

Organizational Culture of Health Care Facility as a Predictor of the job Satisfaction of Nurses

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Abstract:

Objective: To find out whether the organizational culture of a healthcare facility has an impact on nurses' job satisfaction.

Methods and participants: Data were collected using a self-constructed questionnaire from September to November 2022, categorized and statistically processed. 136 nurses participated in the study. The largest number of nurses was under the age of 29 (67%) and with a bachelor's degree (77%).

Results: The organizational culture of a healthcare facility had a significant impact on nurses' job satisfaction. Only 36.7% of nurses were satisfied with the organizational culture of the health facility in which they were employed at the time of the study. 63.2% of nurses consider working conditions, relationships at the workplace and communication in the team

or with a superior as factors that significantly influence their satisfaction or dissatisfaction with work, and they perceive the organizational culture of the organization accordingly.

Conclusion: The level of organizational culture of a healthcare facility significantly predicts nurses' job satisfaction.

Introduction

Organizational culture includes the norms, visions, beliefs, philosophy and values that influence the interaction between people. It also includes the behavior of the employees in an organization and how they approach their work. All of this influences their productivity and engagement. The job satisfaction of employees includes and depends on the employees' attitudes and feelings about the job, working conditions, relationships within the team, remuneration and the career development perspective. Factors affecting job satisfaction can be divided into four categories: organizational factors, environmental factors, the nature of the work and individual factors (1). Plevová (2) also states that the level of job satisfaction depends on several factors: the nature of work, the salary, feedback, the possibility of self-realization and the leadership style. Employee satisfaction is largely influenced by the supervisor, who co-creates the social climate at the workplace, relationships in the team – both formal and informal – friendships, conflicts, disagreements and the work environment.

The compliance of employees' values with the organization's values is considered to be a significant factor in determining the level of employees' work attitudes, such as with work engagement and job satisfaction. The more employees accept the organization's values and beliefs, the stronger the organizational culture and the more positive influences the work and attitudes of the employees' bring. Therefore, organizational culture is considered to be a basic tool for forming the behavior and working attitudes of employees. An organizational culture that provides innovative procedures and career opportunities and has set remuneration rules, a good reputation and effective communication among the staff significantly contributes to the work engagement of employees. The presence of feedback and work autonomy are fundamental factors that form the level of work engagement in an organization.

Nursing is the profession that is the most involved in direct patient care. Nurses are an important group of employees that can influence the overall culture in a healthcare organization, both positively and negatively. However, existing practice indicates a low level of nurse engagement due to a lack of autonomy, low salaries and insufficient feedback (3).

Aim of the research

To find out whether the organizational culture of a healthcare facility has an impact on nurses' job satisfaction.

Sample and Methods

The study was carried out with nurses from September to November 2022 using a self-constructed questionnaire. All data were coded, entered and analyzed using InStat® software, version 3.02, GraphPad Software, Inc., USA, and Statistica®12 software, StatSoft, USA. Descriptive results expressed as standard deviation, median, minimum and maximum were conducted for all parameters obtained. The Chi-square test (χ^2) was used to measure the possible association between nominal variables. The comparison of two independent variables was performed using the Mann-Whitney test, and the differences between the three subsets were verified using the Kruskal-Wallis analysis. The relationship between the variables was calculated with the non-parametric Spearman correlation coefficient, indicating the 95 percent confidence interval and the p-value of the test criterion of its difference from the zero value. We used $\alpha \leq 0.05$ as a criterion for statistical significance.

Results and Discussion

136 nurses filled in the questionnaire. The largest number of nurses was younger than 29 years (67%). Most of them (77%) had the first degree of university education. Organizational culture significantly affects nurses' job satisfaction or dissatisfaction. In the group of nurses involved, only 36.7% of the respondents were satisfied

with the organizational culture of the healthcare facility. However, 43.4 % of the nurses could not assess the level of organizational culture of the health facility in which they were employed. Only 26.5% of the nurses indicated a high level. We were interested in whether the age of the nurses correlates with the assessment of satisfaction with the level of organizational culture (Table 1), but we noted that the age of the respondents is not related to their assessment of the organizational culture ($p>0.05$). Differences in the age structure are not statistically significant enough to be considered causally related to the degree of satisfaction with the organizational culture.

The results of our study are in agreement with the findings of numerous authors. Giovanni and Ahsan (4) investigated the influence of organizational culture on job satisfaction using a sample of 131 nurses. Organizational culture affected the nurses' work motivation and job satisfaction. In a study involving the 200 nurses, the author's team (5) analyzed the impact of organizational culture, career development and job satisfaction on nurses' performance. The positive direct influence of organizational culture on nurses' performance and job satisfaction was confirmed. The findings of this study confirmed that organizational culture has a significant relationship with overall employee job satisfaction. The sample for the study of the next author's team (6) consisted of 527 nurses. The study confirmed the direct connection between organizational culture and nurses' job satisfaction. Bolton's (7) research focused on the correlation between organizational culture, managers' behavior and employee job satisfaction. The results showed that organizational culture had an impact on job satisfaction and employee engagement. In a descriptive, analytical study, the group of authors (8) analyzed the relationship between

the perception of organizational culture and the results with 280 nurses. The results showed that nurses did not perceive the organizational culture of healthcare facilities positively. The average score of the organizational culture perception scale was 2.63 ± 0.55 .

