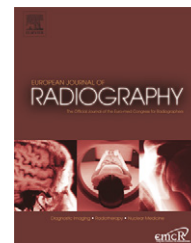




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Job satisfaction of the radiological departments' staff

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Abstract Job satisfaction is an important issue both because of its meaning as a staff well being factor as well as because of its associations with central implications of health care quality and productivity e.g. quality of care, organizational commitment, and health care staff's intention to leave.

The aim of the study was to explore factors associated with the job satisfaction of the radiological departments' staff. It was studied associations of job satisfaction and 1) personal, 2) work and organization related and 3) psychosocial work environment factors and 4) intention to stay in their work.

The study was performed in co-operation with the imaging units of two Finnish municipalities in spring 2007. The sample comprised two specialised care radiological departments facilities and eight primary care radiological departments. The data was collected via Internet in the spring 2007 from the personnel of the radiological departments. The response rate was 49% ($n = 73/150$). The data was analysed by using Spearman correlation and univariate and multivariate logistic regression.

The best predictors for the job satisfaction were work control and goal commitment. Correlation between job satisfaction and intention to stay at the radiological department person was working in was 0.68 ($p = 0.001$). The article suggests several means for enhancing job satisfaction and retention of the imaging units staff.

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Introduction

Job satisfaction is an important issue both because of its meaning as a staff well being factor and because of its

associations with central implications of health care quality and productivity, e.g. quality of care [1], organizational commitment [2,3], and health care staff's intention to leave [4–6].

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Job satisfaction has been defined as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs” [7]. This definition suggests that job satisfaction is a general or global affective reaction that individuals hold about their job. On a worker’s sense of achievement and success, it is generally perceived to be directly linked to productivity and personal well being. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work [8].

Radiography as an occupation and radiological departments as health care environments have their special features. Moreover, there are many types of work involved in radiation therapy and diagnostic radiography. This is why it is important to study job satisfaction of the diagnostic radiological departments’ staff apart from other health care departments.

Theoretical background

Psychosocial research in the field of radiography is quite scarce. Anyway, in other health care fields, job satisfaction is one of the most studied work well being factor. This may be because of its important correlates. In the next three paragraphs the correlates of job satisfaction will be described and divided into three groups: 1) personal, 2) work and organization related and 3) psychosocial work environment factors.

- 1) *Personal correlates of job satisfaction*: Emotional intelligence [3] and work motivation [9,10] were associated with health care worker’s job satisfaction. The job satisfaction of radiographers did not correlate with educational level [11]. Physicians were more satisfied than nurses and therapeutic radiographers with their work [12] and the satisfaction of sonographers was lower than that of other diagnostic radiographers [13].
- 2) *Work and organization related correlates of job satisfaction*: Job characteristics – challenging work, rich job content, opportunities for continuing professional education, and specialization at work – were associated with health care staff job satisfaction [4,14]. Possibility for career advancement and for development of advanced radiographic skills – changing from doing routine work to other professional groups – improved radiographers’ job satisfaction [15,16]. Good salary and vacation benefits are also factors that improve the job satisfaction of radiographers and other health care professionals [6,15,17,18]. Radiographers working at public and private outpatient clinics were more satisfied with their work than those working in hospitals [19]. In a Finnish study about hospitals, organizational change was negatively correlated with nurses’ job satisfaction one year after the change and the decrease in job satisfaction was also seen in a follow-up two years later [10].
- 3) *Psychosocial work environment as a correlate of job satisfaction*: Good leadership [4,17], enjoying work with other radiography professionals, work autonomy

[18], clarity of work environment and work roles [20–22], and professional and organizational commitment [2,3] were positively correlated with radiographers’ and nursing professional’s job satisfaction. Stress and burnout factors (heavy workloads, emotional exhaustion, fear, team support), on the other hand, were negatively correlated with job satisfaction [23].

If health care professionals are satisfied with their work, they generally do not wish to leave [4–6]. Vosper et al. [24] found that one factor which makes a diagnostic radiographers’ career attractive is their varying role combining technology with patient care. Some of the means of increasing the attractiveness and retention in the career that have been proposed include higher salary and an improved working environment [24], the provision of more flexible working hours, greater consideration of family commitments and increased financial support for training [5,6,25,26].

The aim of this study was to explore factors associated with the job satisfaction of the radiological departments’ staff, focusing on the feeling of job satisfaction and 1) personal, 2) work and organization related and 3) psychosocial work environment factors and 4) intention to stay in their job.

Material and methods

This study is a part of follow-up study called Work organization and work division at the imaging units performed between 2005 and 2007 in southern Finland [27].

Participating units

The study was performed in co-operation with the imaging units of two municipalities in spring 2007. The sample comprised two specialised care radiological departments with e.g. CT, fluoroscopy and MRI and emergency facilities and eight primary care radiological departments with most common radiography and ultrasound facilities located in health centres in Southern Finland. The staff of the units consisted of 90 radiographers or senior radiographers (radiographers with special duties), 9 heads or assistant heads of department (radiographers), 30 radiologists and 21 assistive personnel, totalling 150.

Procedure

The data was collected via Internet in the spring of 2007 from the personnel of the radiological departments. A cover letter with a web link to the e-based questionnaire was sent via e-mail to staff members of all occupational groups (assistive staff, radiographers, and radiologists) of the departments. The e-based questionnaire was made by E-lomake program which saved the answers of the staff for the researchers. The staff’s e-mail addresses were received from the heads of the departments. Informative staff meetings about the study were held in the imaging units before data collection. The response rate was 49% ($n = 73/150$).

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