

# Management of Health and Welfare Facilities and Nursing Staff Job Satisfaction. Case Study of the General Hospital of St. Dimitrios

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## ABSTRACT----

**Introduction:** *Job satisfaction is defined by the overall feeling, that employees feel, as well as their personal feelings regarding their salary, the opportunities for promotion, the extra rewards, their boss and colleagues, the nature of the work produced, the working conditions and the level of communication between the different parts in the organization.*

**Purpose:** *To investigate the professional satisfaction of nurses, which will help to document the influence of hospital organization and management on their satisfaction and show ways of improving it.*

**Material and method:** *A sample of 152 nurses of the General Hospital "Agios Dimitrios" was selected. The study was conducted using Paul Spector's JSS (Job Satisfaction Survey) questionnaire, which has been used widely and globally for several decades to measure job satisfaction. The SPSS statistical software was used for statistical analysis and processing of the results.*

**Results:** *200 questionnaires were distributed, 155 were correctly returned completed. Most participants consisted of married women, 45-54 years old, TEI graduates, as nurses, having 11-20 years of experience, working shifts, paid 1000-1500 €. Low overall job satisfaction was documented regarding salary, promotion, benefits, potential rewards and communication, on the other hand operating conditions factors, associates and nature of work is moderate and the supervisory factor high. The majority of nurses (82 persons, 53.9%) were dissatisfied and only 6 persons (3.9%) were satisfied and the remaining 64 (42.1%) were neutral / moderate, which contributed to the overall low satisfaction. Satisfaction was influenced by responsibility, salary, shifts and work experience.*

**Conclusions:** *The results depict the multilevel nature of job satisfaction as it depends on many factors and may be influenced by many characteristics of the employees.*

**Keywords----** JSS Questionnaire, job satisfaction, nursing management, health system.

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## 1. INTRODUCTION

Based on Paul Spector's (1985) scale, job satisfaction is defined as the overall feeling that employees feel and their individual feelings about their salary, promotion opportunities, non-recurring rewards, their supervisor and colleagues, the nature of the work produced, working conditions and the level of communication between the actors in the organization.

A National Health System is in a constant challenge to be able to cope with the demands created by the diverse health product. The needs of health service clients about the cost of these services make it difficult to staff an adequate workforce, resulting in a global shortage of nursing staff (Hadjipantelis, Sigalas, 2010).

Nursing as a profession is characterized by the holistic approach to patients/clients of health services to provide these services in a personalized manner. This is why nurses need a competitive environment for their social and health work, within the working frameworks set by each state (Rowell, 2003).

Nurses' job satisfaction touches on their perception of their work and the factors related to nurses' job satisfaction can be divided into individual, organizational and work-related factors and relate to financial rewards, working conditions, staffing, shifts, the ambiguity of the job description, social status, continuing education, job scope, level of education, marital status and other demographics (Lambraki et al 2016)

## **2. METHODOLOGY OF THE INVESTIGATION**

This paper will describe a survey, which was conducted at the Hospital "G.N.Th. Agios Dimitrios" Hospital to investigate the job satisfaction of nursing staff.

## **3. PURPOSE AND FORMULATION OF THE RESEARCH QUESTIONS**

The purpose of this study is to determine the degree of job satisfaction of nursing staff in the workplace of a sensitive sector, such as the hospital "G.N.Th. St. Demetrios.

The main research questions posed to complete this research are:

- 1) What is the job satisfaction rate of the nursing staff of the General Hospital "Agios Dimitrios"?
- 2) What are the factors influencing staff satisfaction or dissatisfaction?
- 3) What is the correlation between the degree of staff satisfaction and salary, age, years of service, employment contract, and professional studies?

## **4. METHODS**

For the study, the use of the quantitative method, using a questionnaire, was considered more appropriate and for this reason, the largest possible sample of participants was used, so that there is a greater possibility of generalizing the results to the specific organization.

The research instrument used was the Job Satisfaction Survey (JSS), a tool that has been widely used to assess job satisfaction worldwide and was developed in 1994 by Paul E. Spector.

The Job Satisfaction Survey (JSS) questionnaire is structured based on 36 job-related items and describes 9 job factors that may be factors of satisfaction or dissatisfaction for employees.

