

Operation Theatre Nurses' Job Satisfaction in a Teaching Hospital in Mangalore - A Case Study

Rashmi M.^{1&2*} & Linus Benedicta Dsouza³

¹ Doctoral Research Scholar, Institute of Management & Commerce, Srinivas University, Mangalore, India.

² Assistant Professor, Department of Hospital Administration, Father Muller Medical College. Mangalore. Rajiv Gandhi University for Health Sciences. Bangalore. India, Orcid ID: 0000-0003-4569-2277; E-mail: drashmim18@gmail.com

³ Research Professor, Srinivas Institute of Management & Commerce, Srinivas University, Mangalore. Karnataka. India, Orcid: 0000-0002-1353-7363; E-mail: linusbenedictapinto@gmail.com

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¹ Doctoral Research Scholar, Institute of Management & Commerce, Srinivas University, Mangalore, India.

² Assistant Professor, Department of Hospital Administration, Father Muller Medical College. Mangalore. Rajiv Gandhi University for Health Sciences. Bangalore. India, Orcid ID: 0000-0003-4569-2277; E-mail: drashmim18@gmail.com

² Research Professor, Srinivas Institute of Management & Commerce, Srinivas University, Mangalore, Karnataka, India, Orcid: 0000-0002-1353-7363; E-mail: linusbenedictapinto@gmail.com

ABSTRACT

Purpose: *Operation theatre management has always been a challenging aspect for any hospital administrator because it includes staff from various categories, a large amount of infrastructure, maintenance work, risk management, infection control priorities, and, most importantly, patient safety. Nurses play a crucial part in the healthcare team. Nursing work is demanding. Nurses work to prevent illness, promote health, and extend people's lives and the lives of the community. Nurses are involved in patient care, doctor care, and administrative care. Nurses' job satisfaction is crucial for healthcare institutions because it influences both the nursing care quality and patients' satisfaction.*

Design/methodology/approach: *The research approach adopted is a descriptive study approach.*

Findings/Result: *The individual's satisfaction levels can be influenced and shaped by various factors. Due to rising labor costs and the enormous shortage of nurses, satisfaction in the nursing job sector is a very important but also a crucial challenge for healthcare organizations. The key importance is the motivation of this discipline (Nurses) so that their involvement in the hospitals they work and practice their profession will be as satisfactory as possible. The aspects that affect a nurse's satisfaction with their work in operation theatres were identified to be appreciable salary with increment, duty time management, experienced staff as peers, reduced workload & stress, more leave privileges, teamwork, the advanced technology at work, in-service education & training, and more respect at their place of work, from the study as perceived by the operation theatre nurses' themselves.*

Originality/value: *Employee job satisfaction is the level at which an individual is content with a range of variety in their work, like the overall nature of their work. However, a person's needs and personality traits also have a role in their level of job satisfaction.*

Paper Type: *Case study*

Keywords: Job satisfaction, Nurses, Operation theatre, Factors influencing Job satisfaction, Motivation

1. INTRODUCTION :

A person's employment is one of the most important areas of their life. Their distinct professions have an impact on their social network and way of life. Hence, having a contented workforce is essential for every organization. Locke [1] (1976) defined job satisfaction as the most frequently used in organizational research, defining it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences."

Nurses, along with other professionals in the medical field, are essential members of the healthcare team. The work of a nurse is challenging. Nurses strive to keep people healthy, prolong their lives, and improve the community's quality of life. Nurses assist doctors and provide administrative and patient care. Because it affects both the standard of nursing and patients' happiness, nurses' job satisfaction is

vital for healthcare organizations. As a result, a high level of job satisfaction among nurses working in private hospitals will affect the caliber of treatment offered in these facilities on how well the healthcare system as a whole operates [2].

