

Intrinsic and Extrinsic Factors Influencing Nurses' Job Satisfaction: Case of Mirembe Psychiatric Hospital in Dodoma City, Tanzania

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ABSTRACT

This study assessed intrinsic and extrinsic factors that influenced nurses' job satisfaction at respective Hospital and related each group of factors with overall nurses' job satisfaction. Data were collected from a purposive and judgmental sample of 75 respondents a structured questionnaire. The questionnaire consisted of items from Warr-Cook and Wall's Job Satisfaction Scale. Data analysis was conducted by using means, standard deviation and Pearson Product Moment Correlation (r) using Statistical Package for Social Science Version 20s. Results revealed that job security was an intrinsic factor which influenced respondents' job satisfaction while extrinsic factors which played similar role consisted of co-worker relations and immediate supervisor. Most of the intrinsic and extrinsic factors were creating job dissatisfaction and overall, respondents were dissatisfied with their job. However, correlation results revealed that both intrinsic and extrinsic factors were significant and positively related with nurses' overall job satisfaction ($r = 0.673; .711; p < 0.05$). Based on these results, the study recommends to the Ministry of Health, Community Development, Gender, Elderly and Children to design and implement policies which seek solution to job dissatisfaction by improving dissatisfied intrinsic and extrinsic factors at the Hospital.

Keywords: Extrinsic and intrinsic factors, job satisfaction

1.0 INTRODUCTION

Job satisfaction has been an important agenda in public health especially for nurses employed in hard working environment like psychiatric facilities (Skitsou *et al.*, 2015). When job satisfaction of health workers is achieved, it improves their well-being and quality of work as well (Kaarna, 2007). In principal, job satisfaction has been conceptualized by Bhatnagar and Srivastav (2012) as an attitude or emotional response to ones' tasks as well as the physical and social conditions of the workplace. It is the extent to which employees like (satisfied) or dislike (dissatisfied) with their job in general (Ali *et al.*,2013).

Job satisfaction among nurses at healthcare organization reduces stress, turnover, leaves of absence, violent claims and shortens length of stay for patients (John *et al.*,2013). On the contrary job dissatisfaction affects health workers' organizational commitment and quality of services (Rad and De Moraes, 2009). It is also contended by Konstantinos and Christina (2008) that mental health nursing is a stressful specialty with overall low job satisfaction. Thus, concerted efforts to improve the level of overall job satisfaction among nurses at mental health hospitals will contribute to enhancement of nurses' commitment and quality of services.

Usually, job satisfaction of employees including nurses has been attributed to two dimensional factors which include: intrinsic and extrinsic factors (Chu and Kuo, 2015; Lukwago *et al.*, 2014; Kendra, 2020). Intrinsic factors are within the job itself and promote positive attitude to the job while extrinsic factors exist in the working environment and when they are not addressed sufficiently they increase job dissatisfaction (Pardee, 1990; Bevins, 2018).Extrinsic factors have been specifically pointed out as including physical working condition, quality tools availability, remuneration, co-worker relations, immediate supervisor, weekly work hours and training opportunities (Clements, 1982; Baylor, 2010). Intrinsic factors mainly consist of recognition for work done, promotion or career advancement, responsibility, recognition, opportunity to use abilities, freedom to choose methods of work, variety, job security and career advancement (Worlu and Chidozie, 2012). Intrinsic and extrinsic factors originate from Herzberg-Two Factor Theory which proposed that individual's job satisfaction was influenced by intrinsic (motivational) factors while the extrinsic (hygiene) factors caused job dissatisfaction if they were not prioritized by employers (Bektaş, 2017; Yusoff *etal.*, 2017; Alshmemri *et al.*, 2017).

Research on the influence of intrinsic and extrinsic factors on nurses' job satisfaction has been mainly conducted in foreign countries and found that nurses' job satisfaction pertaining to factors such as job security, administration policies, supervision, co-worker relations, training opportunities and reward was impressive in their job premises (Lephalala *et al.*, 2008; Guédéhousou, 2016; Ghafoor *et al.*, 2017). Additionally, both intrinsic and extrinsic factors have been significant and positively related with overall job satisfaction among dentists, Regional Healthcare Organizational staff and those working in Telecommunication sector in the United States of America and Pakistan (Goetz *et al.*, 2012; Curry, 2005; Wen *et al.*, 2018). However, these results found in foreign countries cannot be generalized to nurses working at Mirembe Psychiatric Hospital in Tanzania. There has been lack of knowledge on intrinsic and extrinsic factors that influence nurses' job satisfaction at the respective mental health hospital in Dodoma city, Tanzania. Therefore, this study aims at filling this knowledge gap by determining intrinsic and extrinsic factors which influence nurses' job satisfaction at the Hospital and confirm relationship of intrinsic and extrinsic factors with nurses' overall job satisfaction by using the conceptual framework displayed on figure 1 and a quantitative research approach.

