

# **Investigating the Issue of Nurse Job Satisfaction: Role of Esprit De Corps, Task Significance, Self-Efficacy and Resilience: A Case Study**

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## **Abstract**

Employee job satisfaction is critical for every type and nature of organization. When it comes to health sector, it becomes more important to have satisfied workforce in order to provide quality patient care. Notable reports and studies have outlined the grieving issue of lack of job satisfaction amongst nurses. Based on the need and importance of the issue, the current study investigated how job characteristics, team climate and psychological resources can be of value in enhancing nurse job satisfaction. Nurses from public sector hospitals in the Hyderabad Sindh state of Pakistan were targeted. A total of 130 valid responses were taken for final results and analysis through using SmartPLS 2.0. The findings outlined that Esprit de Corps and Task significance does not correlate with nurse job satisfaction. Importantly, psychological resources

including self-efficacy and resilience resulted in statistically significant relationship with nurse job satisfaction. The paper mentions findings in detail along with implications and recommendation for future research.

**Keywords:** *Esprit De Corps, Task Significance, Self-efficacy, Resilience, Job satisfaction*

### **Introduction**

Job satisfaction, individual norms, values, expectations are processed through the system work and work developed against the perception of the conditions is composed of inner response (Schneider & Snyder, 1975). Job satisfaction is simply defined as a person's feelings toward his work and various aspects and these expressions vary from person to person. Research has outlined many factors that can influence job satisfaction, either intrinsic or extrinsic. Jernigan, Beggs, and Kohut (2002) stated that the level of employee job satisfaction will reflect the condition of the extent to which they have been treated well by the organization. It may also indicate the employees' emotional state and sense of well-being. The employee's job satisfaction level also affects the functioning of the organization as a whole. A high productive employee also reflects a positive function of the organization; and vice versa. Similarly, many other factors influences on job satisfaction of employees; job satisfaction reveals the condition of the level to which how organization and management treats its employees (Jernigan, Beggs, & Kohut, 2002).

Nowadays job dissatisfaction is an issue amongst nurses in the health sector (Aronson 2005). Similarly in Pakistan, Khaliq et al., 2011 and Leeds and Saeed (2001) conducted studies and reported low job satisfaction among the nursing staff. In same year Bahalkani et al., (2011) and Sultana et al., (2011) also raised the issue of nursing and their lower levels of job satisfaction. Furthermore they also confirmed 86% percent respondents (nurses) as dissatisfied with their jobs and majority lacking autonomy, job clarity, and task prominence. Recently Ansari, Yasin, Zehra, and Faisal (2015) conducted study in the public hospital and found that nursing staff was dissatisfied with job. Parallel to this, Malik, Kamran, & Ramzan (2014) conducted empirical investigation in both private and government hospitals whereby they found nursing feeling depressed with their professional and dissatisfied with their jobs. Furthermore evidence from work environment nursing found low job satisfaction (Ali & Wajidi, 2013). According to Somani and Khowaja (2012) and Laschinger et al., (2014) nursing staff in public hospitals have high stress, work overload, and less job clarity which collectively result in their job dissatisfaction with their jobs. These evidences indicate that job dissatisfaction exist in the public hospitals of Pakistan and need urgent investigation for responsive resolution.