Employee job satisfaction is one of the fundamental problems in modern management. Assessing employees' levels of job satisfaction aims to increase their effectiveness and productivity. Overall job satisfaction reflects a person's attitudes and feelings about the issues they experience at work. More specifically, a person's level of contentment with various parts of their employment, such as the nature of their duties in general, is referred to as their level of job satisfaction. However, a person's needs and personality traits also have a role in their level of job satisfaction. Numerous variables can affect and shape an individual's level of satisfaction. Job satisfaction in the nursing profession is a very essential but also crucial concern for healthcare organizations due to rising salary costs and the severe scarcity of nurses. The key importance is the motivation of this discipline (Nurses) so that their involvement in the hospitals they work and practice their profession will be as satisfactory as possible.

Non-governmental healthcare organizations not only offer excellent services, but they also give many nurses opportunities for employment. Keeping in view the contribution of the private sector in society and the significant role of job satisfaction to improve nurse performance, this study aims to assess the job satisfaction of operation theatre nurses and also to compile the factors influencing their job satisfaction as perceived by them in a chosen teaching hospital.

2. LITERATURE REVIEW :

2.1 Related Works

Employee job satisfaction is an important concern for both employees and organizations since it reflects how much nurses enjoy or value their work. It leads to lower retention rates for employees, more staff output, and greater patient satisfaction. The focus of hospital administrators and nursing managers must be on strategies to elevate patient care standards, increase productivity, and promote satisfaction among employees. Job satisfaction affects both aspirations for a career and higher levels of performance at work [3].

Table 1: Literature review summary

S. No.	Research Topic	Research Focus	Reference
1	Factors influencing stress and job satisfaction of nurses working in psychiatric units: A research review.	A wide range of factors affected the stress and job satisfaction of mental health nurses. These included clinical leadership and excellent inter-professional collaboration between nurses and doctors as well as among nurses. On average, clinical leadership and psychological stress were found to have the highest impacts on nurses' job satisfaction.	Konstantinos N., & Christina O. (2008). [4]
2	A Model of job satisfaction of Nurses: a reflection of Nurses' working lives in Mainland China	By enhancing professional and organizational dedication and reducing occupational stress, role conflict, and role ambiguity, nurses' job satisfaction could be strengthened. Job satisfaction and work-related stress were influenced by nurses' perceptions of their roles and their actual roles' content. The education level of nurses was also a factor in role conflict, professional dedication, and role perception.	Lu, H., While, A. E., & Louise Barriball, K. (2007). [5]
3	The Relation Between Leadership Style and Empowerment on Job Satisfaction of Nurses	Job satisfaction had a positive relationship with empowerment, transactional leadership, and both transformational and transformative leadership. It was evident that empowerment and leadership style affected job satisfaction in distinct ways. Even while contingent	Morrison, R. S., Jones, L., & Fuller, B. (1997). [6]

		incentives practices were favorably associated with job satisfaction, management by exception had a different association with it depending on whether it is active or passive. Regardless of the manager's specific leadership style, the nursing staff in the study sample preferred that their managers play a more active leadership role.	
4	Job satisfaction of nurses in a Saudi Arabian university teaching hospital: a cross-sectional study.	The nature of the work, coworkers, and supervision were all evaluated favorably by nurses. Subscales like pay, fringe benefits, contingent rewards, and operating conditions were the main causes of dissatisfaction. Nurses' pay and bonuses for extra work may require upgrading. All nurses should be supported in seeking additional education and training opportunities.	Al-Dossary, R., Vail, J., & Macfarlane, F. (2012). [7]
5	Job satisfaction of nurses in various clinical practices.	The key causes of satisfaction were responsibility and personal development. The other three factors—remuneration and nature of the work, leadership style and organizational policies, interaction, and recognition, scored from lowest to highest, indicating that these factors are the primary causes of nurses' dissatisfaction. The necessary interventions would enhance nursing staff satisfaction, which would improve their efficiency and the quality of the services they deliver.	Andrioti, D., Skitsou, A., Karlsson, L. E., et al. (2017). [8]
6	Job satisfaction of nurses with multicultural backgrounds: a questionnaire survey in Kuwait.	Five factors were identified to influence Job satisfaction among nurses of Kuwait: (a) professional opportunities, (b) praise and recognition, (c) duty scheduling, (d) control and responsibility, and (e) extrinsic rewards. Also, nurses were found to be most dissatisfied with factors such as professional opportunities and extrinsic rewards	Al-Enezi, N., Chowdhury, R. I., Shah, M. A., et al. (2009).[9]
7	Job satisfaction of nurses with Master of Nursing degrees in Poland: a quantitative and qualitative analysis.	The interactions between nurses and their direct supervisors, other nurses, and the social interactions they made at work provided the Master of Nursing in Poland it's the most job satisfaction. Financial aspects including remuneration, financial benefits and rewards, and the pension system were the biggest causes of dissatisfaction.	Brayer, A., & Marciniowicz, L. (2018). [10]
8	Relationship between organizational commitment and job satisfaction of nurses in Dubai hospital.	Organizational commitment and job satisfaction are the key factors in ensuring efficient nursing care in the healthcare sector in Dubai Hospitals. The significance of other demographic factors like age, education, years of experience, and specialty were also influenced by the mentioned two factors. In the study, Nurses' overall organizational commitment levels were closely correlated with their levels of extrinsic and overall job satisfaction.	Cherian, S., Alkhatib, A. J., Aggarwal, M., et al. (2018). [11]