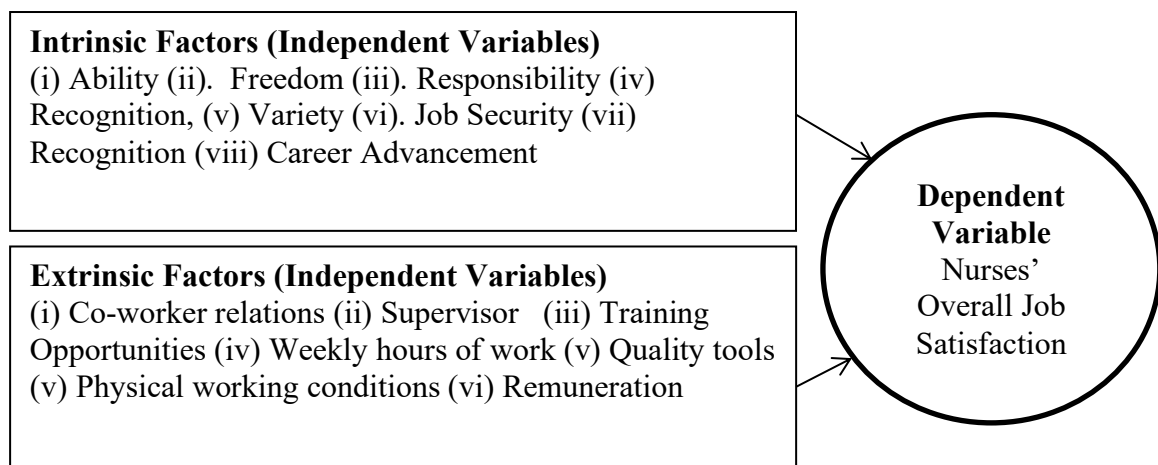


Figure 1: Conceptual Framework

2.0 METHODOLOGY

2.1 Study Area

Mirembe Psychiatric Hospital is a national referral hospital for mental health services. It was established by the British colonial government during 1920's but ownership transferred to the government of Tanzania during the post-independence period. The Hospital has two campuses including Mirembe headquarters and Isanga Forensic Institute. The Hospital is important for being the only referral mental health hospital in the country. The Hospital has a total of 92 nurses being responsible for provision of nursing care to in-patients and out-patients. This Hospital was chosen for the study because nurses were working in stressful environment by dealing with patients' ailing from mental problems which required higher levels of nurses' job satisfaction to be able to develop commitment in those circumstances.

2.2 Sampling and Sample Size

The study employed non-probability sampling procedure to obtain respondents who were available at the Hospital mainly during the weekly working days. Purposive and judgmental sampling techniques were used in employing non-probability sampling procedure. Sample size of the study consisted of 75 respondents drawn by using Yamane Equation for sample size determination at 95% confidence level as indicated below. A total of 60 respondents were obtained at Mirembe headquarters because of having large number of respondents than Isanga Forensic Institute where only 15 respondents participated in the study.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size; N = Population size comprised of 92 nurses; e = Precision error (0.05)

2.3 Data Types, Data Collection Methods and Tools

The study used primary data being given by respondents for the first time without being published in previous research. Data were collected through interview and a structured questionnaire was a tool for data collection. The questionnaire was divided into three sub-scales whereby the first intended to measure intrinsic factors with 8 items and the second had 7 items measuring extrinsic factors. The last sub-scale in the questionnaire comprised of a single item which measured nurses' overall job satisfaction and the questionnaire was based

on Warr-Cook Wall's Job Satisfaction Scale with exception of a single item on adequate availability of quality tools. It was added due to its importance in ensuring quality health services in health sector of Tanzania. Respondents filled the questionnaire by rating all items on 7-points Likert ranging from 1 = (completely dissatisfied) to 7 = (completely satisfied). Cronbach's Alpha (α) for the questionnaire was 0.884 indicating good internal reliability for the tool.