## **Literature**

### ***Esprit de corps (team spirit) and Job satisfaction***

According to Hackman and Oldham (1976) job characteristics theory that task and job characteristics can significantly enhance employee motivation and satisfaction. In the similar concern, Esprit de corps which is considered that feeling of group of people or team to work together in the organization and positive feeling for each other that increase job satisfaction. Jones and James (1979) stated that esprit de corps motivates working together in a way that individuals see pride in being group, they feel comfortable in environment easy to communicated to each other to overcome issue urgently. These interpersonal relations among employees help in motivating thus, increasing job satisfaction levels. According to (Boyt et al., (2005) and Boyt et al., (2001), Esprit de corps (EDC) is the intensity and depth of feelings which brings job satisfaction and fosters support amongst the team members. Esprit de corps in an essence is group working atmosphere whereby individuals influence each other and solve work issues as a team (Jaworski & Kohli 1993; Boyt *et al.*, 2005), in order to serve the broader organizational objectives (William *et al.*, 2005); Positive relationship amongst employees is very effective. Literature review has outlined that team spirit and environment fosters employees` satisfaction yet, the results are mixed. Meral and Lutfihak (2009) conducted study in telecommunication sector in turkey. Results indicated that team spirit has positive influence on job satisfaction. Similarly Boyt et al. (2001) also found positive relationship between Esprit de corps and job satisfaction. Esprit de corps and job satisfaction has positive link and increase team performance to buildup image of organization Nafei, W. (2015). But some literature indicated mix view about Esprit de corps and job satisfaction according to Hwang and Chang (2009) study in public sector in Korea. Results of study indicated that Esprit de corps has negative influence on the job attitude of employees. Study conducted in Pakistan reported that Esprit de corps has no influence on job satisfaction and employees of organization preferred to do job alone (Trimizi, 2009). Henceforth, results have mixed in literature but specially but we found more positive results. Ahmad (2014). Found positive relationship between Esprit de corps and job satisfaction. Halepota (2011) found that Esprit de corps has positive relationship with job satisfaction. Therefore, the following hypothesis was tested:

***H1: Esprit de corps (team spirit) is positively linked to their Job satisfaction.***

### ***Task significance and Job satisfaction***

In connection to job satisfaction, studies have also outlined the significance of task significance. Task Significance is a measure of impact that determines an extent to which an employee's measurable and identifiable task affects tasks of other employees within or outside their organization. It shows how a piece of employee work relates to other work pieces that are

either done or in progress. Task significance has significance particularly when it comes to fostering individual contribution to support organizational goal achievement (Katz, 1978). When employees perceive the task to be important and its results as significant for the well-being of others or the organization at large, then they express higher satisfaction with the jobs (Grant, 1988). Study by Brannon et al., (1988) has highlighted importance of task significance in the healthcare sector. Accordingly, Ting (1997) conducted research in USA and found task significance positively linked with job satisfactions. Scholars have recommended that employees who feel that their work has worth and value to accomplish organization task are possibly to gain more job satisfaction. Ling (2008) also reported similar results regarding task significance and job satisfaction relationship. Further he discussed that Information personnel's perception most influence job satisfaction. Farn et al., (1993) have argued that task significance and job satisfaction have a positive association. Other researchers indicated that task significance is most important predictor of job satisfaction (Campion et al, 1993; Brannon et al, 1988) and previous literature also indicated positive link between task significance and employee job satisfaction (Hackman & Oldham, 1976). Thus the following hypothesis was tested:

***H6: task significance is positive correlation with Job Satisfaction***

### ***Self-efficacy and Job satisfaction***

Notably, psychological factors have also been highlighted as critical for fostering individual behaviors and outcomes (Xanthopoulou et al., 2009). Studies have highlighted that individual self-efficacy beliefs can dominantly help them to express positive and satisfied attitude at work (Klassen & Chui, 2010). Self-efficacy refers to an individual's belief in his or her capacity to execute behaviors necessary to produce specific performance attainments. Self-efficacy reflects confidence in the ability to exert control over one's own motivation, behavior, and social environment (Bandura, 1974). When employees are high in self-efficacy, they perform beyond organizational expectations hence resulting in improving performance and satisfaction with the job.

Previous researches have indicated self-efficacy and job satisfaction having a positive relationship (Klassen & chui, 2010; Menguc, 1996; Wood & Bandura, 1989) One of self-efficacy out-comes of is jobs satisfaction people like jobs with in any situation or on behalf of rewards (Spector, 1997). Literature also supported relationship of self-efficacy and job satisfaction (Luthans et al, 2006; Judge and Bono, 2001) whereby, it has been outlined that individual with high self-efficacy are more proactive in handling difficult tasks and effective in achieving organizational goals. Research has provided evidence that self-effecacy is predicts of job