9	Job satisfaction of nurses employed in rural and urban long-term care facilities.	Five factors, such as the employees' ethnic origin, financial status, and feeling that their manager bothered about their career aspirations, how long they had planned to stay when they were hired, and how soon they currently planned to quit, were found to have an impact on nurses working in long-term care facilities' satisfaction with their work. Regarding overall job satisfaction, between registered and licensed practical nurses care providing in urban and rural nursing institutions, there existed no statistically important differences.	Coward, R. T., Hogan, T. L., Duncan, R. P., et al. (1995). [12]
10	Coping and family relationships in stress resistance: a study of job satisfaction of nurses in Singapore.	Nurses with high job satisfaction were more likely to use approach coping mechanisms such as problem orientation, capacity enhancement, and viewpoint modification compared to those with low job satisfaction and work stress of higher order. The less frequent use of defensive or avoidance coping strategies in managing their emotional responses to stress was another way to identify stress-resistant nurses. They felt more familial support than the dissatisfied nurses did.	Boey, K. W. (1998). [13]
11	Job satisfaction of nurses who work in private psychiatric hospitals.	In comparison to other profession, RNs had less satisfaction at work. It was uncertain how satisfied psychiatric nurses were with their jobs. The lack of awareness was concerned with the known relationship of satisfaction at work and their health and well-being of both psychiatric staff members and patients.	Aronson, K. R. (2005). [14]
12	Health, work variables, and job satisfaction among nurses.	Nurses' job satisfaction may be improved with several work factors, including stress, workload, weekends off, shift worker health factors, including sleep and depression, and demographic factors, that includes, the number of people who require after-work care and age.	Ruggiero, J. S. (2005). [15]
13	Assessing differences in job satisfaction of nurses in magnet and nonmagnet hospitals.	The effectiveness of nurse leaders is influenced by a number of factors, including a strong commitment to nursing, acceptance of professional nursing practice, leadership visibility, and encouragement of an independent environment. These factors encourage clinical nurses to provide excellent patient care at the bedside and enhance nurse leader performance.	Upenieks, V. V. (2002). [16]
14	Factors that influence nurses' job satisfaction.	Job satisfaction had either remained the same for nearly two-thirds of the RNs or had decreased. Furthermore, associations between job satisfaction and years of employment, job position, hospital retirement plan, and geographic region were observed to be statistically significant. The results had implications for hospital administrators and nurse managers who are responsible for developing and implementing health policies	Ma, C. C., Samuels, M. E., & Alexander, J. W. (2003). [17]

		that are tailored to the particular needs of their staffs and organizations.	
15	Quality of life and job satisfaction of nurses	The study's findings showed a relationship between quality of life and job satisfaction. Additionally, it was found that scores for nurses' quality of life and job satisfaction differed significantly depending on their age, amount of income, marital status, period of employment, and position at work.	Cimete, G. Gencalp, N. S., & Keskin, G. (2003). [18]