2.4 Data Analysis

Data analysis in this study was conducted through descriptive and inferential statistics. Descriptive statistics employed were means and standard deviation (SD) for the scores. Inferential statistics involved Pearson Product Moment Correlation (r) which was correlating intrinsic and extrinsic factors with overall nurses' job satisfaction. Correlation (r) scores < 0.3 indicated none or very weak relationship, 0.3 and < 0.5 connoted weak relationship, 0.5 and < 0.7 indicated moderate relationship and an $r > 0.7$ score was for strong linear relationship between variables. Goodness of fit was tested through determination of R^2 to measure the percentage of variations in a dependent variable that is explained by variations in independent variables through regression analysis. Statistical Package for Social Sciences (SPSS) Version 20 was a tool for data analysis.

3.0 RESULTS

3.1 Intrinsic and Extrinsic Factors Influencing Job Satisfaction

The study requested respondents to rate intrinsic and extrinsic factors on corresponding level of job satisfaction on Likert Scale. Table 1 shows that the intrinsic factor which influenced job satisfaction positively was job security with mean score = 4.69 and SD = 2.03. The results on intrinsic factors further shows that opportunity to use abilities was neither satisfying nor dissatisfying respondents with a mean score = 3.47 and SD = 2.00. Table 1 reveals that respondents had job dissatisfaction on career advancement with a mean score = 2.56 and SD = 1.80. Amount of variety in the job also was influencing job dissatisfaction with a mean score = 2.97 and SD = 1.96. Other intrinsic factors which influenced job dissatisfaction were recognition with a mean score = 3.07 and SD = 2.02, amount of responsibility in the job with a mean score = 3.27 and SD = 2.4, freedom to choose methods of work with a mean score =

3.43 and SD = 2.21. With exception of job security, the majority of the intrinsic factors among respondents influenced job dissatisfaction. The study further requested respondents to rate extrinsic factors regarding their job satisfaction. Table 1 displays that the extrinsic factor which influenced job satisfaction among respondents was co-worker relations with a mean score = 5.73 and SD = 1.69 as well as immediate supervisor with a mean score = 5.61 and SD = 1.64. Apart from being satisfied with these two extrinsic factors above, respondents were dissatisfied with remuneration which scored a mean = 2.29 and SD = 1.66, physical working conditions with a mean score = 2.48 and SD = 1.78. Other extrinsic factors which influenced job dissatisfaction included adequate availability of quality tools with a mean score = 2.61 and SD = 1.82, weekly hours of work with a mean score = 3.31 and SD = 2.21, availability of opportunities to attend training with a mean score = 3.36 and SD = 1.96. Overall, respondents were experiencing job dissatisfaction with a mean score = 2.60 and SD = 1.77.

Table 1: Intrinsic and Extrinsic Factors Influencing Job Satisfaction (n= 75)

Intrinsic Job Factors	Mean (M)	Standard (SD)	Deviation
Opportunity to use abilities	3.47		2.00
Freedom to choose methods of work	3.43		2.21
Amount of responsibility in the job	3.27		2.4
Recognition for job done well	3.07		2.02
Amount of variety in the job	2.97		1.96
Career advancement	2.56		1.80
Job Security	4.69		2.03
Extrinsic Job Factors			
Co-worker relations	5.73		1.69
Immediate supervisor	5.61		1.64
Availability of opportunities to attend training	3.36		1.96
Weekly hours of work	3.31		2.1
Adequate availability of quality tools	2.61		1.82
Physical working conditions	2.48		1.78
Remuneration	2.29		1.66
Nurses' Overall Job Satisfaction			
Overall job satisfaction in the current job	2.60		1.77

3.2 Relationship between Intrinsic and Extrinsic Factors with Overall Nurses' Job Satisfaction

The study also related the intrinsic and extrinsic factors with nurses' overall job satisfaction through procedures of Pearson Product Moment Correlation. In this endeavour, Table 2 results indicate that intrinsic and extrinsic factors had a significant positive inter-correlation ($r = 0.655$, $p < 0.01$). The positive and significant relationship with each other proved that they were reliable in measuring relationship with overall level of job satisfaction among respondents.