We were interested to see what the nurses in our study appreciate the most in the organizational culture of healthcare facilities. The most valued were interpersonal relationships, followed by working conditions and workplace communication. The management's leadership is the least significant for nurses. The nurses' decision to terminate the employment relationship would be influenced by the work team (43.4%), the psychological burden (28%) and relationships with superiors (21%). 63.2% of nurses consider relationships at the workplace, working conditions and communication in the team or with a superior as the factors that significantly influence their satisfaction or dissatisfaction with work, and they perceive the organizational culture based on these points. Table 2 shows the statistical significance of the results, but at the cost of close (non)fulfillment of the number requirements for non-parametric tests ($n>5$). With a moderate interpretation, however, we can state that of the mentioned factors, we find the highest average values and medians in the organizational factors, i.e., satisfaction/dissatisfaction with working conditions and relations with superiors and in the collective.

The results of a study (9) performed on a sample of 452 nurses confirmed a significant relationship between the system of values and beliefs and the level of job satisfaction. Job satisfaction is influenced by three aspects: the meaningfulness of the work, the degree of responsibility for the results of the work and the feedback related to the results. The findings indicate a significant positive association between the innovativeness

Table 1 Satisfaction of the nurses with the organizational culture depending on age

Category	<i>n</i>	\bar{x}	<i>sd</i>	x_m	<i>min.</i>	<i>max.</i>	<i>p</i>
No	24	1,42	1,02	1	1	4	0,25
Partly	62	1,66	0,97	1	1	4	
Yes	50	1,74	1,10	1	1	4	

Legend: *n* – No. of participants, \bar{x} – arithmetical mean, *sd* – standard deviation x_m – median, *min.* – minimal value, *max.* – maximal value, *p* – value of testing criteria of the Kruskal-Wallis test

of the organizational culture and the level of nurse job satisfaction. Nurses are satisfied with their work in organizations with innovative elements. Communication and relations between employees are also important factors. Understanding the vision and mission of the organization has the least significant effect on the level of nurse job satisfaction. According to Gurková (10), job satisfaction is the most important predictor of nurses not only staying at their current workplace, but in the nursing profession in general. The research group consisted of 556 nurses, and the processed answers showed that Slovak nurses reported the highest satisfaction with relations with colleagues and the lowest with salary. 110 nurses participated in the study by the author's team (1). 71.8% of nurses were not satisfied with the salary evaluation. 32.7% of nurses were satisfied with interpersonal relationships. Only 16.4% of respondents reported high job satisfaction. The results of the study confirmed a statistically significant correlation between organizational culture and job satisfaction. In the authors' study (11), 80% of nurses from a sample of 130 respondents were dissatisfied with their salary, and 60% of nurses were dissatisfied with the possibility of career growth. Culture has a significant impact on nurses' job satisfaction. The results of another study (3) showed that organizational culture significantly affects the level of employee burnout. The level of job satisfaction among nurses in Greece was 3.55 out of 5. The dominant type of organizational culture in the monitored hospitals in Greece was hierarchical. A high level of job satisfaction depends on the balance between the organizational culture and employee values. Organizational culture directly

and indirectly affects employee satisfaction, productivity, efficiency, job performance, job satisfaction, innovation, leadership and decision-making. A cross-sectional study by Tsai (12) on a sample of 200 nurses aimed to determine the relationship between organizational culture, leadership behavior and nurses' job satisfaction. The results showed that organizational culture was significantly (positively) correlated with leadership behavior and job satisfaction, and leadership behavior was significantly (positively) correlated with job satisfaction. If the interaction between management and employees is good, employees will contribute to team communication and cooperation to a higher degree. They will also be encouraged to fulfill the mission and goals set by the organization, thereby increasing job satisfaction. Dimunová (13) also analyzed the nurses' job satisfaction. In her study dedicated to workloads and coping, she states that nurses expressed the lowest satisfaction with interpersonal relationships at the workplace (61.7%). According to Hwang (14), from the factors that influence job satisfaction, nurses' autonomy has the greatest effect. From the analysis performed with 226 nurses, the findings emerged that nurses were not satisfied with financial remuneration and interpersonal relationships in the workplace, especially between nurses and doctors. In terms of types of organizational culture, the respondents mostly worked in organizations with a hierarchy-oriented culture.

Conclusion

The levels of organizational culture in medical facilities are different regarding the approach to creating optimal working

Table 2 The influence of the factors investigated on the satisfaction of nurses with their jobs

Factors of the organizational culture	<i>n</i>	\bar{x}	<i>sd</i>	x_m	<i>min.</i>	<i>max.</i>	p_{MW}
Satisfaction with the working conditions, relationship with management or superiors, relations at the working place	86	2,11	0,72	2	1	3	0,05
Financial factors – inadequate salary evaluation	45	1,98	0,50	2	1	3	
Other	5	1,40	0,55	1	1	2	

Legend: *n* – No. of participants, \bar{x} – arithmetical mean, *sd* – standard deviation x_m – median, *min.* – minimal value, *max.* – maximal value, *p* – value of testing criteria of the Kruskal-Wallis test

conditions for nurses to do their jobs. According to many studies, common indicators of the quality of organizational culture are workplace communication, job satisfaction, leadership style, working conditions, motivation and salary. The organizational culture can directly affect the ability of an organization to effectively manage human resources, and it has a significant impact on employees' positive attitudes toward their work tasks and the organization (3).

Limitations

The conducted research was limited by the size of the sample, which affects the possibilities of interpretation, the representativeness of the findings and their applicability in a global context. Due to the low number of respondents, the results serve to create a summary picture of the investigated issue in practice. The findings complemented literature sources by providing empirical support. The study had a subjective nature as it was based on the subjective perception of the nurses. A validated measurement tool was not used.

Conflict of interest

The authors declare no conflict of interest.

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