3. NEED FOR THE STUDY :

Operation theatre management has always been a challenging aspect for any hospital administrator because it includes staff from various categories, a large amount of infrastructure, maintenance work, the importance of risk management, infection control priorities, and, most importantly, patient safety. Nurses, along with medical professionals, are essential members of the healthcare team. The job of a nurse is tough. Nurses strive to keep people healthy, lengthen their lives, and improve the community's quality of life. Nurses assist doctors and provide administrative and patient care. Because it affects both the nursing standards and patients' satisfaction, healthcare institutions need to provide priority to nurses' satisfaction at their job.

4. OBJECTIVES :

- (1) To determine the level of job satisfaction among the operation theatre nurses in a selected teaching hospital.
- (2) To determine the factors that affect job satisfaction as perceived by the operation theatre nurses in a selected teaching hospital.

5. METHODOLOGY :

This paper consists of assessing the nurses' satisfaction with their jobs and identifying the factors that influence the job satisfaction of operation theatre nurses in a selected teaching hospital by practically addressing the variable job satisfaction, the investigator intends to come up with reasonable and practical claims. Thus pragmatism (mixed) philosophical paradigm is applied in the study. An interactive method of primary data collection is applied wherein the data is collected from operation theatre nurses using a structured questionnaire survey research method. Mono method choice is chosen in this case study. This study is a cross-sectional time frame study conducted from April 2023 to June 2023 in the operation theatre of a selected teaching hospital. Data was collected from all the operation theatre nurses in the selected teaching hospital. There were 40 operation theatre nurses for six major operation theatres Unit. All those nurses were included in the study. Hence, sample size calculation was not applied to the study. The questionnaire has been adopted in this study developed by Paul.E. Spector [19]. This scale is a subscale measure of employee satisfaction with their work that is only relevant to firms in the social services, public, and non-profit sectors. Ten relevant statements from the validated questionnaire with a 6-scale rating for all the statements were selected and edited to include the demographic details and an open-ended question to compile the factors as perceived by operation theatre nurses to influence their satisfaction at work. Descriptive statistics have been used in the data analysis and interpretation processes.

6. FINDINGS, RESULTS, AND ANALYSIS :

The compiled data using the survey method is analyzed using Microsoft Excel. The data collected is analyzed in three parts as divided into sections in the validated questionnaire. The descriptive analysis presents the profile of respondents and reveals the descriptive statistical results of the variables along with minimum value and maximum value with P-Value (Confidence level-95.0%) as measured for job satisfaction of operation theatre nurses.

6.1 Demographic data analysis report:

Table 2: Demographic Data distribution

Details	Variables	No. of respondents	Percentage of respondents
Gender	Male	11	27.50%
	Female	29	72.50%
Age in Years	20 - 30years	34	85%
	31- 50years	6	15%
Marital status	Single	33	82.50%
	Married	7	17.50%
Nursing Qualification	GNM	10	25%
	BSc	30	75%
Years of Experience	>6months-1year	24	60%
	>1year-20years	16	40%

Table 2 gives the details of the distribution of the number of respondents of the variables of demographic details collected from the study samples. Among the gender group, 11 were males and 29 were females, 34 of the 40 samples were from the 20-30 years age group and 6 were of 31-50years age. There were 33 nurses single as marital status and 7 were only married nurses. 30 of the nurses were with BSc nursing qualification and 10 of them were GNM. Among the work experience group, 24 of the nurses were with above 6 months to 1 year of experience, and 16 of them were then 1 year to 20 years of work experience.