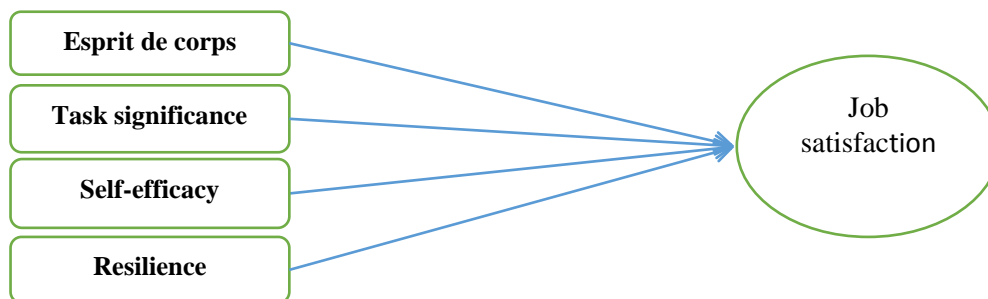
satisfaction and relationship (Caprara et al, 2003; Lent and Brown, 2006) Thus Following hypothesis was tested:

***H3: Self-efficacy is significantly related with Job satisfaction.***

**Resilience and Job satisfaction**

The power or ability to return to the original form, position, etc., after being bent, compressed, or stretched; elasticity (Bardoel, Pettit, De Cieri, & McMillan, 2014). Ability to recover readily from illness, depression, adversity, or the like; buoyancy. Resilience owned employees impact on the job satisfaction in the organization (Moosavi, 2011). Resilient employees will improve a specific design of problematic resolving that makes him able to deliver optimum contribution to the company. It can be stated that the employee job satisfaction level is suspected influenced by the resilience level Rahmawati, (2013). With resilience a person will develop at least three attitudes: commitment, control and ability to face challenges (Garmezy, 1991). A person who has these three attitudes will remain viable when faced with stressful situations, as well as changing the pressing situation into an opportunity to achieve success. Resilience will have an impact on a many things, like job performance, employee job commitment, including the level of employee job satisfaction (Rahmawati, 2013). The results of this research showed a positive correlation between resilience and job satisfaction. Result of this research in line with Randolph and Johnson’s (Udechukwu, 2008) conclusion, who noted the important of intrinsic factor of employee to job satisfaction. Resilience demarcated that adopting workplace stress (Gillespie et al. 2007) it’s mostly found in the health sector related to job satisfaction in nursing staff (Aronson 2005; Gillespie et al. 2009). Studies have also related resilience with job satisfaction among nurses (Warelow & Edward 2007). Hence, the following hypothesis was tested:

***H4: Resilience is positively related with job satisfaction.***



## Methodology

This study examined the causal relationship between esprit de corps, task significance, resilience, and self-efficacy with job satisfaction in health sector of Pakistan. This study used quantitative approach to test and explain the causality between variables through hypothesis testing. Structural equation modeling using SmartPLS 2.0 (Ringle, Wende, & Will, 2005) was deployed for the purpose of data analysis. Through using convenience sampling technique, 300 questionnaires were distributed amongst 13 public hospitals in Hyderabad Sindh, Pakistan. A total of 167 were received back from which, 37 were discarded.

## Respondents` Demographics

Demographic	Frequency	Percentage
<b>Gender</b>		
Male	67	51.5
Female	63	48.5
<b>Age</b>		
20-30	80	61.5
30-40	34	26.2
30-50	13	10.0
50-60	3	2.3
<b>Education</b>		
Degree	86	66.2
Master	8	6.2
diploma	4	3.1
others	32	24.6
<b>Experience</b>		

less than1-year	41	31.5
1-5years	45	34.6
5-10years	33	25.4
10-15years	5	3.8
above -15 years	6	4.6

### Measurement model Assessment

Evaluation of the model in this study was done through Partial Least Squares (PLS) approach whereby, the Model evaluation was done in two phase's i-e measurement and structural (Anderson & Gerbing, 1988). In measurement model testing convergent validity and discriminant are assessed for the purpose of validity, as well as testing the reliability. As per Bagozzi and Yi (1988), the AVE of every variable should be more than 0.5 and individual Loading to be higher than 0.5 as per Hair et al., (2013). In the similar fashion, composite reliability should be higher than 0.8 (Hair et al., 2013). The results have thus reported satisfactory results.