Table 2: Correlation Matrix on Intrinsic and Extrinsic Factors

S/No		M	SD	1	2
1	Intrinsic Factors	3.12 67	1.722 45	1	
2	Extrinsic Factors	3.62 81	1.060 17	0.65 5**	1

** Correlation is significant at $p < 0.01$

Apart from testing inter-correlation between independent variables in Table 2, results in Table 3 indicate that intrinsic factors had strong positive relationship with nurses' overall job satisfaction at the Hospital ($r = 0.673$, $p < 0.05$). Furthermore, the results in the respective Table reveal that extrinsic factors also had strong positive relationship with nurses' overall job satisfaction ($r = 0.711$, $p < 0.05$). Thus, the results indicate that both intrinsic and extrinsic job factors were related with nurses overall job satisfaction. As both factors could get improved at the hospital setting, the overall level of job satisfaction would also improve.

Table 3: Intrinsic and Extrinsic Factors' Correlation with Nurses' Overall Job Satisfaction

		Intrinsic Factors		Extrinsic Factors	
	Job	r	Sign.	r	Sign.
Overall Satisfaction		0.673	0.000	.711	0.000

Significant at $p < 0.05$

The study performed regression analysis to ascertain relationship between intrinsic and extrinsic factors with nurses' overall job satisfaction. As displayed on Table 4, intrinsic

factors were positively related with nurses' overall job satisfaction (Beta = .374, $t = 3.608$, $p < 0.05$). The results indicate that as intrinsic factors increase at Mirembe Hospital, job satisfaction of respondents also will increase. Furthermore, there was a positive relationship between extrinsic factors and overall job satisfaction (Beta = .789, $t = 4.681$, $p < 0.05$). Therefore, both intrinsic and extrinsic job factors are considered as predictors of overall job satisfaction at the Hospital. The results also tested the variance of independent variables in nurses' overall job satisfaction. This was done to determine the percentage to which independent variables could explain the dependent variable. In this regard, results in Table 4 show that intrinsic and extrinsic factors explained variations in overall job satisfaction adequately ($R^2 = 0.581$, $F = 49.909$, $p < 0.05$). Based on these results, the study emphasizes that both intrinsic and extrinsic factors were capable to explain variation in overall job satisfaction up to 58%.

Table 4: Regression Coefficients

Model	Un standardized Coefficient	Standardized Coefficient			
Factors (IV)	Beta (β)	St. Error	β	t	Sign.
Intrinsic	.374	.104	.364	3.608	.001
Extrinsic	.789	.169	.472	4.681	.000

IV = Independent Variables; Sign. $p < 0.05$; $R^2 = 0.581$; $F = 49.909$; Sig 0.000

4.0 DISCUSSION

It was evident that respondents were only satisfied with job security out of all seven intrinsic factors that were measured by the study. Intrinsic satisfaction with job security among respondents was an important result which signified the extent to which respondents enjoyed the job tenure and worked without perception of losing job through mechanisms like lay-off, retrenchment, dismissal, arbitrary re-categorization or demotion by the current employer. These results were consistent with others from public hospitals which also had many respondents with satisfaction on job security (Onga'ayo, 2008; Munne and Fraenkel, 2013). Job security among respondents at the public hospitals was a potential factor for reducing job stress and raising quality in nursing care.

Despite of job security being an intrinsic factor influencing job satisfaction, respondents were neither satisfied nor dissatisfied with opportunity to use abilities (mean score = 3.47; SD = 2.00). This implied that it was not clear to respondents as to whether or not their job offered maximum chances for skills utilization in patient preparation for drug taking, hospital wards hygiene maximization, personal and equipment safety skills during their duty performance. However, the results on opportunity to use abilities satisfaction have not been consistent across hospitals as some researchers like Rashid (2013) found nurses at the paediatric and psychiatric departments of Muhimbili National Hospital being dissatisfied with opportunity to use abilities while Sharp (2008) showing contrasted results in which the majority of nurses in Connecticut, Maine and Massachusetts in USA having job satisfaction on opportunity to use abilities. Possibly, quality of healthcare systems in countries with developed economy accounted for differences in results on opportunity to use abilities.