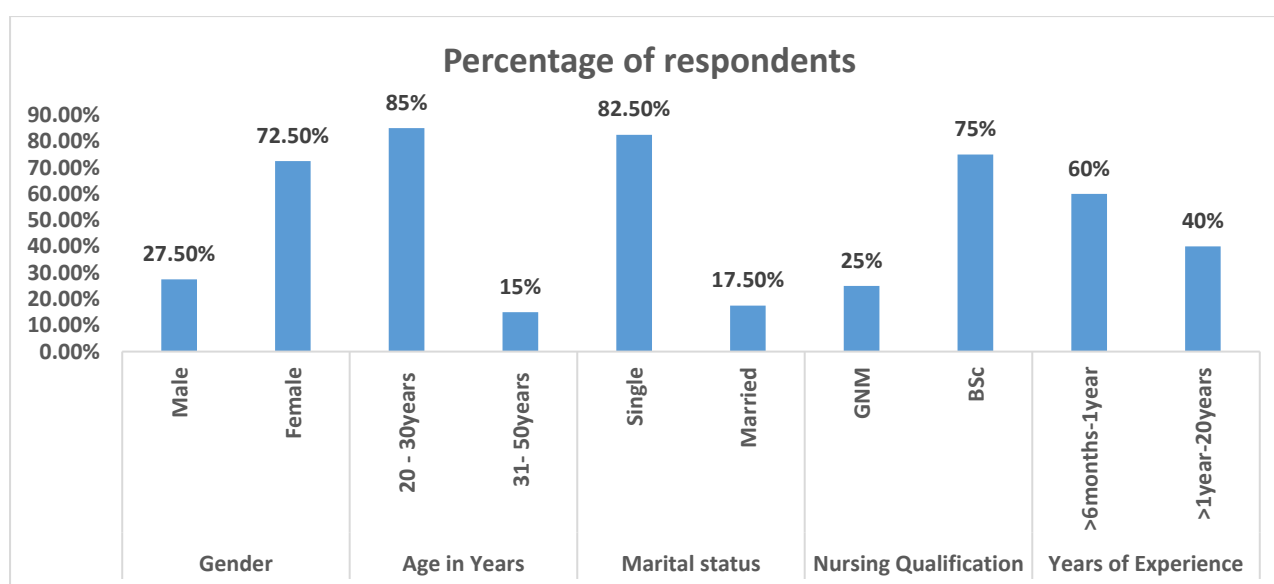


Fig. 1: Demographic data distribution in the percentage of respondents.

Figure 1 explains the percentage of the nurses who responded from the gender group 72.5% were females in comparison to males only 27.5%, 85% of the nurses were between 20-30 years and 15% from 31-50 years. The study samples were mostly single about 82.5%. The study sample was either BSc. Nursing graduates (75%) and the remaining 25% had studied GNM. Most (60%) of the samples were with above 6 months to 1 year of work experience and the remaining 40% were from more than 1 year to 20 years of work experience.

Table 3: Operation Theatre Nurses' demographic characteristics and overall job satisfaction

Gender	Male	11	3.37	1.05	1.13	4.67	0.34	5.62
	Female	29	3.37	1.04	1.13	4.67	0.34	5.61
	Total	40	3.32	1.09	1.13	4.60	0.35	5.53
	20 - 30years	34	3.37	1.05	1.13	4.67	0.34	5.62

Age in Years	31- 50years	6	3.37	1.05	1.13	4.67	0.34	5.62
	Total	40	3.32	1.09	1.13	4.60	0.35	5.53
Marital status	Single	33	3.37	1.05	1.13	4.67	0.34	5.62
	Married	7	3.38	1.06	1.13	4.67	0.38	5.63
	Total	40	3.32	1.09	1.13	4.60	0.35	5.53
Nursing Qualification	GNM	10	3.35	1.05	1.13	4.67	0.35	5.58
	BSc	30	3.37	1.05	1.13	4.67	0.34	5.62
	Total	40	3.32	1.09	1.13	4.60	0.35	5.53
Years of Experience	>6months-1year	24	3.37	1.05	1.13	4.67	0.34	5.62
	>1year-20 years	16	3.33	1.09	1.13	4.60	0.39	5.55
	Total	40	3.32	1.09	1.13	4.60	0.35	5.53
Overall		40	3.37	1.05	1.13	4.67	0.34	5.62

Table 3 gives a descriptive result for the demographic data compiled. The study has compiled the demographic data of gender, age, marital status, nursing qualification, and years of work experience in operation theatre from the samples. Further, the demographic details are categorized into variables like, male and female for gender, age into 20-30years and 31-50years group, single and married marital status, nursing qualification as to GNM or BSc nursing category, and years of experience was grouped as above 6 months to 1year and above 1year to 20 years.