This questionnaire was chosen because its completion time does not exceed ten minutes and is an important advantage for the responsiveness of the survey sample. This questionnaire covers 9 factors, namely salary, promotion, supervision/supervision, perks/benefits, potential rewards, working conditions, co-workers, nature of work, and communication, and out of these, it assesses overall job satisfaction, although other satisfaction factors are mentioned in the global literature.

## **5. DATA COLLECTION**

The population and the sample of the research were the nursing staff of all levels of the hospital "G.N.Th. Agios Dimitrios" in Thessaloniki, with at least one year of experience.

The place of the study is the "G.N.Th. Agios Dimitrios", a 175-bed hospital in Thessaloniki, which aims to provide primary and secondary health care to the population under the responsibility of the Administration of the 3rd Hellenic Ministry of Health. There are 74 posts for medical specialists, 59 for other health scientists, and 206 for nursing staff of all three levels, with 7 of them being PE, 94 TE, and 105 DE (Government Gazette B 3280/10/12/2012). (<http://www.oagiosdimitrios.gr>).

The data collection was conducted at the hospital between 20/9/2019 and 31/10/2019 after the required permission was granted by the Scientific Board of the organization.

## 6. DESCRIPTION OF THE STUDY SAMPLE

As already mentioned, the population and sample of the study were the nursing staff of all levels of the "G.N.TH. St. Dimitrios", consisting of 206 employees.

The participants were selected based on the inclusion criteria of the study, which are as follows:

- The consent of the nursing staff
- Age over eighteen years old
- Eighteen years of age or older
- Ability to communicate in Greek

For the needs of the study and the fidelity of the results, 200 questionnaires were distributed, taking into account all forms of leave from work and corresponding absences from the workplace. 154 questionnaires were received, of which 2 were invalid and 152 were valid, representing a participation rate of 76% of the distributed questionnaires.

2 questionnaires were considered invalid, as there were gaps in their answers which made it impossible to process them further.

### Socio-demographic characteristics of the sample

All participants in the study are nurses of all levels.

46.1% were aged 45-54, 34.2% 35-44, 15.1% older than 55 years, 4.6% 25-34 and none of the participants were under 25 (Figure 1). The mean age of the sample was 46.5 years  $\pm$  SD.

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	25-34	7	4.6	4.6	4.6
	35-44	52	34.2	34.2	38.8
	45-54	70	46.1	46.1	84.9
	>55	23	15.1	15.1	100.0
	Total	152	100.0	100.0	

Figure 1. Distribution of participants by age

Most of the respondents were married at 75% (n=114) followed by unmarried at 13.8% (n=21), divorced at 7.2% (n=11), widowed at 2.6% (n=4) and cohabiting at 1.3% (n=2) (Figure 2).

		Frequency	Percent	ValidPercent	CumulativePercent
Family situation	Married	114	75,0	75,0	75,0
	Unmarried	21	13,8	13,8	88,8
	Divorced	11	7,2	7,2	96,1
	Living together	2	1,3	1,3	97,4
	Widow	4	2,6	2,6	100,0
	Total	152	100,0	100,0	

Figure 2. Distribution of participants according to marital status.

A total of 152 nurses participated in the survey of which 81.6% (n=124) were female and 18.4% (n=28) were male (Figure 3).

