

Job Satisfaction, Motivation, and Commitment Shown by Nurses Working at the Primary Health Centers in Lapraka, Petrela, and Patos

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BACKGROUND

In many Primary Health Centers (PHC), the presence of nurses as full-time members of the Health center's team is crucial in meeting the numerous needs that the community has for health and social care. The Health service that nurses provide is crucial in ensuring improved quality, efficacy, and lower costs. A motivated staff is fundamentally important in providing a better quality of primary health care (WHO, 2018).

Job satisfaction is a positive emotional reaction that develops as a result of the recognition that the worker receives for his or her work (Ayamolow, 2013). It involves many aspects of work, and it represents the total sum of the different components. The essence of satisfaction is the difference between the results and the individual's expectations. (A set of sample documents for the accreditation of Health centers) n.d.

The aim of satisfaction in the workplace and the motivation of nurses is to pinpoint the main factors and causes that affect them. The findings of evaluations carried out at primary health care level help drafting a work plan, which aims to boost providers' motivation and commitment and have a higher performance during the service (Pinar et al., 2017). Nurses represent one of the groups of professionals who encounter obstacles in finding satisfaction and motivation in the workplace because working in the Health sector causes a lot of stress among these employees. (Skinner et al., 2012).

Primary Health in Albania is organized in the form of a public network that provides health care. Strengthening the role of Primary Health Centers requires self-confidence from the health providers but also building trust between providers and the communities of these centers, where the application of quality improvement tools is limited. In general, doctors share the same office with nurses, and this leads to limitations in exercising responsibilities for both of these professional groups and deprives patients of the desired confidentiality and comfort during their appointments. (WHO, 2018).

Since 2015, the "Health for All Project" (HAP) has supported the organizational development of Primary Health Centers in Diber and Fier regions, including aspects of organizational structures and processes that affect behavior and motivation of the general practitioners and nurse in PHC, the knowledge management and the implementation of organizational and functional norms, rules and values by strengthening PHC's capacities.

So far, there is very little data about the assessment of the level of job satisfaction of Primary Health nurses in Albania, although it is recommended that health centers' managers assess and report the results twice a year on their providers job satisfaction. (A set of sample documents for the accreditation of Health centers) n.d.

METHODOLOGY

This summary is based on the findings of the study *“The job satisfaction, motivation and the commitment shown by nurses working at the primary Health centers in Lapraka, Petrela, and Patos”*. The aim of this study is to measure these indicators in three Primary Health Care centers which differ in terms of demography and development (one of them is located in a rural area of Tirana, one in an urban area, and one in a suburban area of Fier). The two Health centers located in Tirana have been selected randomly from the list of centers 24/7 and are equipped with an emergency room. From the centers located in the urban area the Health Center no. 7 in Laprake was selected and from the list of rural Health centers operating in this district the Health center of Petrela was selected. Meanwhile, the Health center of Patos was selected among centers located in suburban areas. This center has also benefited from the Health for All (HAP) project, which has helped with the organizational development of Primary Health Centers in Fier district.

The instrument used in this study is a standardized questionnaire, which has been translated and adapted to the Albanian context (Pinar et al., 2017). 78 out of 97 nurses working in all three selected Health Centers participated in this operational research. 10 nurses did not agree to take part in the study.

The questionnaire was filled by the nurses in order to comply with the Covid protocol and keep the recommended social distancing. It took several months to collect the data due to the difficulties in reaching nurses who worked in the field, who worked on shifts, and due to the physical distance of many health posts as part of Petrela and Patos Health centers.

The findings of the study enable an analysis of the correlation between job satisfaction, motivation, commitment, and the nurses' characteristics relating to: individual, work, and the level of interventions carried out in health centers, related to their organizational development, infrastructure improvements and managerial role. During the analysis, these factors were divided into two groups:

1. Internal motivating factors which include: feeling of undertaking multi-tasking and interesting work, the feeling of being involved at work, personal professional growth, recognition for the work, help and support received from the superior, etc.
2. External motivating factors that include: job security, bonuses, good working conditions and suitability (with regards to qualifications received), etc. (A set of sample documents for the accreditation of Health centers) n.d.



