

Public Service Motivation and Job Satisfaction among Nurses in Hospitals of Rupandehi District

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Abstract

Our study examines the effect of public service motivation (PSM) on job satisfaction among nurses during COVID-19 pandemic time in hospitals of Rupandehi district. The structured questionnaire survey was conducted by taking sample of 71 respondents from the hospitals of Rupandehi district. The descriptive research design using correlation and regression was used for the analysis of the data. Out of four dimensions of PSM- three dimensions only were used in the study. Commitment to public interest, self-sacrifice and compassion show positive relationship with job satisfaction. The result shows that PSM exists in nurses and lead to job satisfaction. In COVID pandemic, self-sacrifice dimension of PSM showed significant role for job satisfaction in nurses and other two dimensions (commitment to public interest and compassion) are not significant. This study provides information helpful for hospitals at time of hiring nurses in COVID emergency.

Key Words: Public Service Motivation, Job Satisfaction, COVID-19

I. Introduction

Present COVID-19 pandemic is a serious health emergency that has affected countries all over the world like USA, India, Italy, China, and Nepal, Spain etc., which has led to a dramatic loss of human life worldwide and presents unprecedented challenges to public health. Since the case of Corona virus disease (COVID-19) was reported in December 2019; the entire global community has been affected by the contagious disease concerning the public health and hampered all works of life. The World Health Organization declared COVID-19 as 'public health emergency of international concern (PHEIC)' in January 30, 2020 and 'pandemic' in March 11, 2020. In this pandemic situation, many doctors and health workers are working longer than usual hours. Once healthcare personnel put on the protective gown and mask, they have to work for several hours without drinking water or taking a restroom break as the protective wares have to be discarded after each use. Many healthcare workers have isolated themselves from their family for a long time in a fear of infecting them. Frontline workers' risk of COVID-19 infection is made worst by the deficiency of personal protective equipment (PPE). Many nurses are not getting adequate PPE's, thus many are buying protective gears at their own cost.

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In general, this pandemic also affects healthcare providers such as doctors, nurses, paramedics and lab technician allied health professionals. Despite the impact on healthcare providers, excellent management of a pandemic depends on the level of preparedness of healthcare providers, including nurses. This means that if it was impossible to be ready before a crisis or disaster, responsible people will do all but the impossible to save lives. Nurses are on the frontline and are responsible for providing holistic care for all types of patients. Considering the fact that nurses constitute the majority of healthcare providers, they have a critical function in healthcare systems. Their roles in treating patients with COVID-19 involve triaging patients and detecting suspected cases with infections; providing essential treatment in an emergency and dealing with suspected patients with precautions; helping in decontamination and coordination with other healthcare providers; supplying holistic nursing practices in managing multiple infections simultaneously; playing critical roles in expanding care services; and dealing with relatives. In crises, they have more tasks to satisfy patients and their families; therefore, nurses must be well equipped with essential knowledge and skills in managing crises involving clinical treatment, decontamination, isolation, communication, triaging, psychological support, and palliative care if necessary. However, when they respond to a crisis such as COVID-19, they face problems that hinder them from caring for the infected patients. Exploring the issues that nurses face when caring for patients with COVID-19 will help increase nurse and hospital resilience in response to the crisis, as well as enhance preparedness and recovery from the crisis. Additionally, understanding these issues will help support nurses by informing leaders and decision-makers about these issues and providing recommendations and implications. Therefore, this integrative review aims to explore the issues facing nurses during their response to the COVID-19 crisis.

Despite their importance, few studies analyze nurses' risks during a health emergency caused by a pandemic or analyze their perception of the emergency and its relation to such risks. Scholars suggest that PSM can be used as a tool to find individuals who are best suited for public service work (Perry & Wise, 1990). These scholars hypothesize that individuals with high levels of PSM will have significantly higher levels of job satisfaction when compared with individuals with lower levels of PSM. This study attempted to investigate the instrumentality and generalizability of PSM instrument developed by Perry (1996) in Nepali context. Nurses are not involved in policy making so we have not considered in our study of PSM in nurses. Likewise the remaining three variables of PSM: commitment to public interest, compassion, self-sacrifice is used to study satisfaction of nurses.

II. Theoretical Framework

Public Service Motivation

Motivating public employees is becoming a burning challenge where non-monetary ways of motivating people are required. Similarly, individual real motivation for providing well-grounded service remains an important issue. PSM describes individual pro-social motivation to do good for others and society through the delivery of public services (Perry & Hondeghem, 2008). PSM provides a useful basis for understanding public employee motivation (Perry, 2000).

The motive that attracts individuals to public service has been called public service motivation. Brewer and Selden (1998) define PSM as 'the motivating force that makes individuals delivers significant public service'. For instance, one of the most widely accepted definitions of PSM was offered by Perry and Wise (1990), who defined it as an individual's predisposition to respond to motives uniquely grounded in public institutions that is driven by rational, normative, and affective motives. The rational motives represent desires to use public service to support one's own private interest. The norm based motives relates to a sense of service and duty to public. The affective motives capture the importance or conviction an individual may hold

about a given cause. Even though the definition of PSM varies slightly by author, commitment to public interest, service to others and self-sacrifice underlies an understanding of PSM (Houseton, 2006). A major contribution of PSM theory is the acknowledgment that individuals can be attracted to public service for a variety of reasons.

