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## Relation between job satisfaction and job performance in healthcare services

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### Abstract

In an environment of tension and division of labor such as Healthcare Services, the performance of employees is one of the most basic challenges. The reason is that performance as a phenomenon is closely related to aspects of effectiveness, knowledge management and quality from one side and to management, financing and development of the organization from the other. Especially for doctors and nurses performance issues are inextricably linked to patient safety. The international literature shows that a large number of factors influence employee performance such as satisfaction from the profession, work environment, compensation policies, etc. In this work we try to analyze the relationship between job satisfaction and job performance. The analysis takes place in the National Centre of Public Administration and Local Government during the training process, where a questionnaire with 7-Likert scale is distributed to 246 personnel (nurses). The analysis is taking place between job satisfaction parameters versus self-job performance parameters. Principal components analysis suggests that for job satisfaction the most important parameters are (based on their weights): satisfaction from manager (weight=0.703), satisfaction from manager administration (weight=0.732), satisfaction of ways of working (weight=0.657), satisfaction of recognition (weight=0.627), satisfactory of working hours (weight=0.695) and satisfactory of working security (weight=0.707). For the self - job performance most important parameters are (based on their weights): self-satisfaction of quantity of work (weight=0.896), self-satisfaction of productivity (weight=0.878), self-satisfaction of initiatives (weight=0.794), self-satisfaction of working targets (weight=0.766), and self-satisfaction of quality improvements (weight=0.792).

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## 1. Introduction

The close relationship between job satisfaction and job performance is not something that has arisen recently addressed (Argyris, 1964), (Gross & Etzioni, 1985). In contrary many research efforts have been made in the past to detect the subject (Emery & Trist, 1960), (Organ, 1977), (Ostroff, 1992), (Peterson & Luthans, 2006). The research has dealt with the relationship between the two features in many forms of economic and productive activities in the market, such as Bunks (Hira & Waqas, 2012), Public bus transport (Padmakumar, 2013) and in quite extensive ways of analysis (Judge, Thoresen, Bono, Patton, 2001). Especially in healthcare services and the nursing profession job satisfaction is considered one of the key factors shaping the growth of performance in the project (Hanan. 2009). The analysis of the specific issues and generally of nurse's working environment holds a large part of modern literature. In this paper, we are trying to investigate the relationship between these two concepts exploring attitudes, perceptions and self-evaluation of Greek nurses working in the National Health System (NHS) of Greece.

## 2. Job Satisfaction and Nurses

Many studies have addressed the issue of nurses' satisfaction with their work. A careful study of the literature can reveal many interesting factors that contribute to the formation of a sense of satisfaction for nurses (Lu, Barriball, Zhang, While, 2012). Furthermore, job satisfaction is a key issue for health care professionals around the world (Doef, Mbazzi, Verhoeven 2012). Investigations reveal first of all that the organizational features of a structure (usually a hospital) can greatly influence the job satisfaction for nurses (Adams & Bond, 2000). Such features are the personnel shortages, lack of equipment, intention to leave and others (Liu, Zhang, Ye, et.al., 2012). Contemporary management believes that the satisfaction of nurses from their work is the result of rational management and has a strong link with proper leadership and motivation to healthcare organizations (Giallonardo, Wong, Iwasiw, 2010) leadership and job engagement (Wong & Laschinger, 2013). Finally, job satisfaction for nurses has a high correlation with specific issues such as occupational conditions (eg infectious diseases) (Hamama, Tartakovsky, Eroshina, et.al. 2014) (Kinzl, Knotzer, Traweger, et.al., 2004). or ethics (Goldman and Tabak, 2010).

## 3. Job Performance in nursing profession

Job performance is considered as an important parameter in the nursing profession, in such a way which in the last pent etic, new innovative ways of calculation and consideration have invented (Becton, 2012) even for new registered professionals (Unruh and Nooney, 2011). After a careful detection of international literature, what can be seen is that job performance is directly and strongly related to stress and burnout (Gandi, Wai, Karick, Dagona, 2011). Equally, crucial role in shaping the professional performance playing both the Nursing Leadership (Salanova, Lorente, Chambel, Martínez, 2011) and the procedure of rational decision making (Mohammed, Nassar, Ghallab, Morsy, 2013). Of course, we have to evaluate the close relationship of nurse's job performance with the work schedules, staffing and epidemiological characteristics of the population they serve (Trinkoff, Johantgen, Storr, et.al., 2011).

## 4. The relationship between Job Satisfaction and Job Performance for Nurses

There is a close relationship between job satisfaction and performance in nursing sector (Hanan, 2009) as such in other professional categories (Kahya, 2008) and this phenomenon is observed worldwide (Nabirye, Brown, Pryor, Marles, 2011). Of course, performance as a task, is a complex feature which depends – except global job satisfaction - on many other conditions which are not readily determinable. These conditions are either operational either psychological such as organizational commitment, work values etc (Gutierrez, Candela, Carver, 2012).

Therefore easily explained the effort is made for scientific interpretation and evaluation of this relationship, which is often, involves personal values of nurses (Saari, and Judge, 2004) (Chou, Hecher, Martin, 2012).

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