Among the total 40 respondents, with 11 male respondents and 29 female respondents, the present study showed minimal variation in the degree of satisfaction in their job. Among the male respondents, the overall job satisfaction score was 5.62(± 1.05), and among female respondents, it was 5.61(± 1.04). It was also found that the various age group had no variation in job satisfaction. Age group ranging from 20 to 30 and 31 to 50 years, the job satisfaction score was 5.62(± 1.05). Scores were similarly found among the respondents with marital status, either of them being single or married (5.62).

However, the present study showed slight variation in the total scoring of the nurse's job satisfaction based on the Nursing qualification and the work experience category. Respondents with BSc qualification showed higher scores (5.62, ± 1.0) than the one's completed GNM (5.58, ± 1.05) showing that the education type influenced the nurse's satisfaction with their job, among the respondent. This change may be observed due to the carrier-oriented educational level and more practical exposures they receive during their study period.

Duration of experience in the hospital with nursing service, the total job satisfaction scores also showed minimal difference. Those respondents with 6 months to 1 year of work experience had a score of 5.62 compared to those who worked for 1 year to 20 years (5.55). This change may be due to the monotonous way of working for a greater number of years with the same way of working culture in one place of work. The ones with 6 months to 1 year of job experience are more satisfied probably due to the fresh experience of working.

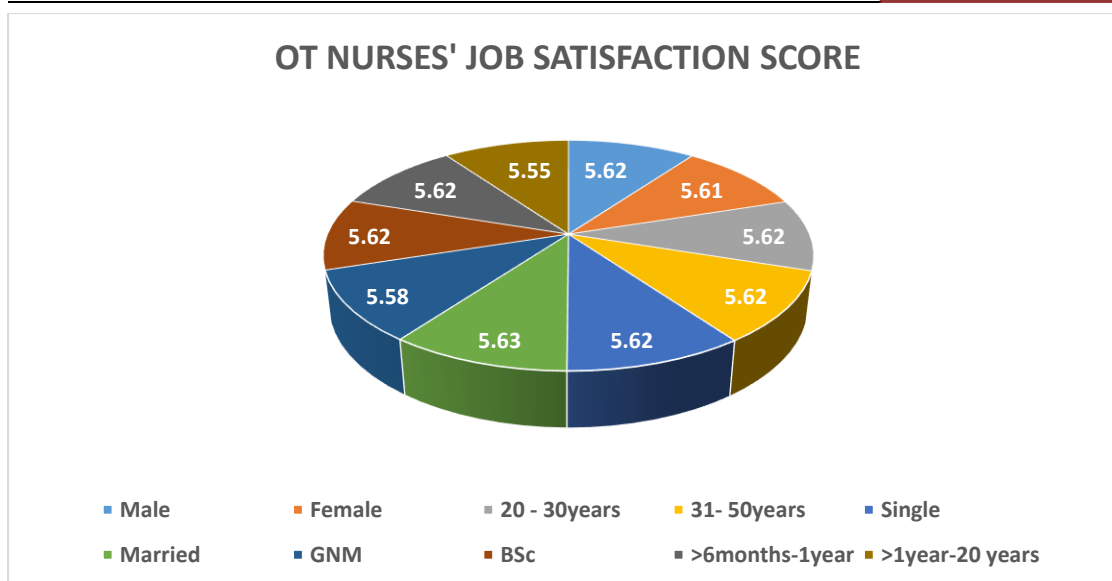


Fig. 2: Overall job satisfaction scores of selected demographic categories

Figure 2 gives the overall job satisfaction score (5.62 ± 1.05) of the demographic characteristics which rightly indicates that similar scores were found among the respondents. However, figure 2 rightly shows a slight variation in the total scoring of the nurse's job satisfaction based on the Nursing qualification and their experience of the work category however is not significant.

