

# Wpływ członków zespołu terapeutycznego na satysfakcję pielęgniarek ze swojej pracy

Influence of team members on nurses' satisfaction with their own work

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## STRESZCZENIE

### Wpływ członków zespołu terapeutycznego na satysfakcję pielęgniarek ze swojej pracy

**Wstęp.** Współpraca w zespole jest kluczowym elementem w opiece pielęgniarskiej. Rozdzielenie kompetencji zawodowych między lekarzy, pielęgniarki i innych pracowników medycznych i niemedycznych jest potrzebne, ale trzeba pamiętać, że żaden z członków zespołu terapeutycznego nie jest w stanie samodzielnie zapewnić pełnej opieki zdrowotnej.

**Cel.** Celem niniejszej pracy jest ustalenie, w jakim stopniu działania członków zespołu terapeutycznego wpływają na satysfakcję pielęgniarek z ich pracy.

**Materiał i metoda.** Przeprowadzono badania przekrojowe na grupie 148 pracujących pielęgniarek. Zastosowano autorski kwestionariusz ankiety.

**Wyniki.** Dane pokazują, że według 45,9% badanych pielęgniarki współpracują z innymi pielęgniarkami i zawsze wspólnie rozwiązują problemy. Pielęgniarki w zasadzie otrzymują pomoc od lekarzy w rozwiązywaniu problemów - 39,2% przypadków. Dane, które pokazały, że 80,2% respondentów chce kontynuować pracę na swoim oddziale, a 86% w tym samym szpitalu, przemawiają za tym, że pielęgniarki są zadowolone ze swojej pracy, do czego przyczynili się z pewnością także inni członkowie zespołu terapeutycznego.

**Wnioski.** Budowanie i utrzymywanie relacji ze współpracownikami oraz zrozumienie różnych potrzeb osób w zespole stanowi kluczowy element efektywnej pracy zespołowej. Uzyskane wyniki wskazują na potrzebę budowania lepszych relacji w zespole.

**Słowa kluczowe:** satysfakcja z pracy, pielęgniarstwo, praca zespołowa

## ABSTRACT

### Influence of team members on nurses' satisfaction with their own work

**Introduction.** Teamwork is essential to provide nursing care. Division of work among doctors, nurses and other health and non-health workers is needed, but none of the professional groups can provide complete health care by its individual work.

**Aim.** Establish up to what level activities of the team members influence satisfaction of nurses with their own work.

**Methods.** The research was done by type – sectional study, on the sample of 148 nurses. Specially designed questionnaire was created for the purpose of this survey.

**Results:** According to the data, nurses completely cooperate with other nurses and always solve problem together (45.9%). Nurses generally receive assistance from a doctor in solving problems in 39.2% of cases. Obtained results that 79.1% of nurses is likely to continue working in the same hospital, are in favor of satisfaction with their own work; this is certainly also contributed by other members of the team.

**Conclusion.** Building and maintaining relationships with colleagues and understanding the different needs of others are key factors for efficient teamwork. Results indicate the need to build better relationships and team work.

**Key words:** job satisfaction, nursing, teamwork

## INTRODUCTION

Teamwork is essential to provide nursing care. Division of work among doctors, nurses and other health and non-health workers is needed, but none of the professional groups can provide complete health care by its individual work [1]. Job satisfaction is defined as positive emotional

reaction and attitude of individuals towards their jobs. They include combination of internal and external factors [2]. Although many studies have identified teamwork as a prerequisite for efficient and safe implementation of patient care, in health area there is limited knowledge and understanding of it, and what is the influence of team members to satisfaction of nurses with their own work [1].

Job satisfaction of health workers has a major influence on the quality and efficiency of work performed, and therefore to the size of costs that allocated for health. Besides its significance for the patients and whole health care system, satisfaction with professional medical staff is directly related to absence from work place, interpersonal relations and organization of the work. In many countries, the job satisfaction are regularly monitor, and through data obtained from employees are observed shortcomings in the organization of job [3]. Ministry of Health of Serbia in the last five years has intensified customer satisfaction research of health care services, as well as of employees, exactly in order to provide a better health care in our country.

The organizational literature defines a team as: A collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems and who manage their relationships across organizational borders. Using this definition as a starting point, the researchers compared and contrasted the different ways in which teams are defined in the healthcare field [4].

Good hospital care depends on a system that secures continuity of information and inter-professional collaboration [5].

The preconditions of successful teamwork are:

- Good conditions for the exchange of data: time, space and regular team meetings for agreement.
- Effective communication: listening, reporting observed, discussion, acceptance of differences of opinions, negotiation and agreement.
- Decision-making skills and conflict resolution: openness and opposition, support and trust, cooperation and conflict, methods of conflict resolution and problem solving at work [6].