A SUMMARY OF KEY FINDINGS OF THE STUDY

- The level of job satisfaction received by nurses of these three Health centers (5.35 points were scored in a scale from 1 to 6) was higher than the average commitment at work (5.17) and the motivation level (4.54). This can also be explained with certain elements that provide job satisfaction such as good management of Health centers, good relations between colleagues and the joy that comes from doing the job.
- Job satisfaction, motivation, and commitment of health providers at work followed the same trend in all three centers despite the location (urban, rural, and suburban), the age group, incomes, and years in the job but this study did not take into account how these things affect one another.
- Nurses aged 31 to 50 have a lower level of job satisfaction, motivation, and commitment than their younger or older colleagues (Fig. 1).
- The lowest levels of satisfaction and commitment in the workplace were encountered among nurses who had 5 to 15 years of work experience as opposed to other staff members who had been in the job for longer or shorter periods. The lowest level of motivation in the workplace was noticed among nurses who had more than 30 years in the service (fig. 2).
- Nurses with more than 30 years of experience in this job have reported higher satisfaction levels, whereas those who have less than five years of experience have shown to be more committed in the workplace (fig. 2).
- More than half of nurses (52.6%) have stated that their salary doesn't match their expectations and that the extra payment they receive is not based on merit/performance.
- Almost one in three respondents have stated that they have problems with their means of transport (32%) to work or have extra needs (31%) which can make their lives easier, such as day-care centers for children, bus to work, lunch provided by the workplace, etc.
- Almost all nurses who participated in the study (92.3%) have confirmed the need for more training.
- More than half of interviewed nurses (52.6%) feel threatened by illnesses and infections in the workplace.
- Patos Health Center, which has been rehabilitated by HAP, reported the highest level of satisfaction from internal factors in the workplace (4.51 on a scale from 1 to 6) and the highest level of motivation at work in general (4.65 on a scale of 1 to 6) compared to the other two centers. The center's infrastructure has been improved on a regular basis based on the needs at Patos center (73.5%) as opposed to the other two centers.
- The providers working at Lapraka Health center received more job satisfaction in general (80.7%) since their sector is managed in a professional way (87.2%) and the professionalism shown by work colleagues (90.3%) as opposed from other two centers. If they could choose their profession, 74.1% of them reported they would choose to do this job, contrasting so half of providers in the other two centers (52%).