6.2 Operation Theatre nurses job satisfaction survey data analysis report:

Table 4: Operation Theatre Nurses' job satisfaction survey

S. No.	Variables	N (Total Respondents)	Mean	Standard Deviation	Minimum Value	Maximum Value	Confidence level (95.0%) P-Value
1	I feel I am being paid a fair amount for the work I do.	40	3.50	1.62	1	6	0.52
2	When I do a good job, I receive the recognition for it that I should receive.	40	3.90	1.58	1	6	0.51
3	Many of our rules and procedures make doing a good job difficult	40	4.63	1.29	2	6	0.41
4	I like the people I work with	40	4.95	1.15	1	6	0.37
5	Communications seem good within this organization	40	4.43	1.41	2	6	0.45
6	Those who do well on the job stand a fair	40	4.68	1.33	1	6	0.42

	chance of being promoted						
7	The benefits we receive are as good as most other organizations offer	40	4.13	1.67	1	6	0.53
8	My efforts to do a good job are seldom blocked by red tape	40	3.38	1.35	1	5	0.43
9	I like doing the things I do at work	40	4.95	1.38	1	6	0.44
10	The benefits package we have is equitable	40	4.03	1.46	1	6	0.47
OVERALL		40	4.26	1.42	1.20	5.90	0.46

Table 4 data depicts the respondents' ratings for the survey questions. Most of the nurses scored positively on the criteria that influenced satisfaction at work in comparison to the responses for the 10 questions in the questionnaire used to gauge operation theatre nurses' job satisfaction. It was found that a higher score (4.95 ± 1.15) was seen in the factor that they liked the people with whom they are working and with the things they were doing at work (4.95 ± 1.38). With the high mean score of nurses' job satisfaction (4.43 ± 1.41), the respondents claimed there was adequate communication within the organization and that they had received the advantages and were content with it. A mean score of 4.68 ± 1.33 also showed that they were content with the promotion's evaluation of their efforts. However, most of the respondent's mean scores of 4.63 ± 1.29 revealed that most of the rules and procedures in the hospital made it difficult to do their job. Few respondents, with a mean score 3.90 ± 1.58 , believed that a job done well did not receive the proper recognition, but respondents with mean scores of 4.03 ± 1.46 and 4.13 ± 1.67 expressed satisfaction with the benefits they received, which were on par with those provided by the majority of other organizations. Among the respondents, only a few (3.50 ± 1.62) felt that they were being paid as per their work, and few (3.38 ± 1.35) others even felt that their efforts to perform better at their work were not happening due to some gaps in the workflow indicating an intervention from management towards these factors influencing the operation theatre nurse's job satisfaction.

6.3 Factors as perceived by the Operation Theatre nurses influencing their job satisfaction:

Factors, as perceived by the operation theatre nurses in a selected teaching hospital that influenced their job satisfaction, were collected from an open-ended question in the questionnaire. Appreciable salary with increments, duty time management, experienced staff as peers, reduced workload & stress, more leave privileges, teamwork, the introduction of advanced technology at work, in-service education & training, and more respect at the place of work were identified as perceived factors that influenced the operation theatre nurses job satisfaction in the selected teaching hospital.

