]

b. 5 – 10 years [ ]

c. 11 – 20

years [ ]

d. 21- 30 years [ ]

e. Over 30 years

5. What is your current position in the Hospital?

.....

## Section II: Organisational Climate

This section reflects your opinion, feeling or judgment about how you think about the existing work environment. By circling the appropriate option, please read each statement carefully and indicate your response using the scale of 1 (least agreement) to 7 (highest agreement).

N	Item/ Statements	1	2	3	4	5	6	7
<b>o.</b>								
<i>Structure</i>								
1	Hospital vision, mission, values, goals, and objectives are clearly defined that influence me for better performance.							
2	In this Hospital, it is sometimes unclear who has assigned position to make decision.							
<i>Responsibility</i>								
3	We do not rely too heavily on individual judgment in this Hospital; the most judgement is depended on group or committee.							
4	One of the problems in this Hospital is that individual do will not take responsibility.							
<i>Reward and responsibility</i>								
5	We have a promotion system here that helps the best worker rise to the top.							
6	There is not enough reward and recognition given in this Hospital for doing good work.							
<i>Standard</i>								
7	In this Hospital, we set a very high standard for performance							
8	The management style of the Hospital relies on more on development of staff than on rules.							
<i>Support</i>								
9	A friendly atmosphere prevails among the people in this Hospital.							
0	1 Management makes an effort to talk with you about career apparitions within the Hospital.							
<i>Commitment</i>								

1	1	I always speak favourably about my Hospital to my friends and others.							
3	1	I would accept almost any type of job assignment to continue working in the Hospital.							

### Section III: Job Satisfaction

The statements below relate to your perception of your job in the facility. Using the scale from 1 (least agreement) to 7 (highest agreement), rate your level of agreement with each of them. Tick in the most appropriate column.

No.	Item/ Statements	1	2	3	4	5	6	7
<i>Interactions</i>								
1	The nursing personnel in my unit always help one another when things get in a rush.							
2	Physicians in my unit always appreciate and value the nurse's performance.							
<i>Payment</i>								
3	The amount of pay I get is reasonable for my qualification, skills and experience.							
4	I am not satisfied with the benefits I receive from my extra work.							
<i>Task responsibility</i>								
5	I feel I could do a better job if I didn't have so much to do all the time.							
6	There is too much clerical and 'paper work' required of nursing personnel in this Hospital.							
<i>Hospital policies</i>								
7	There is ample opportunity for nursing staff to participate in the administrative decision-making process.							
8	The policy for promoting the nurses into higher position is satisfactory.							
<i>Autonomy</i>								
9	I have too much responsibility and enough authority.							
10	I have considerable opportunity for independence and freedom in how I do my job.							
<i>Professional status</i>								
11	Nursing is widely recognised as being an important profession.							

12	I am pleased towards the attitude or views of general public and care receivers about nursing profession.							
13	I feel proud with the others' comments regarding nursing profession.							

THANK YOU FOR YOUR TIME!