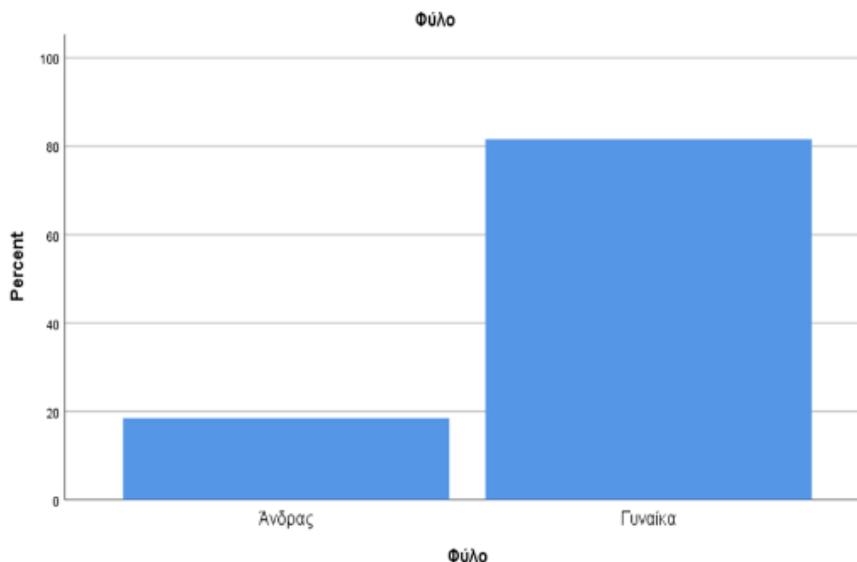


Figure 3. Distribution of participants according to gender

In terms of education, it was found that most of the participants are TEI graduates at 46.7% (n=71) followed by DE graduates at 38.8% (n=59), and postgraduates at 11.8% (n=18) and HE graduates at 2.6% (n=4) (Figure 4).

		Frequency	Percent	Valid Percent	Cumulative Percent
Years of working experience	1-10 years	16	10,5	10,5	10,5
	11-20 years	59	38,8	38,8	49,3
	21-30 years	38	25,0	25,0	74,3
	31 years and more	39	25,7	25,7	100,0
Total		152	100,0	100,0	

Figure 5. Distribution of participants according to years of experience.

In detail, 9 supervisors (n=9) 5.9%, 12 nurses in the position of head of department (n=12) 7.9%, 68 nurses (n=68) 44.7% and 63 nursing assistants (n=63) 41.4% responded to the questionnaire (Figure 6).

		Frequency	Percent	ValidPercent	CumulativePercent
Professional specialization	Head of the department	9	5,9	5,9	5,9
	Position of chief manager	12	7,9	7,9	13,8
	Nurse	68	44,7	44,7	58,6
	Nurse assistant	63	41,4	41,4	100,0
	Total	152	100,0	100,0	

Figure 6. Distribution of participants according to professional status.

Most of the participants work in shifts at 75% (n=114) and the rest work in morning hours at 25% (n=38) (Figure 7).

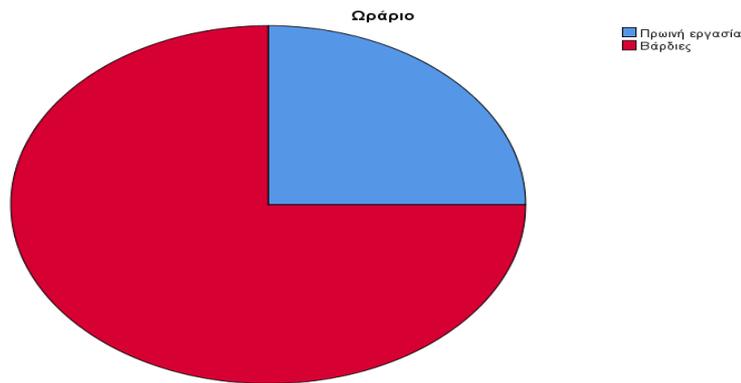


Figure 7. Distribution of participants according to working hours.

62.5% (n=95) of the participants are paid with a net monthly income between 1000 and 1500 euros, 35.5% (n=54) receive a salary up to 1000 euros and only a small percentage of 2% (n=3) receive a salary of more than 1500 euros (Figure 8).

		Frequency	Percent	Valid Percent	Cumulative Percent
Clear monthly payment	Until 1000 euro	54	35,5	35,5	35,5
	1000-1500 euro	95	62,5	62,5	98,0
	1501-2000 euro	3	2,0	2,0	100,0
	Total	152	100,0	100,0	

Figure 8. Distribution of participants according to net monthly income.

The ratio between permanent and contract nurses in the sample attributes 96.7% (n=147) for permanent nurses and 3.3% (n=5) to contract nurses which are fully justified since it is a public hospital (Figure 9).

