

## Work Issues and Organizational Climate: Their Effect on Nurses' Satisfaction

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### Abstract

**Background:** Staff satisfaction is a target for any organization, especially in a caring profession suffering from a shortage and requires staff retention increase as nursing. Work effectiveness and engagement as work issues and organizational climate represented in human relation and rational goal could be varied in their effect on nurses' satisfaction. **Aim:** Assess the effect of work issues and organizational climate on nurses' satisfaction. **Subjects & Methods:** The study was conducted on staff nurses at governmental hospitals in Ismailia city following predictive correlational design. Four tools were used for data collection: The Satisfaction Faces Scale; Global Empowerment Scale; Utrecht Work Engagement Scale; Organizational Climate Measure. **Results:** There are positive significant correlations among the studied variables. Work effectiveness and engagement were significant independent predictors of nurses' satisfaction ( $\beta= 0.651$  and  $0.546$ ,  $p<0.01$ , respectively) whereas human relation and rational goal were significant independent predictors of nurses' satisfaction ( $\beta= 0.411$  and  $0.224$ ,  $p<0.01$ , respectively). The combined effect of work effectiveness and engagement represented/explained 51.1% of the variance in nurses' satisfaction whereas, the combined effect of human relation and rational goal represented/explained 17.1% of the variance in nurses' satisfaction. **Conclusion:** Both work issues and organizational climate improve nurses' satisfaction. Work issues have a greater effect on nurses' satisfaction than organizational climate. **Recommendations:** To improve nurses' satisfaction, taking needed measures towards work engagement increase and structural empowerment for work effectiveness improvement, considering human relation and rational goal improvement are recommended. Also, hypothesized models relating perceptions of work issues and organizational climate to nurses' satisfaction could be activated as strategies of evidence-based management for nurses' satisfaction.

**Keywords:** Job satisfaction, Organizational climate, Work effectiveness, Work engagement.

### Introduction:

Job satisfaction is a target for any organization. It is an influential factor in organizational performance and its goals achievement through high retaining of its staff (Varma, 2017; Onyebuchi et al., 2019). Its significance increases in the healthcare industry, where nursing profession suffers from a shortage and requires increased staff retention (Niskala et al., 2020). This shortage is described as a global shortage of nursing and midwifery workforces (World Health Organization, 2017), and job satisfaction is one of the guarantees for keeping -skillful nurses in healthcare (Labrague et al., 2018; Sullivan, 2018).

Job satisfaction is one of the prominent factors in patient safety and less missed nursing care besides to positive organizational and patient outcomes in contrast to job dissatisfaction (Cicolini et al., 2014; Alsubhi et al., 2020). It is historically pointed out as an attitude toward job, and widely used measure of work happiness of employee (Wright, 2006). It is simply described as how people feel about their job and its different features; like the job (satisfaction) or dislike it (dissatisfaction). It could be measured as feeling regarding the whole job or regarding any parts of it (Spector, 2012).

There are organizational and work issues which could interfere with job satisfaction

including organizational climate represented in human relations and rational goal (Hashemi & Sadeqi, 2016), and work issues represented in work engagement (Derbis & Jasiński, 2018) and work effectiveness (Fragkos et al., 2019). Organizational climate is a shared perception of workforce regarding their organizational work properties. It encompasses a group of quadrants such as human relation and relational goal. Human relations quadrant concerns with what extent the employees see their organization care about them and their development to have effective role, including autonomy, integration, involvement, supervisory support, training, and welfare. Whereas relational goal concerns the work itself and its goal and how it is achieved through effort of staff in term of efficient, quality and performance measurement (Patterson et al, 2005; Koles & Kondath, 2015).

