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Research Article

Indicator of Job Satisfaction Related to Intention to Quit in Peruvian Nurses

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Abstract

The objective of this study is to determine the relationship between job satisfaction and intention to quit among nurses in Peru. The methodology used is quantitative, non-experimental, cross-sectional, descriptive correlational study. The sample consisted of 335 nursing professionals from various public and private institutions in Peru. The G Clinic questionnaire was used to measure job satisfaction and the Boshoff and Allen questionnaire was used to measure intention to quit. The results show that the 55.5% of nurses had medium job satisfaction and 63.6% had low levels of intention to leave. The higher the job satisfaction, work climate, interpersonal relationships, work motivation and recognition, the lower the levels of intention to quit (p≤0.05). It is concluded that there is a negative mean correlation was found between job satisfaction and intention to quit, the same was true for the dimensions of job satisfaction. It is important for health institutions to strengthen the job satisfaction of their workers in order to build their loyalty and prevent them from leaving their jobs.

Keywords: Job satisfaction; staff turnover; nurses; labor relations; motivation

1. Introduction

Satisfaction is an indicator that increases motivation and productivity in the work of health professionals, specifically in nurses, in whom it generates well-being and a healthy working environment. Job desertion is a problem related to talent drain, which implies a lack of highly qualified collaborators in the field. In 2018, the World Bank reported that there are 2.9 nurses per 1000 inhabitants in the world (World Data Bank, 2020). This situation is similar in Peru where there are 52,348 active nurses, equivalent to 1.6 per 1,000 inhabitants (Pacheco & Manuel, 2020). This is evidence of the lack of nurses, both globally and in Peru. Also, in this limited context, the pandemic caused by COVID-19 which, as of October 2020, had caused the death of more than a thousand nurses in 44 countries, (Vega López & Marrufo Majo, 2020). In Peru, on the other hand, the number of deaths was 141 nurses (Management, 2021). The intention to change their jobs for others that offer greater security or economic retribution is increasing. The intention to leave work is conceptualized as the intention to stop working in their workplace for various reasons, (Tamayo Contreras et al., 2016) process involving a decision to retire one's own free will from one's job (al Sabei et al., 2020).

Several international studies show nurses' intention to leave their jobs. A study in Saudi Arabia found that nurses had a moderate intention to leave their jobs (Albugami et al., 2020). Similarly, in Turkey, 64.4% were reported to have intentions to leave their profession (Arslan Yurumezoglu & Kocaman, 2016). In China, 2 research studies on nurses found a high level of turnover intention (Li et al., 2019) and 69.1% of high abandonment intentions, raising concerns about the behavior of this phenomenon (Liu et al., 2018). On the other hand, in Egypt, it was found that 71.44% of nurses had a high level of intention to quit (Ahmed et al., 2017) as well as in Ethiopia it was reported that 64.6% of nurses intended to leave their job (Ayalew & Workineh, 2020).

In relation to job satisfaction, it is defined as the employee's evaluative judgment of his or her needs, experiences and what the organization is able to value (Mora Romero & Mariscal Rosado, 2019). Job satisfaction can be considered as a pleasant emotional state resulting from the evaluation of work or work experiences (Chiang Vega & Ojeda Hidalgo, 2013). It is also the employee's perception of their self-fulfilment in their work environment associated with a series of feelings that determine, in an important way, their well-being and commitment to their work.(Pedraza Melo, 2018)If the worker is very satisfied, he/she will show positive attitudes, while the dissatisfied worker will harbor negative attitudes (Chiang Vega & Ojeda Hidalgo, 2013).

In the case of the dimensions of job satisfaction, it establishes that the work climate is understood as a socially constructed phenomenon, which arises from individual-group-working conditions interactions, resulting in the meaning of individual and group experiences (Perez, Maldonado and Bustamante, 2006). Likewise, interpersonal relations is the set of skills that human beings have to establish communication with other people, as they are destined to coexist, relate and share their experiences with others. When establishing relationships with other people, attitudes and behaviors tend to configure a certain way of interacting which, to a large extent, conditions the relationship process (Barceló, 2008). In addition, interpersonal relationships are essential in the life of any human being, since with them it is possible to link and at the same time create bonds between two or more people, through the strengthening of social skills, acting not only as a means to achieve certain objectives in a group, but also as an achievement and fulfillment of a personal need (Montiel 2010).