The World Health Organization [7] supported that "In caring for patients, the nurse collaborates with other members of the health care team. The nurse works closely with the doctor, as well as with other nurses, physical therapists, and any other professionals involved in the patient's care. In many hospitals today the team members together plan the care of the patient" (WHO 1997).

Three key factors are common to effective teamwork and essential to making an effective practice nursing contribution: 1) Identification of roles - to build teams and to work in them, there needs to be clarity of what is expected of team members; 2) Effective and efficient processes - processes include making effective use of electronic communication, ensuring that time is made for team members to communicate formally and informally and making effective use of formal meetings and team based learning events; 3) Maintaining a high level of morale - participative decision making promotes a sense of ownership and leads to greater commitment in implementation [8].

The aim of this study was establish up to what level activities of the team members influence satisfaction of nurses with their own work.

## METHODS

The research was done by type - sectional study, on the sample of 148 nurses in clinical practice. The survey includes nurses who work as management nurses and nurses who provide direct patients care; nurses with a diploma of middle and high school graduates and faculty. Research was conducted using an anonymous, specially designed questionnaire for this survey. The variables which observed are: job title, level of education, relationships with nurses and doctors, job satisfaction. Statistical analysis was performed using the methods of descriptive and exploratory analysis, cross-table methods, using the Pearson  $\chi^2$  test.

Data analysis was performed in the statistical software package SPSS 14.0 for Windows. The research was approved by the ethics committees of institutions working in the accordance with the principles of Good Clinical Practice (GCP).

## RESULTS

The study included a total of 148 nurses, of which 7.4% of males and 92.6% female. The largest number of surveyed nurses have a secondary school diploma (72.3%), with a high school diploma is 23.6% of employees, with while university degree 3.4% and 0.7% specialization. Currently on education (n=62) 41.9% of nurses. Manager nurses is 2.7%, the responsible / head nurses is 18.2%, 79.1% of nurses who provide direct patients care. When the nurses needed help in the work 52.0% of nurses is "always" looking for help, 23.0% "sometimes", and "often" 16.9%, while 1.4% of nurses "never" asked for help from colleagues when they need it. More experienced colleagues are available to help nurses when they have a question "always" in 27.0%, 33.1% "often", "sometimes" in 25.0%, 10.8% "rarely" and 4.1% "never". The tested nurses completely collaborate with all nurses and doctors. As shown in Table 1. tested nurses believe that their other nurses "always" (52.7%) given the information they need to work. More than a third (35.8%) of nurses surveyed believe that physicians generally respect job that they work.

When we talk about good working relationships 61.5% of nurses "agree" that a good working relationship, 10.1% are "completely agree", 17.6% "disagree" that they have good working relationships and 10.1% completely "disagreed". More than half (56.8%) nurses "agreed" that there is a lot of teamwork between doctors and nurses, 12.8% are in "total agreement", while almost a quarter of (24.3%) "disagreed" that there are a lot of teamwork between doctors and nurses, and fully disagreed (6.1%). It is very likely to continue their work in their hospital 79.1% of nurses, it is unlikely that they will leave the hospital is considered 12.2% of nurses and 0.7% of nurses believe that is likely to leave the hospital where they works. "Very satisfied" with their work has 25.0% of nurses, "partly" they are satisfied with their work 51.4%, part "unsatisfied" with their work is 11.5% of surveyed nurses and "very dissatisfied" 12.2%. Statistically significant difference was found between job satisfaction and nurses who are currently at school ( $\chi^2=9.356$ ;  $df=3$ ;  $p=0.025$ ). From the group of nurses who are at school work was "partly satisfied" 58.1% and 4.8% of

■ Tab. 1. The quality of communication and working relationships of nurses with another nurses and doctors

Question	Always		Mostly		Sometimes		Rarely		Never	
	nurses	doctors	nurses	doctors	nurses	doctors	nurses	doctors	nurses	doctors
	%									
Can you rely on them co-operation when you need certain information?	52.7	43.9	30.4	36.5	12.8	16.2	2.7	3.4	1.4	0
Are they cooperative when certain problem is recognized?	45.9	35.1	36.5	39.2	10.8	18.2	4.1	6.1	2.7	1.4
How often/up to which scope they respect the work you do?	35.1	23.0	48.0	35.8	8.1	20.9	8.1	10.1	0.7	10.1
Does your practice of patients' care matches goals of other?	37.2	32.4	45.3	38.5	12.2	18.2	3.4	7.4	2.0	3.4
Do you often agree with their patients' care practice?	18.2	20.9	56.8	40.5	18.2	27.0	5.4	8.1	1.4	3.4