Respondents also were dissatisfied with career advancement among other intrinsic factors like their counterparts in other parts of Africa and Italy (Sanson *et al.*, 2016; Ugwa and Charity, 2016). It implies that the job in both settings was featured by untimely promotion and ineffective career progress. Apart from career advancement influencing intrinsic dissatisfaction, respondents were intrinsically dissatisfied with amount of variety in the job (mean score = 2.97; SD = 1.96). In other words, they perceived their job as not guaranteeing adequate opportunities to perform multiple tasks. Furthermore, they were dissatisfied with recognition intrinsic factor implying that recognition which has been a desire of all humans at work was not adequately found in their job. These results were contrary from the Public Hospitals in Calabar where Edoho *et al.*, (2015) found that nurses were satisfied with tangible and intangible recognition in terms of oral appreciation, praise and monetary rewards for good performance. These results showed the extent to which the employer at Mirembe Hospital was not so much concerned with recognition.

Amount of responsibility as an intrinsic factor also dissatisfied respondents of which it was good indicator that probably they were overloaded by responsibilities of attending excessive number of patients in their daily job performance. These results were contrary from those found by Andrioti *et al.*, (2017) showing nurses in mental health and drug addiction facilities in Cyprus being satisfied with amount of responsibility in their job. The differences in these

results might have been influenced by the fact that Cyprus as one among the developed countries would have adequate number of nurses reducing the burden of responsibility unlike Mirembe Hospital located in the developing world where healthcare staff ratio is unfavourable as pointed out by Goetz *et al.* (2015). Similar to amount of responsibility, respondents were also dissatisfied with an intrinsic factor of freedom to choose methods of work. This situation probably was taking place because the nursing job follows prescribed medical techniques with inadequate room for freedom to choose own techniques during service delivery to patients.

Turning to extrinsic factors, it was evident that the first extrinsic factor which was satisfying respondents was co-worker relations. Similarly, other empirical studies found co-worker relations satisfaction among nurses in mental and non-mental healthcare settings (Konstantinos and Christiana; 2008; Michael, 2007; Bacha *et al.*, 2015). Co-worker relations satisfaction would have been a result of teamwork spirit and professional collaboration amongst nurses, doctors and other medical personnel in hospital premises. It was also noted that immediate supervisor as one among the seven extrinsic factors was also satisfying respondents in the same way as found in other public health institutions in South Africa, Portugal and India (Hwara, 2009; Melo and Neves, 2015; Jaiswal *et al.*, 2015). This kind of satisfaction implies that nurses were experiencing support, respect and fair treatment from their immediate supervisors during execution of their duties in the researched organizations. Supervisory competency existing among hospital supervisors sustained satisfaction on immediate supervisor.

Besides satisfaction with co-worker relations and immediate supervisor, there were many extrinsic factors which created job dissatisfaction among respondents. In this category of extrinsic factors, opportunities to attend training acted as one of dissatisfies. These findings denoted lack of frequent short and long term training opportunities in mental health for respondents to acquire more up-to-date knowledge and skills related to their profession. It was also found that weekly work hours were dissatisfying respondents (mean score = 3.31; SD = 2.1). These results might have risen from perception of long weekly hours of work of which according to previous research affect patient safety, employee's physical and mental health as

well as denying nurses of opportunities to participate adequately in family roles and social responsibility (Rajan, 2017; Ekic *et al.*, 2017).

Regardless of dissatisfaction on weekly work hours at the Hospital, it was also found that availability of quality tools became one of the extrinsic factors that dissatisfied respondents. Dissatisfaction with adequate availability of quality tools indicated the extent to which respondents were disheartened by lack of tools such as medicines and other equipment which were necessary to perform their duties and tasks. Furthermore, the physical working conditions also were an extrinsic factor which dissatisfied respondents. These results corroborated with those found among nurses in mental health settings in Saudi Arabia and Public Hospital in Windhoek in Namibia (Alhafi, 2020; Shalonda, 2019). Job dissatisfaction with the physical working conditions signifies the extent to which healthcare premises including patients' wards, offices, and kitchens were less conducive for nurses to perform their tasks comfortably across those organizations.

Remuneration as an extrinsic factor also dissatisfied respondents showing that salary and fringe benefits including housing, transport, pension scheme and overtime pay did not match with respondents' needs. These particular results at the hospital supported those found among nurses at Psychiatric Hospital in South African Western Cape, Bolgatanga Hospital in Upper East Region of Ghana and Ethiopian Public Health Facilities (Mohadien, 2008; Abubakari, 2013; Ayalew *et al.*, 2019). Results suggested that employers at these work environments were not remunerating nurses competitively based on market pay rates average. As remuneration dissatisfied respondents, the study further found that overall; respondents were dissatisfied with the job. These results were in contrast to respondents' counterparts in mental health facilities in Gaza strip and Western Sweden where nurses had reported a relatively higher overall job satisfaction (Spetan, 2013; Holmberg *et al.*, 2016). These results suggested that Mirembe Psychiatric Hospital was still lagging behind in meeting the psychological and material needs of nurses as opposed to similar specialized Hospitals in the Gaza strip and Western Sweden.