Motivation is the set of internal and external factors that partly determine a person's actions (Real Academia Española (REA, 2014). Motivation is also considered to be the driving force of individuals within a company and therefore becomes the psychological energy of the organization itself (García and Forero, 2014). Finally, recognition is an action of distinguishing a thing, a person or an institution from others as a consequence of its characteristics.It also serves to express the gratitude experienced as a result of some favor or benefit (RAE , 2014). On the other hand, employee recognition is not only monetary, but there are other techniques to recognize and motivate employees that are more effective than financial resources. The various remuneration techniques

added by the author were based on the creation of a positive work environment where workers can feel valued, improved morale, increased sense of belonging to the organization, strengthened loyalty, as well as staff retention and lasting motivation (Moutal, 2017)

In this sense, nurses' job satisfaction has a great influence on the quality of care they provide to their patients (Akbari et al., 2020). This is why studies have been carried out to understand the phenomenon of job satisfaction, which is of the utmost importance for any organization (Olaz, 2013). In China and Nigeria, low levels of job satisfaction among nurses have been demonstrated (Li et al., 2019) (Oluseyi et al., 2020). Similarly, in Peru, a survey of nurses in the Chachapoyas hospital found 44% low job satisfaction (Mendoza Quijano & Tejada Muñoz, 2020).

It should be noted that there are several international studies that have associated job satisfaction and intention to quit in nursing, such as those carried out in China, Italy and Iran (Jiang et al., 2019) (Zahednezhad et al., 2021). However, in Peru these studies are very scarce, so that a study of this nature contributes with relevant information to know the reality of professionals in the various health institutions in Peru. Therefore, measuring the relationship between both variables, job satisfaction and intention to quit work in Peruvian nurses, is of vital importance in order to make decisions to improve the conditions and working environment of professionals that favor their quality of life and productivity in favor of patients who require quality and highly specialized care.

2. Methodology

A quantitative, non-experimental, cross-sectional, descriptive-correlational, non-experimental study was carried out (Guillen Valle & Valderrama Mendoza, 2015). The population consisted of 52,348 nurses working in the care area of hospitals of the Ministry of Health (Minsa), Social Health Insurance (Essalud) and private clinics in Peru, during the year 2021. The sample was obtained using the formula for infinite populations and this was 335 professionals. Those with 3 or more months of work experience in the area were included, chosen by non-probabilistic snowball sampling, as it was sought that the initial contacts of different health institutions in Peru, share the virtual questionnaires to their respective work teams through their WhatsApp Messenger groups, emails and social networks.

To measure job satisfaction, the G-Clinic questionnaire was used, constructed and validated by Porcel, Martínez, Gil-García, and Grao-Cruces in Spain in 2013, who took the 24-item Font Roja questionnaire as a basis and adapted it to 10 items on a Likert scale organized into 4 dimensions (work climate, work relationships, motivation and recognition), with a reliability level of 0.76 Cronbach's alpha (Porcel-Gálvez et al., 2014).

The instrument was subsequently used in a study in Ecuador (Belquis Margoth Bustamante Mora, 2018). The Boshoff and Allen questionnaire of the year Boshoff and Allen were also used 2000, (Boshoff & Allen, 2000) which measures intention to quit with a reliability level of 0.82 Cronbach's alpha. This instrument contains 3 questions that were scored on a Likert scale from 1 to 5, with a maximum score of 15 and a minimum score of 3. This instrument has been used in other studies in Lima, Peru (Gonzales Lázaro et al., 2019), (Cabrera Armas et al., 2020).

For the purposes of the present study, the reliability process of both instruments was carried out in a Peruvian sample of 106 nurses who were not part of the final study. The reliability obtained by Cronbach's alpha was 0.899 for the G-clinic and 0.925 for the Boshoff and Allen questionnaire.

The technique used to collect the information was the virtual survey, using the Google platform (Google Forms), sent via e-mail, WhatsApp messenger, text messages and social networks. The initial contacts shared the link with other colleagues in their work teams who met the inclusion criteria in order to obtain the required sample. In this sense, as a mechanism to control the information, the survey was configured to accept only one response per participant. The data were processed with the SPSS version 25 statistical program, using the Kolmogorov-Smirnov (KS) normality test and the non-parametric Spearman's Rho test, considering statistical significance $p<0.05$.

The study was authorized by the Ethics Committee of the Universidad Peruana Unión.

Informed consent was obtained from each participant. Data collected during the study were used only for research purposes and were handled confidentially.

3. Results

The majority were nurses (90.4%), aged 34 to 44 years (39.4%) and 23 to 33 years (37.6%), married 38.8%, single 37.3%, with a bachelor's degree 50.7% and a specialty 34.6%. Likewise, 56.1% worked in the public services of Minsa, 24.2% in private clinics and 19.7% in Essalud, the majority (49.3%) with 5 years or more working.