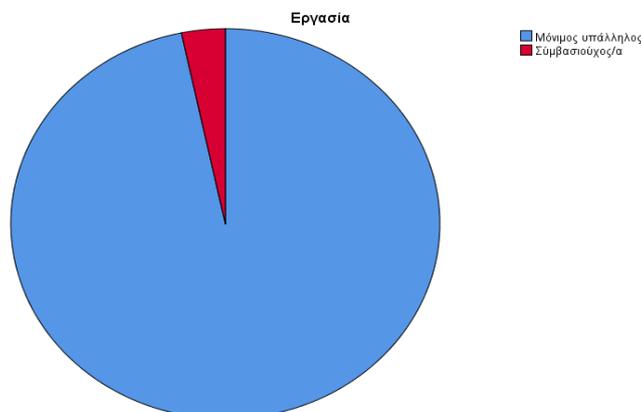


Figure 9. Distribution of participants by the employment contract.

The account dimension of the sample reflects those 152 nurses (28 men and 124 women) who participated in the survey with the majority of them being in the age group 45-54 years old (70 people, 46.1%), married (114 people, 75%), holding a degree of HEI/TEI (higher education) 75 (49.3%) and the majority (147 people, 96.7%) stated that they are permanent employees. Also, most of the participants in this survey had 11-20 years of experience, belonged to the category of nurses, performed shifts, received 1000-1500 euros as net monthly income, and were permanent employees.

## **7. METHOD AND TECHNIQUES OF DATA ANALYSIS - RELIABILITY AND VALIDITY OF THE RESEARCH TOOL**

Frequency analysis was performed to present the results related to the responses to the questionnaires of the nurses who participated in the survey. In addition, the descriptive command was performed to examine the means. Quantitative variables are presented as mean ( $\pm$  standard deviation) while qualitative variables are presented as frequency (%). Also, a normality test of the sample was performed using the Kolmogorov Smirnov test. To investigate possible differences between nurses' satisfaction and sociodemographic and work factors, non-parametric and parametric tests (Mann-Whitney test/Independent samples t-test, Kruskal Wallis test/One-Way ANOVA) were performed.

The instrument used in this study showed good reliability (Cronbach's  $\alpha$ ), ranging at 0.741.

Statistical analysis was carried out using the statistical program IBM SPSS Statistics 23. A value of  $p < 0.05$  was considered to indicate statistical significance.

## **8. RESULTS**

In the first phase, the statistical data of the survey will be presented based on the items/questions of the questionnaire and then based on the factors defined by its creator and the correlations with the demographic data of the sample of this survey. At the end of the chapter, the research questions of the study will be answered based on the results presented.

Table 1 presents the averages of the survey participants' responses to the items/questions in the questionnaire. The averages are the scores that will lead to the assessment of job satisfaction of the nursing staff in the study. What can be commented on the table below is that the lowest score of 1.47 is observed in item 10 "Raises are few and sparse" and the highest in item 27 "I feel proud doing my job" with a score of 4.97.

Table 1. Scoring of questionnaire items

	<b>Facts</b>	<b>Score/Mean</b>	<b>Std Deviation</b>
<b>1</b>	I feel that I am paid fairly for the work I do.	1.94	1.382
<b>2</b>	There is little chance of promotion in my job.	3.03	1.871
<b>3</b>	My supervisor is quite competent in his/her job.	4.36	1.630
<b>4</b>	I am not satisfied with the benefits I receive.	2.40	1.387
<b>5</b>	When I do my job well, I get the recognition I should receive.	2.97	1.652
<b>6</b>	Many of the rules and procedures make doing the job properly difficult.	2.40	1.425
<b>7</b>	I like the people I work with.	4.54	1.281
<b>8</b>	Sometimes I feel that my work is meaningless.	3.77	1.770
<b>9</b>	Communication within the organization is good.	3.51	1.456
<b>10</b>	The raises are few and sparse.	1.47	1.201
<b>11</b>	Those who do well in their jobs claim a chance for promotion.	2.53	1.745