There is already evidence on positive effects of PSM. High PSM employees' exhibit higher levels of commitment (Crewson, 1997); they believe that their jobs are important, which in turn leads to employees working harder (Wright, 2003, 2007); enjoy higher job satisfaction and are less likely to leave their jobs (Naff & Crum, 1999). With high PSM consistently demonstrate intrinsic motivation and have been shown to the value of sense of accomplishment over money (Bright, 2005). Employees with high level of PSM were found to be more satisfied with their job and less likely to leave their job when compared with their counter parts with lower level of PSM (Naff & Crum, 1999).

In the US, Haley-Lock (2008) found that dedication to a cause is significantly and positively correlated with job satisfaction among employees. The link between PSM and job satisfaction among public employees is also observed in other countries, such as Australia (Taylor, 2007), Asia (Kim 2005), and Europe (Cerase & Farinella, 2006; Steijn, 2006).

Job Satisfaction

The alarming health situation generated by the COVID-19 pandemic has meant enormous overexertion of all health personnel at the national level, including nurses, who have had to face physical, psychological, emotional, and social demands in a situation where resources are not always available. Many reports suggest that health care staff are stretched to the point of exhaustion such as canceling holidays, bringing retired nurses, and doctors back into the health service, hiring graduates without specialization hiring final year medical and nursing students, and extending contracts of medical residents. The impact of this emergency on healthcare workers may increase their stress and this could be associated with other variables like anxiety and depression (Verma, Mythily, Chan, Deslypere, Teo, & Chong, 2004); . Furthermore, chronic work stress among healthcare workers may be associated with job satisfaction, physical health and post traumatic symptoms (Rice, Glass, Ogle, & Parsian, 2014; Blau, Bentley, & Eggerichs Purcell, 2012), also producing long term psychological consequences (Khalid, Khalid, Qabajah, Barnard, & Qushmaq, 2016).

We have taken only three components of PSM scale developed by Perry (1996) because nurses are not involved in policy making. The three components of PSM scale that are considered in our study are: commitment to public interest, Self-sacrifice and compassion.

Relationship between PSM and Job Satisfaction

Employees with high level of PSM were found to be more satisfied with their job and less likely to leave their job when compared with their counter parts with lower level of PSM (Naff & Crum, 1999). Studies in other countries, such as Australia (Taylor, 2007, 2008), Asia (Kim, 2005), and Europe (Cerase & Farinella, 2006; Steijn, 2006) shows the link between PSM and job satisfaction. On the basis of the research evidences described above, we hypothesize the following:

Hypothesis 1: There is a significant positive relationship between the self-sacrifice dimension of PSM and job satisfaction.

Hypothesis 2: There is a significant positive relationship between the compassion dimension

of PSM and job satisfaction.

Hypothesis 3: There is a significant positive relationship between the commitment to public interest dimension of PSM and job satisfaction.

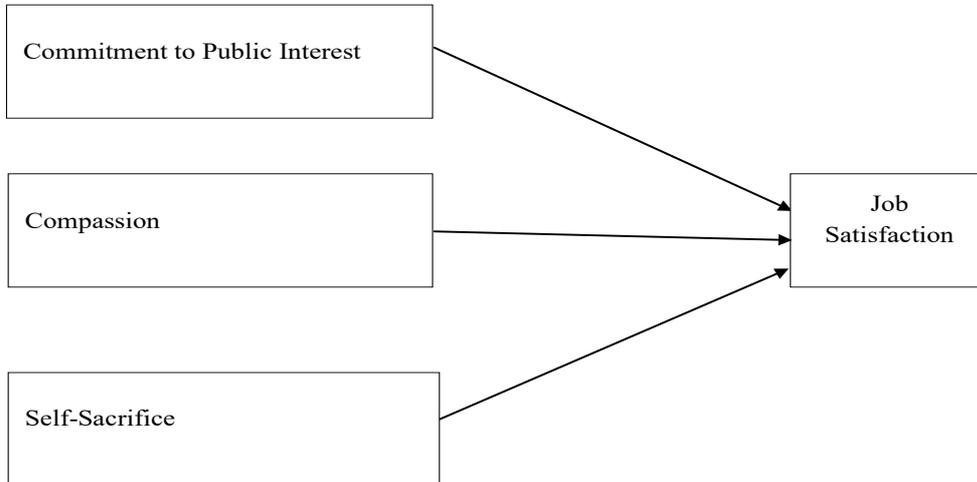


Figure1: Research Framework

III. Research Methodology

Population and Sample

The population of this study included nurses working in hospitals of Rupandehi District. The primary data was collected from the hospital industry through structure questionnaires survey. The questionnaire distributed were 100, out of this only 71 have responded to the questionnaire. The descriptive research design, correlation and regression analysis have been used for the analysis of the data.