Table 1 shows that nurses' job satisfaction is at a medium level (55.5%), followed by a high level (29.6%). Similar behavior occurs with the dimensions interpersonal relations (65.7% medium satisfaction and 20.0% high satisfaction) and recognition (60.9% medium satisfaction and 29.6% high satisfaction). However, the satisfaction of professionals is different in the dimensions work climate (48.7% average satisfaction and 31.9% low satisfaction) and work motivation (60.0% average satisfaction and 23.6% low satisfaction).

Table 1: Levels of job satisfaction overall and by dimensions

Variable and its dimensions	Low		Half		High	
	no	%	no	%	no	%
Work satisfaction	fifty	14.9	186	55.5	99	29.6
Working environment	107	31.9	163	48.7	65	19.4
Relationships	48	14.3	220	65.7	67	20.0
work motivation	79	23.6	201	60.0	55	16.4
Recognition	32	9.6	204	60.9	99	29.6

Note: 100% = 335.

Table 2 shows that 63.6% of participants have low levels of intention to drop out, followed by 25.7% with medium intentions to drop out.

Table 2: Levels of intention to drop out

	Low		Half		High	
	no	%	no	%	no	%
Abandonment itention	213	63.6	86	25.7	36	10.7

Note: 100% = 335.

Table 3 shows that low intention to leave is predominant regardless of the level of job satisfaction the nurse has either at the level of the variable or at the level of its dimensions.

Table 3: Job satisfaction and intention to quit

		Abandonment Intention Level					
		Low		Half		High	
		Count	% of row n	Count	% of row n	Count	% of row n
Job satisfaction - total	Low	32	64.0%	7	14.0%	eleven	22.0%
	Half	104	55.9%	59	31.7%	23	12.4%
	High	77	77.8%	twenty	20.2%	2	2.0%
Satisfaction in work environment	Low	66	61.7%	22	20.6%	19	17.8%
	Half	99	60.7%	51	31.3%	13	8.0%
	High	48	73.8%	13	20.0%	4	6.2%

		Abandonment Intention Level					
		Low		Half		High	
		Count	% of row n	Count	% of row n	Count	% of row n
Satisfaction in interpersonal relationships	Low	32	66.7%	eleven	22.9%	5	10.4%
	Half	133	60.5%	59	26.8%	28	12.7%
	High	48	71.6%	16	23.9%	3	4.5%
Motivational satisfaction	Low	38	48.1%	25	31.6%	16	20.3%
	Half	129	64.2%	54	26.9%	18	9.0%
	High	46	83.6%	7	12.7%	2	3.6%
Satisfaction in recognition	Low	twenty	62.5%	6	18.8%	6	18.8%
	Half	121	59.3%	57	27.9%	26	12.7%
	High	72	72.7%	23	23.2%	4	4.0%

Note: Row n = 100% = 335.

The correlations found were negative means between job satisfaction overall and across all dimensions and intention to quit (Table 4). This means that the more nursing professionals have higher overall job satisfaction and job satisfaction dimensions, the lower their intention to leave the job.

Table 4: Correlation analysis between study variables

	Intention to Abandon	
	Rho	P
Work satisfaction	-.233**	0,000
Working environment	-.177**	0.001
Relationships	-.144**	0.008
Work motivation	-.259**	0,000
Labor Recognition	-.184**	0.001

** Negative average correlations (Mondragón Barrera, 2014).

4. Discussion

The findings obtained are related to the levels of job satisfaction, with a medium to high tendency at the general level, in the dimensions of interpersonal relationships and recognition, while there is a tendency towards medium to low satisfaction in the work environment and work motivation. These results coincide with the study carried out with nurses in a hospital in Arequipa, Peru, where a moderate level of job satisfaction was found with 64.29%.(Arias et al., 2021)Similarly, a study of nurses in a hospital in Buenos Aires, Argentina, found average levels of job satisfaction (56%) and motivation (60.8%) (Fernandez et al., 2019).