Work effectiveness and engagement are important work issues in nursing. Both of them are positively related to each other (Lashinger et al., 2009). They lead to satisfied nurses who are more committed to effective and high quality of nursing care (Derbis & Jasiński, 2018; Huber, 2018; Fragkos et al., 2019). Work effectiveness represents the global effect of structural empowerment which covers empowering working conditions regarding four structures; access to information, support, resources, and opportunities (Boamah & Lashinger, 2015). Whereas, work engagement indicate to a positive state of mind related to work fulfillment which is concerned with high levels of vitality and flexibility with full readiness for effort expenditure and facing difficulties during work, full commitment and involvement with sense of pride and challenge, and fully concentrated and happily immersed in work. These characteristics cover the three aspects of work engagement; vigor, dedication, and absorption (Schaufeli et al., 2006; Schaufeli, 2017).

#### Significance of the study

Staff satisfaction is a requirement

in nursing which characterized by a classical shortage. It has a positive impact on staff and organizational performance besides patient safety and satisfaction (Boamah & Lashinger, 2015; Alsubhi et al., 2020). It is identified as a requirement for successful nursing profession (Huber, 2018; Sullivan, 2018). Many studies have separately investigated the relationship between job satisfaction with work engagement (Derbis & Jasiński, 2018), work effectiveness (Fragkos et al., 2019), or organizational climate (Woko et al., 2018).

Although, different theories describes staff satisfaction whether in general as needs fulfillment in work environment as theories of Maslow, Alderfer and Mclelland, or one more in specific to job satisfaction, the theory of Herzberg that focuses on two groups of job related factors contributing to job satisfaction, the hygiene/maintenance and motivator factors (Marquis & Huston, 2012; Gaki et al., 2013; Huber, 2018), no theory or model investigated the integration between work effectiveness and engagement as work issues, and organizational climate represented in human relation and rational goal, and their cause and effect relationship with nurses' satisfaction. Furthermore, no study analyses the combined effect of work effectiveness and engagement as work issues on nurse's satisfaction, or human relation and rational goal on nurse's satisfaction too.

#### Aim of the study:

It was to assess the effect of work issues and organizational climate on nurses' satisfaction.

#### **Research hypotheses:**

- 1-Work effectiveness and work engagement had a positive effect on nurses' satisfaction.
- 2-Human relation and rational goal had a positive effect on nurses' satisfaction.
- 3-Work issues (work engagement and work effectiveness) had a greater effect on nurses' satisfaction than organizational climate (human relations and rational goal).

#### Subjects and methods:

##### **Research design:**

The correlational predictive design was

followed in the current study. This design tested the cause-and-effect relationship

(5) along with 5- point likert scale (El-Shaer, 2009). The scoring system of this

between work issues and nurses' satisfaction, besides organizational climate and nurses' satisfaction using the hierarchical multiple linear regression analysis.

#### Sample:

The sample involved staff nurses with calculated sample size (156) following simple random sampling technique. They proportionally randomly selected from governmental hospitals including staff nurses actually worked for more than one year and excluding staff nurses with long vacations. The majority of them were female, their age ranged from twenty one to forty eight years old, with years of experience ranged from two to thirty years of experience.

#### Setting:

The setting of the study included the three governmental hospitals in Ismailia city, which were Public/General Hospital, Fever Hospital and Chest Hospital. The first hospital provides general healthcare services including medical and surgical, pediatrics, obstetrics, hepatic, burn and neonatal care in addition to emergency and outpatient care. Whereas, the other two hospitals provide specialized care for fever and chest patients including internal departments, emergency care department and outward clinics.

#### Tools of data collection:

Four tools were used for data collections; The Satisfaction Faces Scale, Global Empowerment Scale, Utrecht Work Engagement Scale, and Organizational Climate Measure.

#### The Job Satisfaction Faces Scale:

The Faces Scale has been revealed to be a remarkably good measure of satisfaction with the job overall using a single nonverbal item. Faces appear along a continuum from a broad smile to a deep scowl, and respondents are asked to circle the face that best describes their overall job satisfaction. The job satisfaction face scale ranged from strongly dissatisfied (1) to strongly satisfied

tool was based on three cut-off point of mean percentage of it as low (0%-33.3%), moderate (33.4%-66.6%), and high (66.7%-100%).