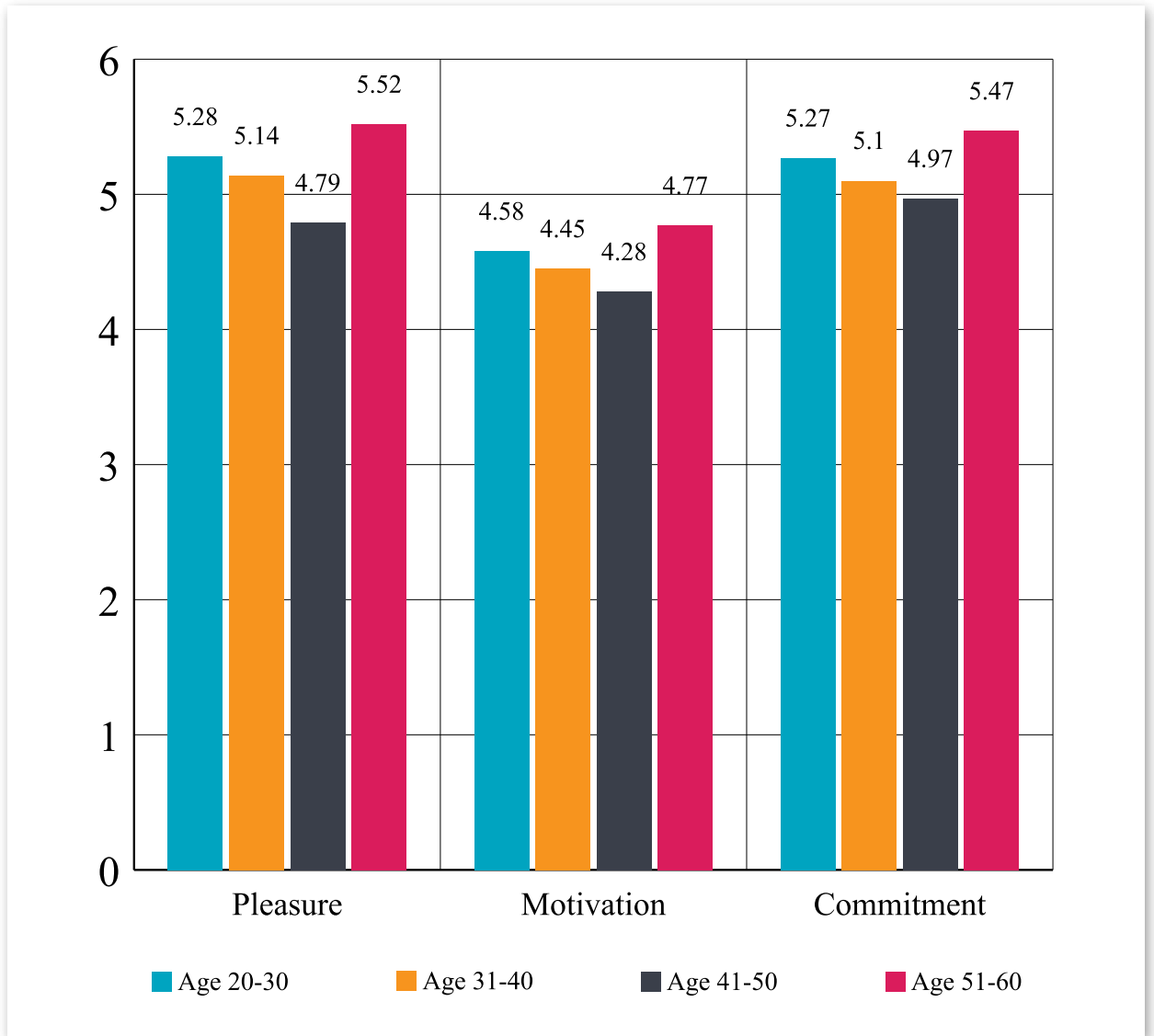


Figure 1: Distribution of satisfaction, motivation and commitment in the work place based on age

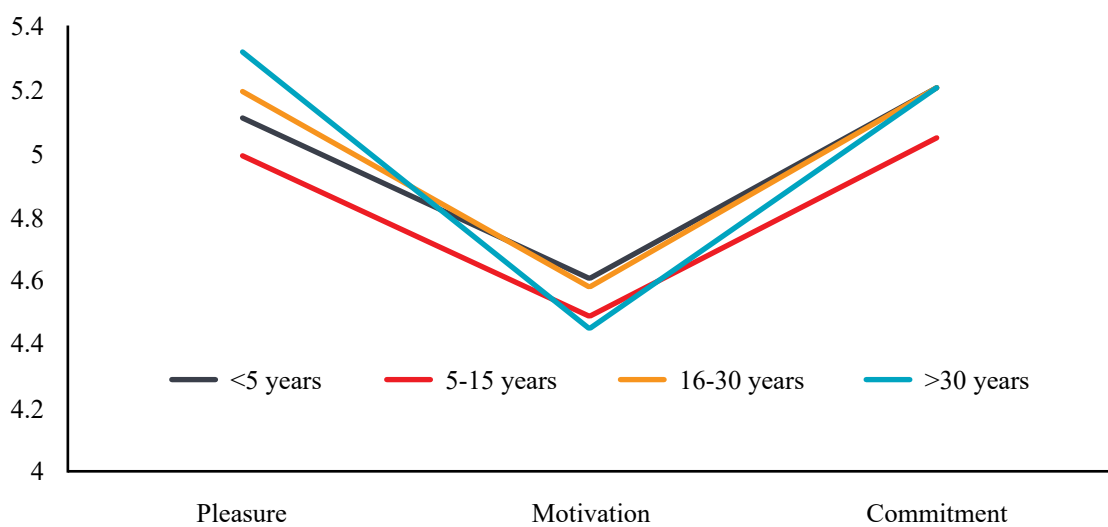


Figure 2: Distribution of satisfaction, motivation and commitment in the work place based on the years in this service

KEY RECOMMENDATIONS TO IMPROVE SATISFACTION, MOTIVATION, AND COMMITMENT IN THE WORKPLACE OF NURSES WORKING IN PRIMARY HEALTH CENTERS

- The managers of Health centers must consider the need to promote job satisfaction, motivation, and commitment in the workplace, especially for middle-aged nurses.
- Prioritize interventions needed to improve factors which determine higher performance in the workplace, in particular motivating factors such as job security, merit-based rewards, better working conditions, and better working environments which affect the providers' quality of life (day-care centers for children, means of transport to work, providing lunch in the workplace), etc.
- To prioritize the drafting of protocols (rule books) for the control and prevention of nosocomial infections and train the staff on how to apply these protocols, as this is something necessary for the nurses.
- Determining the level of job satisfaction, motivation, and commitment in the workplace of nurses working in rural, suburban, and urban Primary Health Centers is one of the most important factors that help understand and improve the quality and productivity of the health services being provided. For this reason, PHC must collect data periodically regarding the job satisfaction of their providers to better understand the motivating and uninspiring factors which determine their performance at work (key internal or external factors), in order to address these factors to boost the motivation and commitment of providers for better quality care.



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Disclaimer

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