Similarly, a study with nurses from 3 hospitals in Ethiopia found 52.4% job satisfaction and 60.7% job recognition (Ayalew et al., 2021). Other studies carried out with nurses from Belgium, (Vermeir et al., 2018) Turkey, (Ekici et al., 2017) Iran (Akbari et al., 2020) and Sudan (Ibrahim et al., 2021). They found moderate or average satisfaction of 7.66 ± 1.34/10 (median = 8; IQR 7-8.5), 52%, 58% and 68.6% respectively. On the contrary, studies carried out with nurses from a hospital in Chachapoyas in Peru, (Mendoza Quijano & Tejada Muñoz, 2020) China (Li et al., 2019) and Nigerian, (Oluseyi et al., 2020) found low job satisfaction. Only one study conducted with nurses in Ecuador reports high levels of job satisfaction at 85.9% (Padilla et al., 2020).

Job satisfaction is the evaluative judgment of the employee about their needs, their lived experiences and what the organization is capable of valuing (Mora Romero & Mariscal Rosado, 2019). Job satisfaction can be considered as a pleasant emotional state that results from work experiences (Chiang Vega & Ojeda Hidalgo, 2013), or the perception of self-fulfillment in the work environment

associated with a series of feelings that determine their well-being and commitment to their work (Pedraza Melo, 2018).

Average job satisfaction is common in several world contexts, the differences found could be due to the fact that this is a study carried out at the national level with nurses from public and private health institutions located in different social and geographical strata. It is worth mentioning that in the context of the COVID-19 pandemic, remuneration incentives for nurses increased; however, in light of the results of this study, it cannot be affirmed that the increase in remuneration has achieved greater satisfaction. . Here the need to address motivation, interpersonal relationships, recognition and the work environment as necessary elements to strengthen job satisfaction becomes important.

On the other hand, in the present study it was found that nurses have low levels of intention to quit. This result coincides with a study carried out with nursing workers in Brazil, where it was found that 80.2% had low intention to leave the institution (Bordignon & Monteiro, 2019). Similarly, studies conducted with nurses from Canada, (Lee et al., 2020) Spain, (Sillero-Sillero & Zabalegui, 2020) Belgium (Vermeir et al., 2018) and China (Jiang et al., 2019). They found low intention to quit. Higher rates of intent to quit were reported in studies with Saudi Arabian nurses (Albugami et al., 2020), China, (Xu et al., 2020) (Liu et al., 2018) (Li et al., 2019), Turkey (Ekici et al., 2017) (Arslan Yurumezoglu & Kocaman, 2016); as well as in Egypt (Ahmed et al., 2017) and Ethiopia, (Ayalew & Workineh, 2020) with discharge intention to abandon work.

It is understood by intention to abandon work, when the employee plans to look for a new job, with the intention of leaving (Omar et al., 2018). This process involves the decision to retire voluntarily from your job or profession (Tamayo Contreras et al., 2016) (al Sabei et al., 2020). Finding low levels of intention to quit, in the previous studies and the current one, reflects that the nurses are perceiving their work environment appropriately; Even so, it is necessary to identify the aspects that influence the intention to leave work, to improve and strengthen the work of the nurse and their permanence in their workplace.

On the other hand, in the present study a medium negative correlation was found between job satisfaction and intention to quit. Several studies carried out with nurses have found a negative correlation between both variables. Four investigations carried out in China report r = -0.375, P <0.05,(42) β = −0.604,(9) OR = 0.373, 95% CI = 0.308-0.452(Jiang et al., 2019)yr = −0.367, p <0.001);(10) a study in Oman (Asia) indicates that each additional point in job satisfaction was associated with a 71% reduction in nurse turnover intention p <001, CI of 95%, r= 0.16−0.53;(6) in Italy r = −0.38(22) and Iran p <001; β = −0.71.(23) In short, high levels of job satisfaction are associated with a lower intention to leave work (Belquis Margoth Bustamante Mora, 2018). Satisfaction being one of the essential elements and, most of the time, determines the intention of employees to remain in their current position (Liu et al., 2018) (Akinwale & George, 2020).

Considering the low number of nurses in the world, especially in developing countries, it is important that health institutions can take action to improve the working environment, interpersonal relationships, work motivation and recognition to prevent or reduce the attempt to abandon their workers. The study was limited by the fact that the instruments were applied virtually, and it is suggested that it should be carried out in person, in addition, it is necessary to study the subject in depth from other study approaches.

5. Conclusion

The findings allow us to conclude that Peruvian nurses have medium job satisfaction and low intention to quit. Higher job satisfaction, work climate, motivation, interpersonal relations and recognition indicate lower intention to quit. It is suggested that health managers in the various public and private institutions implement strategies to improve job satisfaction in their workers, implementing teamwork workshops, communication and assertiveness sessions, strategies to improve motivation and interpersonal relationships, as well as encouraging recognition programs for workers.

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