#### Global Empowerment Scale:

It was used to measure perceptions of work effectiveness by two-item determining the extent to which nurses feel they were structurally empowered to work effectively in their work environment. They were ranged from strongly disagree (1) to strongly agree (5) along with five-point Likert scale (Laschinger et al. 2001). The scoring system of the tool was based on three cut-off point of mean percentage of it as low (0%-33.3%), moderate (33.4%-66.6%), and high (66.7%-100%).

#### Utrecht Work Engagement Scale:

The short version of Utrecht Work Engagement Scale (UWES) was used to assess work engagement of staff nurses. It had nine items that is grouped into vigor (3 items), dedication (3 items), and absorption (3 items). The scale is rated along seven point scale ranged from never (0) to always (6) (Schaufeli et al., 2006). The scoring system of the tool was based on three cut-off point of mean percentage of it as low (0%-33.3%), moderate (33.4%-66.6%), and high (66.7%-100%).

#### Organizational Climate Measure:

It was used to measure the organizational climate regarding two major quadrants; Human Relation and Relational Goal. Human Relation had twenty nine items, categorized into autonomy (5 items), employee welfare (4 items), participation (6 items), training (4 items), integration (5 items), and supervisory support (5 items). Whereas Relational Goal had twenty eight items categorized into clarity of organizational goal (5 items), effort (5 items), efficiency (4 items), quality (4 items), pressure to produce (5 items), performance feedback (5 items). The items were assessed along four point scale ranged from definitely false (1) to definitely true (4) (Patterson et al., 2005). The scoring system of the tool was based on three cut off point of mean percentage of it as low (0%-33.3%), moderate (33.4%-66.6%) and high (66.7%-100%).

variables. Cronbach's alpha was used for testing the tools' reliability. In addition, the

### Pilot study:

It was conducted on twenty staff nurses proportionally selected from the three governmental hospitals. The tools were checked for their clarity, applicability, and the duration of their fulfillment, followed by making the needed modification. The nurses of the pilot study were excluded from the current study data collection.

### Validity and reliability of the tools:

The original tools had been confirmed for their acceptable levels of validity and reliability (Laschinger et al. 2001; Patterson et al., 2005; Schaufeli et al., 2006). In the current study, the Arabic copy of all tools was checked for its content validity by a jury which composed of ten experts of faculty members in the nursing administration field. Cronbach's alpha was used for testing the tools' reliability. It was 0.85 for Job Satisfaction Faces Scale, 0.75 for the Global Empowerment Scale, 0.83 for the UWES, and 0.77 for the organizational climate measure.

### Method of data collection:

Having the formal permissions for data collection from the three hospitals' administrators was done after explaining the aim and purpose of the study to them. This was followed by the aim and purpose explanation to the staff nurses of the three hospitals after they agreed to participate in the study. Then, clarification of how to fulfill the tools by staff nurses was done. All tools of data collection were self-instruction questionnaires. The data were collected from staff nurses along the three shifts at the three governmental hospitals. Fulfilling the tools had a period ranging from twenty to thirty minutes for each nurse. The data had collected from staff nurses from August to December 2017.

### Data analysis:

The data were analyzed via the Statistical Package for the Social Sciences (SPSS) version 25. Mean & standard deviation was calculated for the studied

spearman correlation coefficient test was used ( $r$ ) for determining the relationship among the studied variables. The hierarchical multiple linear regression analysis was used to test the influence of work issues (work effectiveness and engagement) and organizational climate (human relation and rational goal) on nurses' satisfaction (testing the two hypothesized models).

### Ethical consideration:

After having the agreement of staff nurses to fulfill the instruments the data were collected. The staff nurses had been informed about the research aim and purpose of the study and that they had the right to withdraw from of the study. Also, their anonymity and using data only for research purpose were assured on.

### Results:

Table (1) showed that nurses' satisfaction has mean score ( $2.920 \pm 0.940$ ), and work engagement has mean score ( $3.774 \pm 1.550$ ) higher than work effectiveness ( $2.603 \pm 0.957$ ). Also, rational goal has mean score ( $2.734 \pm 0.214$ ) higher than human relation ( $2.529 \pm 0.304$ ).