Measures

PSM was assessed by using *Perry's (1996)* 21- item of three variables. The three variables assessed in our study are commitment to public interest, compassion and self -sacrifice. Job satisfaction was assessed by using *Locke (1976)*.

Responses for the items were captured in a 5-point Likert type scale (1 = strongly disagree to 5 =strongly agree).

IV. Results and Conclusion

Descriptive Statistics and Correlation Matrix

Table 1.Presents means (M) and standard deviation (SD) of the research variables. Correlation matrix shows that three dimensions of PSM have significant strong relationship with self-sacrifice. In table 2. Correlation matrix shows that the mean of same variable is 1 which is highly correlated and cannot be studied. The mean of different variable has positive

correlation with less than one and can be studied.

Table 1

Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
1. Commitment to public interest	2.80	4.60	3.6225	.46788
2. Self-Sacrifice	2.25	4.63	3.4894	.52344
3. Compassion	2.00	4.63	3.3063	.55452

Table 2

Correlation coefficients between study variables

	Commitment to public interest	Self-sacrifice	Compassion	Job Satisfaction
1. Commitment to public interest	1			
2. Self-sacrifice	0.570	1		
3. Compassion	0.358	0.536	1	
4. Job Satisfaction	0.322	0.572	0.413	1

Table 3

Model Fit of Regression Analysis

	Sum of Squares	Degree of Freedom	Mean Square	F	Sig.
Regression	12.725	3	4.242	11.668	0.000
Residual	24.357	67	.364		
Total	37.083	70			

Table4

Regression Analysis

	Std. Error	Beta	t-value	p-value
(Constant)	.622		1.357	.179
Commitment to public interest	.188	-.018	-.147	.883
Self-sacrifice	.186	.501	3.749	.000
Compassion	.154	.151	1.287	.203

Hypothesis Testing

First hypothesis stated that self-sacrifice dimension of PSM is significantly positively related to job satisfaction. Regression results (table4) shows that the significance level of self-sacrifice is 0.00(sig. <0.05) which supports first hypothesis.

Second Hypothesis stated that compassion dimension of PSM is significantly positively related to job satisfaction. Regression results (table4) shows that the significance level of compassion is 0.203(sig. >0.05) which does not support second hypothesis.

Third hypothesis stated that commitment to public interest dimension of PSM is significantly positively related to job satisfaction. Regression results (table4) shows that the significance level of commitment to public interest is 0.883(sig. >0.05) which does not support third hypothesis.

After examining the hypothesis there is positive significant relationship between self-sacrifice and job satisfaction and negative significant relationship between commitment to public interest and compassion. Self- sacrifice variable is significant because self-sacrifice motivates the nurses in COVID pandemic.

Finding and Discussion

The Research of our study implies that the PSM dimension self-sacrifice plays significant role in COVID pandemic. Commitment to public interest and compassion dimension of PSM don't play significant role in job satisfaction of nurses in COVID emergency. Those nurses who have high self-sacrifice have high job satisfaction during the pandemic situation. In this emergency those nurses who lack self-sacrifice is not satisfied with their job .This implies that all nurses don't have job satisfaction in case of COVID emergency. The finding of our study reminds that mostly nurses are motivated by the self-sacrifice in COVID emergency. In contrast to Taylor's (2007) hypothesis that "Normative motives (Commitment to public interest) will have a greater influence on job satisfaction than self-sacrifice in normal situation. In context of COVID pandemic mostly job satisfaction is influenced by the self- sacrifices of nurses, Perry (1997) insisted on a strong correlation between self-sacrifice and commitment to the public interest, as this research found. One of the possible reasons is that there might be a vital and full mediator(s) between commitment to the public interest dimension and job satisfaction, as Bright (2007) found. Therefore the nurses without self-sacrifice they are not suitable for job and the nurses with self-sacrifice are suitable for the job of COVID pandemic.

The findings suggest that those hospitals who are going to hire the nurses in pandemic they must hire nurses who have self-sacrifice. The hospital can go for measuring self-sacrifice for high level of job satisfaction in their nurses. Despite average three level of public service motivation dimension our research shows that self-sacrifice has significant role in job satisfaction there is job satisfaction. In COVID pandemic the factor for job satisfaction may include other variables such as: salary, work environment, peer support etc. Satisfaction of the nurses is directly related to treatment outcome and patient satisfaction. Increasing satisfaction of the nurse is a sure shot solution in the hands of hospital management to improve the image of their hospitals. The study found that most of the nurses were satisfied but some factors were commonly related with dis-satisfaction. Working in stressful areas of hospitals such as emergency, ICUs led to dissatisfaction among them. The present study showed a positive association between lengths of service with the level of satisfaction in the job. Length of service is a significant factor for job satisfaction and persons who are highly satisfied with their jobs have very less chances of leaving the sector or organization where they are posted.

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