*Table 2 Total Securities has the following valid Table 2*

CONSTRUCTS	ITEMS	LOADINGS	AVE	CR	R <sup>2</sup>
<b>Esprit de corps</b>			0.619731	0.866545	
	EDC2	0.808			
	EDC3	0.701			
	EDC4	0.826			
	EDC5	0.808			
<b>Job Satisfaction</b>			0.549913	0.930124	
	JS1	0.818			
	JS10	0.692			
	JS12	0.761			
	JS13	0.756			

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	JS14	0.748		
	JS2	0.792		
	JS3	0.737		
	JS5	0.795		
	JS7	0.770		
	JS8	0.712		
	JS9	0.537		
<b>Resilience</b>			0.581076	0.925487
	RL1	0.847		
	RL12	0.781		
	RL13	0.706		
	RL14	0.707		
	RL2	0.729		
	RL3	0.847		
	RL5	0.726		
	RL7	0.789		
	RL9	0.712		
<b>Self-efficacy</b>			0.567464	0.838282
	SE1	0.614		
	SE2	0.614		
	SE3	0.789		
	SE4	0.713		
	SE5	0.564		
	SE6	0.776		
<b>Task performance</b>			0.563679	0.835479
	TP1	0.575		
	TP2	0.798		
	TP3	0.821		
	TP4	0.784		

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### **Discriminant Validity Assessment**

Discriminant validity is examined to ensure that every construct is different from each other. In the views of Fornell and Cha (1994), the square root of AVE of every indicator variable should be greater than all corresponding and correlating variables. The results have outlined sufficient discriminant validity in this regard as per the recommended criterion.

*Table 3 Discriminant Validity*

<b>Latent Variable</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Correlations</b>					
Esprit De Corps	<b>0.7872</b>				
Job Satisfaction	0.4939	<b>0.74156</b>			
Resilience	0.4523	0.32678	<b>0.76228</b>		
Self-Efficacy	0.4394	0.27962	0.12913	<b>0.75330</b>	
Task Significance	0.1408	0.35617	0.26083	0.39750	<b>0.75079</b>

Table 3, showing that all constructs meet this criterion indicating the constructs have discriminant validity.

### **Structural Model Assessment**

Testing inner structural model with a bootstrapping procedure with 500 resamples was run to see relationship between variables between constructs. Table 4 showing the results of hypothesis testing