Table (2) illustrated that nurses' satisfaction had a positive correlation with work effectiveness ( $r=0.651$ ,  $p<0.01$ ) and work engagement ( $r=0.546$ ,  $p<0.01$ ). Also, it had a positive correlation with human relation ( $r=0.411$ ,  $p<0.01$ ) and rational goal ( $r=0.224$ ,  $p<0.01$ ). Besides, nurses' work effectiveness had a positive correlation with work engagement ( $r=0.428$ ,  $p<0.01$ ). Also, nurses' human relation had a positive correlation with rational goal ( $r=0.444$ ,  $p<0.01$ ).

Table (3) and Figure (1) illustrated that work effectiveness and engagement were significant independent predictors of nurses' satisfaction ( $\beta=0.651$  and  $0.546$ ,  $p<0.01$ , respectively). In addition, the combined effect of work effectiveness and engagement represented/explained 51.1% of the variance in nurses' satisfaction (Table 3).

Table (4) and Figure (2) illustrated that

human relation and rational goal were significant independent predictors of nurses'

satisfaction ( $\beta=0.411$  and  $0.224$ ,  $p<0.01$ , respectively). In addition, the combined

effect of human relation and rational goal represented/explained 17.1% of the variance in nurses' satisfaction (Table 4).

**Table 1: Mean and SD of Nurses' Satisfaction, Work Effectiveness, Work Engagement, Human Relation and Rational Goal**

Variables	Min-max score	Mean	SD	Mean %
Nurses' Satisfaction	1 - 5	2.920	0.940	58.40%
Work Effectiveness	1 - 5	2.603	0.957	52.06%
Work Engagement	0 - 6	3.774	1.550	62.90%
Human Relation	1 - 4	2.529	0.304	63.23%
Rational Goal	1 - 4	2.734	0.214	68.35%

**Table 2: The Correlation among Nurses' Satisfaction, Work Effectiveness, Work Engagement, Human Relation and Rational Goal**

Variables	1	2	3	4	5
1 Nurses' Satisfaction	—				
2 Work Effectiveness	0.651**	—			
3 Work Engagement	0.546**	0.428**	—		
4 Human Relation	0.411**	0.366**	0.308**	—	
5 Rational Goal	0.224**	0.171*	0.177*	0.444**	—

\*P-value < 0.05, \*\*P-value < 0.01.

**Table 3: Final Model of Work Effectiveness and Work Engagement Effect on Nurses' Satisfaction**

Variable	Combined R2	$\beta$	t	Sig.(p)
Work Effectiveness		0.651	10.633	0.000
Work Engagement	0.511	0.546	8.081	0.000

Dependent variable: Nurses' Satisfaction.

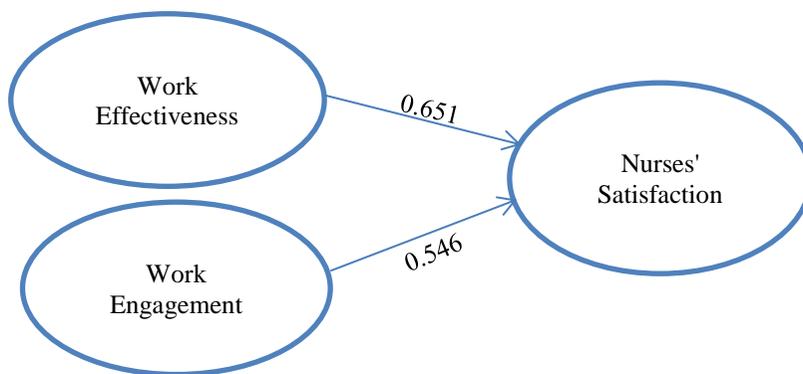


Figure 1: Final Model of Work Effectiveness and Work Engagement with Nurses' Satisfaction

**Table 4: Final Model of Rational Goal and Human Relation Effect on Nurses Satisfaction**

Variable	Combined R2	$\beta$	t	Sig.(p)
Human Relation		0.411	2.858	0.005
Rational Goal	0.171	0.224	8.081	0.000

Dependent variable: Nurses' Satisfaction.