7. DISCUSSION :

The statistical data analysis rightly explained the demographic data had insignificant effects on the operation theatre nurse's job satisfaction however the survey findings helped find the factors that had most influenced the operation theatre nurse's satisfaction at work and the elements that needed interventions to improve their satisfaction levels. Further, successfully the study identified a few factors other than those mentioned in the study tool that influenced the operation theatre nurse's satisfaction at work as viewed by themselves which were unique findings. In a Slovenian study, to evaluate the elements affecting nursing satisfaction at work as well as the degree of satisfaction of nursing professionals towards work of those working in Slovenian hospitals, age, employment history, leadership personal traits, and managerial skills of leaders were identified to be contributed to job

satisfaction. Four components were further identified by the factor analysis as accounting for the variance in overall work satisfaction [20]. Similarly, in this study, it is identified that from among the ten factors, the operation theatre nurses were happy about the job they performed, happy with the working environment, communication seemed easy for them, and the benefits and promotion criteria were satisfactory to them. However, the organization's policies and procedures made their job difficult which could be improved with timely training and development programs for the operation theatre nurses. Also, a few nurses did feel that their good jobs did not get the expected recognition, and few were unhappy with the pay package and seldom felt their interest in good job performance was blocked. These factors could be addressed with a more effective appraisal system for improving the scope for better job performance, recognition for the good jobs performed, and improved contentment with their pay package. Employee Engagement could be adapted within the organization to focus on key aspects that would result in both employee and employer benefits. It is emphasized how important employee engagement is, which also finds several factors that significantly influence it. Additionally, employee engagement and behaviors enhance the workplace environment and relationships between teammates and co-workers. Employees would receive a great deal of attention in terms of the working environment, friendly co-workers, and workplace well-being, which would benefit both the employee and the employer [21]. The nurses would be less inclined to leave their jobs if they had greater levels of general job satisfaction, overall satisfaction with their professional status, and general job happiness. The possibility that a nurse will leave her profession was significantly predicted by her overall job satisfaction, general job happiness, and satisfaction with her compensation and promotion, her educational background, and her youngest child's age [22]. The operation theatre nurses working in the chosen teaching hospital perceived that in general, the factors such as appreciable salary with timely increment, duty time management, experienced staff as peers, reduced workload & stress, more leave privileges, teamwork, the introduction of advanced technology at work, in-service education & training and more respect at work would affect their satisfaction in the works of the operation theatre unit of any organization [23]. New nurses can discover that, they are not equipped to do the duties for which they have been trained. As a result, nurses may encounter barriers to their goals and experience a decrease in job satisfaction, leading them to place greater value on salary and job stability. As a result, the new nurses may place more focus on financial rewards [24]. Recognising the strong association between stress and satisfaction with work, it is crucial to make workplace improvements for nurses to improve their level of satisfaction with their job [25].

8. CONCLUSION :

The study can be concluded that the demographic details with gender or age or marital status or years of experience or nursing qualification did not influence the satisfaction of the operation theatre nurses' jobs whereas the factors that highly influenced the operation theatre nurses' job satisfaction were identified as performing their job, their working environment, ease communication and the benefits and promotion criteria practiced in the organization and add to these, the factors in general as perceived by the operation theatre nurses themselves were identified as, appreciable salary with timely increment, duty time management, experienced staff as peers, reduced workload & stress, more leave privileges, teamwork, the introduction of advance technology at work, in-service education & training and more respect at the workplace from the study.

9. SUGGESTIONS :

Based on the study it is suggested that,

- (1) Training and development program that is modeled to ease the policies and procedures of the organization to be introduced to improve the operation theatre nurses' job satisfaction.
- (2) An effective appraisal system for improving the scope of job performance, recognition for the good jobs performed, and improved satisfaction towards the pay package to be developed in the organization.
- (3) The organization can implement an employee engagement system to concentrate on key variables that will benefit both employees and employers.

10. LIMITATIONS OF THE STUDY :

Although the above are the findings, the limitations of the study are as follows:

- (1) The operation theatre nurses' data collection was difficult due to their non-availability during duty hours.
- (2) The study can be performed including all the nurses in the organization.
- (3) The junior nurses in the operation theatre seemed to be influenced by their seniors while answering the survey.

11. SCOPE FOR FURTHER RESEARCH :

The study can include nurses from multiple organizations rather than one unit of one hospital only and use inferential statistical analysis to arrive at a relationship between the factors influencing job satisfaction. Further, the study could be done comparing government and non-government nurses' job satisfaction.

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