As respondents retained overall job dissatisfaction, the study found that intrinsic factors as a whole were significant and positively related with nurses' overall job satisfaction ($r = 0.673$; $p < 0.05$) and thus, confirming the relationship between intrinsic and overall job satisfaction among nurses as already found by previous studies in social services and financial

organizations (Hassan and Romle, 2015; Sleimi, 2015; Catharina and Victoria, 2015). The results suggested that the Ministry of Health's efforts to increase intrinsic factors in respondents' job would contribute to raise nurses' overall job satisfaction. Based on the results shown above, it was evident that there was a need to undertake a reshuffle perhaps in policies that were used to deal with intrinsic factors so that respondents' overall job satisfaction increases.

It was further found that extrinsic factors also were significant and positively related with nurses' overall job satisfaction ($r = .711$; $p < .05$) almost in the same way as noted in the intrinsic factors altogether. The results supported Edrak *et al.*, (2013) and Linge and Mutinda (2015) who had found significant and positive relationship between extrinsic factors and overall job satisfaction in other non-health sectors. The results actually imply that as organizations such as Mirembe Psychiatric Hospital would improve many factors external to the job, nurses' overall job satisfaction would also improve. Based on further analysis of regression results, both are significant and positively related with nurses' overall job satisfaction indicating that both group of factors acted as predictors of overall job satisfaction by (58%) of variance.

5.0 CONCLUSION

Job satisfaction among respondents was a potential job attitude to increase optimal behaviours such as problem solving, quality in nursing care, nurses' retention and commitment to hospital environment. Unfortunately, respondents at Mirembe Psychiatric Hospital were not satisfied with many intrinsic and extrinsic factors of job satisfaction with exception of few which included: job security, co-worker relations and immediate supervisor. As respondents at the Hospital remained dissatisfied with most of the factors in both categories, the study surprisingly found that intrinsic and extrinsic factors were significant and positively related with nurses' overall job satisfaction. Thus, achievement of respondents' job satisfaction in all its lenses depended on strengthening both intrinsic and extrinsic factors at the Hospital. An integrated strategy comprised of intrinsic and extrinsic factors improvement potentially promotes job satisfaction among respondents.

6.0 RECOMMENDATIONS

Based on findings of this study, the following are recommendations to the Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC) to raise overall job satisfaction for the study population;

- i) Ensure that staffs are promoted timely when it is due to make them develop satisfaction with career advancement in their job.
- ii) MoHCDGEC should consider conducting job redesign for staff at Mirembe to allow the job to offer variety, freedom to choose methods of work and opportunity to use abilities to enhance job satisfaction on these intrinsic factors.
- iii) Responsible Ministry should recognize the staff for the job that is done well by formulation and implementation of intangible and tangible recognition programmes consisting of appreciation, performance awards and some monetary rewards for outstanding performance. This will eliminate dissatisfaction on recognition intrinsic factor.
- iv) MoHCDGEC has to ensure that the Hospital provides equitable training opportunities for all respondents to acquire up-to-date knowledge and skills in psychiatric healthcare. Equitable training opportunities will elevate satisfaction with this extrinsic factor.
- v) The MoHCDGEC should ensure that there is sufficient employment of nurses at the Hospital to avoid perceived long weekly work hours and dissatisfaction with responsibility.
- vi) The MoHCDGEC should supply adequate quality technological tools such as medicines, personal protective equipment (PPEs) and other equipment to staff in order to raise their satisfaction on tools availability extrinsic factor.
- vii) The Ministry should undertake regular rehabilitation of the physical work environment including patients' wards, offices, rest rooms, canteen premises, kitchens. This will raise satisfaction of respondents on physical working conditions extrinsic factor.
- viii) The MoHCDGEC should frequently increase staff remunerative aspects like salary, fringe benefits and act creatively to initiate new remuneration practices that may help to raise job satisfaction.

- ix) The MoHCDGEC should simultaneously improve both intrinsic and extrinsic factors to achieve higher overall job satisfaction among respondents. Betterment of both intrinsic and extrinsic factors will reduce job dissatisfaction among respondents.

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