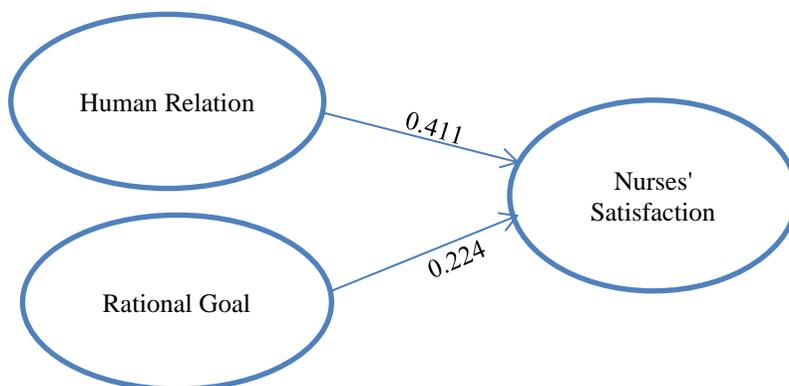


Figure 2: Final Model of Human Relation and Rational Goal with Nurses' Satisfaction

## Discussion:

The current study results revealed that all variables are mainly laid within the moderate level except rational goal that is laid at beginning of high level. This means that all variables need to be improved to reach higher levels. This is assured by varied studies for work effectiveness (**Lashinger et al., 2009**), work engagement (**Niskala et al., 2020**), organizational climate including human relation and relation goal (**Koles & Kondath, 2015**) in addition to increasing nurses' satisfaction level. In this regards, various studies indicate to the importance of these variables improvement for quality of nursing care especially the job satisfaction which is result in job performance enhancement and greater quality of patient care, and contributes to organizational commitment (**Fragkos et al., 2019; Niskala et al., 2020**).

The positive relationship founded between the studied variables and nurses' satisfaction is logical, as many requirements for job satisfaction including organizational culture regarding values of organizational goals, career development, opportunities and constructive feedback in addition to fair rewards and recognition (**Kumari, 2011**) are cross matched with the organizational climate whether rational goal or human relations and structural empowerment and its work effectiveness besides work engagement (**Lashinger et al., 2009; Koles & Kondath, 2015**).

In addition, the positive relationship between nurses' satisfaction and work effectiveness is in agreement with **Fragkos et al. (2019)** who indicated that there is a moderate to strong positive relationship between job satisfaction and structural empowerment that constitutes work effectiveness. The same was found for the positive relationship between nurses' satisfaction and engagement that is supported by **Derbis & Jasiński (2018)** who indicated that there is a strong positive relationship between job satisfaction and engagement assuring their effect to each other. Also, the positive relationship between work effectiveness and engagement is in agreement with **Lashinger et al. (2009)** who

indicated that work engagement is significantly predictor of work effectiveness improvement. That means the strategies used to improve engagement will empower nurses towards feelings of more work effectiveness that reflects on nurses' satisfaction. That confirms the correlations among work effectiveness, engagement and satisfaction contribute to supporting the first hypothesized model.

On the other hand, the current study results showed the positive relationship between nurses' satisfaction and organizational climate represented in human relation and rational goal. In this regards, many studies indicated to the positive relationship between organizational climate and job satisfaction (**Ahmad et al., 2018; Woko et al., 2018**). In addition, human relation scored its highest and moderate relationship with rational goal. This is in agreement with **Ancarani et al. (2009)** whose results showed significant positive correlations between their elements that are mostly ranged between moderate to strong relationships. The positive relationship between human relation and rational goal means that energizing rational goal could be reflected on human relation improvement that returns on nurses' satisfaction. That confirms the correlations among organizational climate represented in human relation and rational goal and nurses' satisfaction contribute to supporting the second hypothesized model.

The study results support the two hypothesized models which propose that work issues represented in effectiveness and engagement, and organizational climate represented in human relation and rational goal are linked with greater/better nurses' satisfaction. As: nurses feeling to be structurally empowered to work effectively and work engaged contributes to their satisfaction, and work engagement accounted for additional variance beyond that of work effectiveness alone. The same was found for organizational climate, and that the relational goal accounted for additional variance beyond that of human relation alone to nurses' satisfaction.