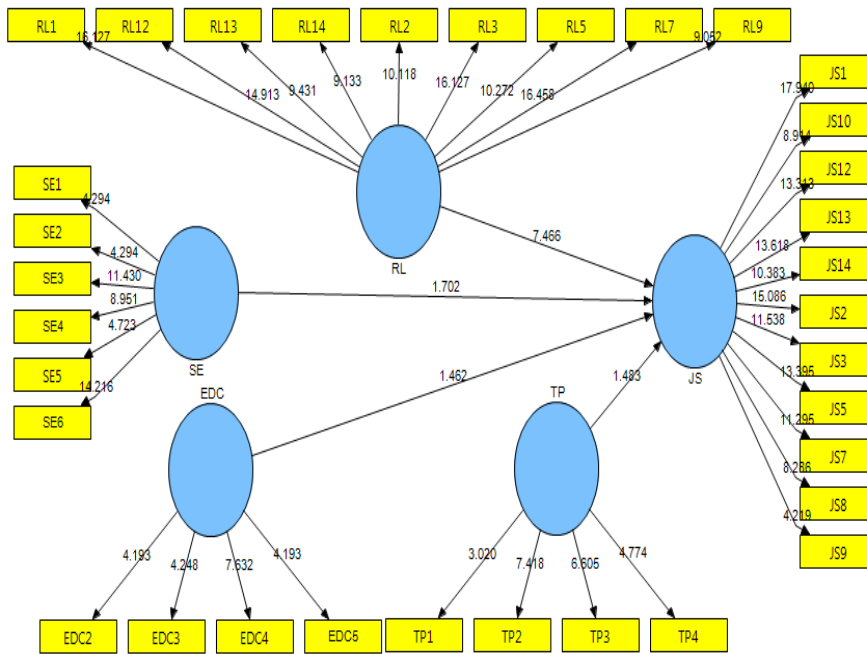


Figure 1

Table 4 Hypothesis Results

Hypothesis	Relationship	Beta	Std error	t-value	Result
H1	EDC -> JS	0.0828	0.0566	1.4619	Not Supported
H2	TS -> JS	0.0886	0.0597	1.4834	Not-Supported
H3	SE -> JS	0.1805	0.1060	1.7017	Supported
H4	RL -> JS	0.7056	0.0945	7.4662	Supported

Results of table 4 and figure 1 highlight that H1 where esprit de corps was tested with job satisfaction has termed insignificant in relationship amongst nurses in the public hospital of Sindh, Pakistan (beta= 0.0828 t-value=1.4619) thus, hypothesis 1 is not supported. Accordingly, H2 where relationship between task significance and job satisfaction was tested; has also resulted in insignificant relationship with each other (beta=0.0886 t-value=1.4834). Notably, relationship between self-efficacy in H3 (beta=0.1805 t-value=1.7017) and resilience in H4 (beta=0.7056 t-value= 7.4662) in H4 have been found significantly related with job satisfaction.

## **Discussion**

The purpose of this study was to examine the relationship between Esprit de corps, task significance, self-efficacy, and resilience, Table 4 shows that two variables Esprit de corps and task performance were not supported whereas self-efficacy and resilience have found to be statistically significant in relationship with job satisfaction amongst nurses. H1 finding line with Hwang and Chang (2009) esprit de corps was not friendly environment in public sector in Korea and less impact on the job attitude. Similarly, the findings also in line with the findings and explanations of Trimizi (2009) and its study on employees in the IT sector of Pakistan where most of the individuals preferred to work individually compared to teams hence the idea of esprit de corps was less influencing towards their job satisfaction. Esprit de corps may newly introduce in the Pakistan health sector hence nurses may be in more preference to work on individual basis. This may also be due to the fact that patient care responsibilities are assigned to people on individual's basis to nurses which is why they did not show preference for team working. Accordingly, H2 where the study has again found insignificant relationship between task significance and job satisfaction; largely, literature has indicated that task performance and job satisfaction has a positive link (Campion et al., 1993; Brannon et al., 1988; Ting, 1997; Hackman & Oldham, 1976) but our finding did not match with previous studies which is in contrast with the current study. Further investigation may therefore be carried out in order to establish the relationship. Moreover, self-efficacy was found in significant relationship with job satisfaction amongst nurses in Pakistani health sector. According to Johnson et al. (2008), higher self-efficacy of employee has greater satisfaction at workplace and reduces stress of employees. Furthermore, (Piccolo et al. 2005; Judge and Bono, 2001) find that self-efficacy has positive relationship with job satisfaction. Examination of our study has confirmed that self-efficacy is connected with job satisfaction which means that when nurses were confident in their ability of handling stuff, they express more satisfaction at work. The findings are in line with Eden et al., (1995) where self-efficacy resulted positively with job satisfaction due to its prominence in motivating employees to work in a responsive manner. Lastly, our study has also found positive results pertaining to resilience and job satisfaction in the health sector of

Pakistan. The findings are in parallel to Rahmawati (2013) where they found positive relationship between individual resilience beliefs and job satisfaction.

### **Conclusion**

The study results have found that nurse job satisfaction could be enhanced through focusing on psychological resources such as self-efficacy and resilience. The study has concluded that nurses who are mentally strong enough to handle work, stress, pressure and setbacks are more responsive in maintaining their job satisfaction levels. Importantly, the study has concluded negative correlation and contribution of Esprit de Corps and task significance towards nurse job satisfaction which is surprising and hence, requires further examination for responsive results. Longitudinal study may be conducted to outline the views and perceptions of nurses regarding these components.

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