12	My supervisor is unfair to me.	4.18	1.704
13	The benefits we enjoy are just as good as those offered by other organizations.	2.26	1.539
14	I do not feel that the work I do is appreciated.	2.51	1.561
15	My efforts to do my job well are limited by bureaucracy.	4.27	1.557
16	I feel that I have to work harder at my job because of the incompetence of the people I work with.	3.20	1.657
17	I enjoy doing the things I do at my job.	4.51	1.405
18	The goals of the organization are not clear to me	2.64	1.589
19	I feel unappreciated by the organization when I think about what they pay me to do.	2.34	1.438
20	People progress here as fast as they do in other places.	2.02	1.359
21	The supervisor shows little interest in the feelings of his/her subordinates.	3.78	1.645
22	The benefits package we have is fair.	2.16	1.405
23	There are few rewards for those who work here.	2.22	1.506
24	I have a very heavy workload.	2.11	1.140
25	I enjoy my co-workers.	4.19	1.445
26	I often feel like I don't know what's going on in the organization.	2.86	1.489
27	I take pride in doing my job.	4.97	1.281
28	I feel satisfied with my chances of a salary promotion.	2.18	1.656
29	There are perks that we don't have when we should.	1.87	1.453
30	I like my supervisor.	4.34	1.644
31	I do a lot of office work.	4.03	1.912
32	I don't feel that my efforts are rewarded the way they should be.	2.29	1.472
33	. I am satisfied with the promotion prospects.	2.24	1.518
34	There are quite a few disagreements and conflicts at work.	2.61	1.386
35	My job is fun.	2.17	1.346
36	The job duties are not clearly explained	2.34	1.474

Table 2 Salary factor

I FEEL THAT I AM PAID FAIRLY FOR THE WORK I DO.	1.94
RAISES ARE FEW AND SPARSE.	1.47
I FEEL UNAPPRECIATED BY THE ORGANIZATION WHEN I THINK ABOUT WHAT I AM PAID TO DO.	2.34
I FEEL SATISFIED WITH MY CHANCES OF A SALARY PROMOTION.	2.18
TOTAL	7.93

The next factor examined by the JSS questionnaire and whose scoring is depicted in Table 3 is the promotion factor.

Table 3 Promotion factor

Promotion factor	
There is little chance of promotion in my job.	3.03
Those who do well in their job claim a chance of promotion.	2.53
People progress here as quickly as they do in other places.	2.02
I am satisfied with the promotion prospects.	2.24
TOTAL	9.82

The supervision/supervision factor is described in Table 4, which shows that the overall mean is 16.66 and reflects satisfaction.

Table 4 Supervision/Supervision factor

Supervision/Supervision factor	
. My supervisor is quite competent in his/her job.	4,36
My supervisor is unfair to me.	4,18
The supervisor shows little interest in the feelings of his/her subordinates.	3,78
I like my supervisor.	4,34
TOTAL	16,66

Benefits-benefits is the factor captured in Table 5 and its overall mean is found to be 8.69 describing the dissatisfaction of the participants with this factor.

Table 5 Privileges-Benefits factor

Factor Privileges- Benefits	
I am not satisfied with the benefits I enjoy.	2.4
The benefits we enjoy are as good as those offered by other organizations.	2.26
The benefits package we have is fair.	2.16
There are benefits that we don't have when we should.	1.87
TOTAL	8.69

Table 6 shows the result of the overall mean for the contingent rewards factor which is at 9.99 and expresses dissatisfaction.

Table 6 Contingent Rewards Factor

When I do my job well, I get the recognition I should get.	2,97
I don't feel that the work I do is appreciated.	2,51
There are few rewards for those who work here.	2,22
I don't feel that my efforts are rewarded in the way they should be.	2,29
<b>TOTAL</b>	<b>9,99</b>

The 12.83 is the overall mean from the responses of the participants in this survey on the factor of the organization's operating conditions and reflects their neutrality on the factor as reflected in Table 7.

Table 7 Factor Operating Conditions

Operating Conditions Factor	
Many of the rules and procedures make getting the job done right difficult.	2,4
My efforts to do my job well are limited by bureaucracy.	4,27
I have a very heavy workload.	2,11
I deal a lot with office work.	4,03
<b>TOTAL</b>	<b>12.83</b>

Another factor whose effect is neutrality is the partner's factor with an overall mean of 14.54, as shown in Table 8.

Table 8 Partners factor

Agent Partners	
I like the people I work with.	4,54
I find that I have to work harder at my job because of the incompetence of the people I work with	3,2
I enjoy my coworkers.	4,19
There are a lot of disagreements and conflicts at work.	2,61
<b>TOTAL</b>	<b>14,54</b>

For the factor nature of work, described in Table 9, the overall mean is 15.42 which expresses neutrality.