In addition, the current study results are consistent with a number of studies revealed

the link between the studied variables with nurses' satisfaction. A group of them linked between work effectiveness and satisfaction (**Wong & Laschinger, 2012; Choi & Kim, 2019; Fragkos et al. 2019**), and clarified that when nurses are structurally empowered they become more job satisfied with a moderate effect compared with high effect in the current study. This assures the need of structural empowerment improvement that cause nurses feeling to be structurally empowered in addition to the role of organization in providing nurses with necessary structures, the information, resources, support and opportunities for learning, development and innovation (**Lashinger et al. 2009**) which lead to work engagement (**Boamah & Lashinger, 2015**) and nurses' job satisfaction and their psychosomatic health improvement (**Abdelrazek et al. 2010**).

Other studies showed the link between work engagement and nurses' satisfaction such as **Moura et al. (2015)** and **De Simone et al. (2018)** which indicate that work engagement is significantly a positive predictor to nurses' satisfaction that is reflected on turnover intention decline. This supports how could work engagement accounted for additional variance beyond that of work effectiveness alone on nurses' satisfaction, and hence taking measures towards both improvement for more higher levels of nursing performance (**Wong & Laschinger, 2012**).

Regarding the link between human relation and rational goal to nurses' satisfaction and how that is confirmed by positive relationships among of them, this indicates that human relation which is based on saving nurses' autonomy, welfare and involvement in their job besides supervisory support is associated with rational goal that triggers for more effort expenditure and quality of care. That contributes to greater nurses' satisfaction. This is supported by **Wahyu et al. (2019)** who indicated to the significant influence of organizational climate on job satisfaction improvement that

will affect organizational citizenship behavior of staff. It is also supported by **Danish et al. (2015)** which indicated that organizational climate is a positive predictor of job satisfaction and organizational commitment. Both two studies support the second model. This means that improving organizational climate will not only lead to staff satisfaction but also will lead to organizational commitment and performance improvement (**Gahlawat & Kundu, 2019**), and gathering between staff satisfaction, organizational climate and commitment are positive predictor and necessary for staff retention (**Jyoti, 2013**).

In addition, the link between human relation and rational goal that is assured by **Ancarani et al. (2009)**, supports how could rational goal accounted for additional variance beyond that of human relation alone on nurses' satisfaction, and hence taking measures towards both improvement for more higher levels of patient satisfaction (**Ancarani et al., 2011**).

Hence, all study results supports the two hypothesized models indicating that nurses' satisfaction is achieved by work effectiveness which is related to structure empowerment besides staff engagement which maximizes the effect of work effectiveness on greater nurses' satisfaction. Also, nurses' satisfaction is achieved by human relation besides rational goal organizational climate which maximizes the effect of human relation on greater nurses' satisfaction. Furthermore, staff work issues contribute to greater nurses' satisfaction than organizational climate. This could guide nursing managers target work issues improvement followed by organizational climate energizing for greater nurses' satisfaction attainment.

Consequently, the current study results assured what is known about nurses' satisfaction and add new knowledge represented in the combined effect between work effectiveness and engagement besides the combined effect between human relation and rational goal on greater nurses' satisfaction through two confirmed hypothesized models.

**Conclusion:**

Both work issues and organizational climate improve nurses' satisfaction. Work issues have a greater effect on nurses' satisfaction than organizational climate. Hypothesized models relating perceptions of work effectiveness and work engagement as work issues to nurses' satisfaction and relating perceptions of human relation and rational goal as organizational climate to nurses' satisfaction are confirmed.

**Recommendation:**

To improve nurses' satisfaction, taking needed measures towards work engagement increase and structural empowerment for work effectiveness improvement through supporting staff nurses with needed structures, information, resources, and opportunities for development are recommended, putting into consideration human relation and rational goal improvement too. Also, the hypothesized models could be activated as strategies of evidence-based management for nurses' satisfaction.

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