■ Tab. 2. Influence of working relationships and teamwork on job satisfaction

Level of job satisfaction	At work, doctors and nurses have good working relationships				At work, there is a lot of team work between nurses and doctors			
	strongly disagree	disagree	agree	strongly agree	strongly disagree	disagree	agree	strongly agree
	%							
Very satisfied	26.7	7.7	29.3	26.7	33.3	8.3	26.2	47.4
Mostly satisfied	40.0	46.2	55.4	46.7	33.3	58.3	54.8	31.6
Mostly dissatisfied	6.7	19.2	10.9	6.7	22.2	11.1	11.9	5.3
Very dissatisfied	26.7	26.9	4.3	20.0	11.1	22.2	7.1	15.8
p - value	p=0.022				p=0.046			

nurses at school was "very unsatisfied". Nurses who are "very satisfied" with their work in 42.5% of cases have someone available to help them when they have questions, and 5.0% of nurses from the same group believes that is very unsatisfied with their work, which showed a statistically significant difference between job satisfaction and the availability of a person who will help when she have a question ( $\chi^2=32.521$ ;  $df=12$ ;  $p=0.001$ ). At next three months, 81.6% of nurses are likely to continue to work in the same department and they were "partially satisfied" with their job, while 9.6% of nurses from the same group of "very dissatisfied", and present statistically significant difference between satisfaction and turnover intention of nurses to continue to work in the department who are already working on ( $\chi^2=21.478$ ;  $df=9$ ;  $p=0.011$ ).

Table 2. shows the effects of good employment relations and existence of teamwork between doctors and nurses on the satisfaction of nurses with their own work. "Very satisfied" with their work of nurses is 47.4% among nurses who "totally agree" that there is a lot of teamwork between doctors and nurses, and nurses 5.3% from the same group is "part satisfied" with the job ( $\chi^2=17.158$ ;  $df=9$ ;  $p=0.046$ ).

## DISCUSSION

In Nikic et al. largest number of participants in the survey expressed positive about the organization of work and teamwork, and over half of respondents said that their colleagues often help at work. Teamwork is an important factor in the functioning of the health system greatly affects the quality of service provision [3]. These results at according with our research where more than half of the nurses gets help from colleagues when they need it.

Kalisch et al. in their research demonstrate that within nursing teams on acute care patient units, a higher level of teamwork and perceptions of adequate staffing leads to greater job satisfaction with current position and occupation [9]. About half nurses surveyed agreed that there is good cooperation between nurses and doctors, and that

the great majority disagreed with conclusion that doctors know well nursing activities [10]. However, our research shows that doctors in the opinion of nurses mostly know the activities nurses in carrying out of patient care and doctors to one third of the surveyed nurses respect the job of nurses.

Chang et al. (2009) found that collaborative interdisciplinary relationships were one of the most important predictors of job satisfaction for all healthcare providers [9]. The research that we conducted shows that the existence of good working relations between nurses and physicians contribute to job satisfaction.

Rafferty et al. (2001) surveyed 10 022 nurses in England and found that nurses with higher interdisciplinary teamwork scores were significantly more likely to be satisfied with their jobs, planned to stay in them and had lower burnout scores [9]. Our research confirms that more than half the nurses are satisfied with the job because they believe that there is teamwork, and many of them will continue to work in the same departman.

Research study of employee satisfaction in government health institutions of Republic of Serbia 2011<sup>th</sup> shows the most satisfied and very satisfied among those employees who are not thinking about changing jobs (53.0%), 36.8% of health workers reported not to be changing jobs [11].

## CONCLUSION

Building and maintaining relationships with colleagues and understanding the different needs of others are key factors for efficient teamwork [8]. Results indicate the need to build better relationships and team work. Three key factors for effective teamwork that are essential for effective nursing work are: the identification of roles, effective and efficient processes at work and high moral standards [8]. It is necessary to use different teaching and learning strategies providing opportunities to improve the cooperation through teamwork and therefore increase satisfaction of nurses with their own job.

Salas et al. (2009) recommended seven evidence-based strategies to develop, enhance and sustain successful team training. These include: (1) alignment of team training objectives and safety aims with organizational goals, (2) providing organizational support, (3) encourage participation of frontline leaders, (4) adequate preparation of the environment and staff for team training, (5) determination of resources and required time commitments, (6) facilitation of application of acquired teamwork skills and (7) measurement of the effectiveness of the team training programme [12].

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