Table 9 Nature of Work factor

Nature of Work Factor	
Sometimes I feel that my work is meaningless.	3,77
I like doing the things I do at work.	4,51
I feel proud doing my job.	4,97
My work is fun.	2,17
<b>TOTAL</b>	<b>15.42</b>

The last factor examined by this research, through the JSS questionnaire, is the communication factor and is reflected in Table 10 with an overall mean of 11.35 which translates to dissatisfaction.

Table 10 Communication factor

Communication factor	
Communication within the organization is good.	3.51
The goals of the organization are not clear to me.	2.64
I often feel that I do not know what is happening in the organization.	2.86
Job duties are not clearly explained.	2.34
<b>TOTAL</b>	<b>11.35</b>

The 9 factors mentioned above constitute the components of the job satisfaction component, as expressed by the total of items 1-36 of the JSS questionnaire and are presented in Table 11, which describes the scoring of the factors, based on the participants' responses. Summing the overall mean score assigns job satisfaction at 107.23 and translates to low satisfaction or dissatisfaction, based on Paul E. Spector's (<http://paulspector.com/>) score scoring guidelines, where a score of 36-108 translates to low satisfaction or dissatisfaction, 108-144 to moderate satisfaction or neutrality, and 144-216 to the satisfaction or high satisfaction.

Table 11 Factor scores. Overall job satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation	Satisfaction
Overall score 1-36 items	152	52,00	175,00	107,2237	21,24633	LOW/DISSATISFACTION
Salary	152	4,00	24,00	7,9276	3,79456	LOW/DISSATISFACTION
Promotion	152	4,00	23,00	9,8224	3,98856	LOW/DISSATISFACTION
Supervision/supervision	152	4,00	24,00	16,6579	5,49666	HIGH/SATISFACTION
Privileges/benefits	152	4,00	19,00	8,6974	3,59919	LOW/DISSATISFACTION
Performance-based rewards/associated rewards	152	4,00	24,00	10,0000	4,43496	LOW/DISSATISFACTION
Operating conditions	152	4,00	21,00	12,8026	2,84486	NEUTRAL/MEDIUM
Partners	152	4,00	23,00	14,5461	4,22048	NEUTRAL/MEDIUM
Nature of the work	152	4,00	24,00	15,4276	3,81978	NEUTRAL/MEDIUM
Communication	152	4,00	22,00	11,3421	4,03971	LOW/DISSATISFACTION

Table 12. Levels of satisfaction

		Frequency	Percent	ValidPercent	CumulativePercent
	36-108 low satisfaction/dissatisfaction	82	53,9	53,9	53,9
	108-144 neutral/medium ικανοποίηση	64	42,1	42,1	96,1
	144 to 216 high satisfaction/satisfaction	6	3,9	3,9	100,0
	Total	152	100,0	100,0	

Based on the results of the above table (12), the majority of the nurses (82 people, 53.9%) were unsatisfied and only 6 people (3.9%) were satisfied, while 64 nurses (42.1%) were neutral or moderate satisfaction status.

The analysis of the study sample is reflected in the values of the Kolmogorov-Smirnov test regarding the normality of the sample. There was no normality in any of the dimensions ( $p < 0.05$ ) except for the total score ( $p > 0.05$ ) (Table 13).

Table 13: values of the Kolmogorov-Smirnov test

	Kolmogorov-Smirnov		
	Statistic	df	Sig.
Total score	,044	152	,200*
Salary	,161	152	,000
Promotion	,095	152	,002
Supervision/supervisor	,143	152	,000
Privileges/profits	,131	152	,000
Performance-based rewards/associated rewards	,109	152	,000
Operating conditions	,124	152	,000
Partners	,089	152	,005
Nature of the job	,100	152	,001
Communication	,080	152	,019

Table 14 outlines how there were statistically significant differences between job characteristics of positions in terms of satisfaction (factors) ( $p < 0.05$ ) with those nurses who had a position of responsibility (supervisors) showing the highest satisfaction ( $p < 0.05$ ) in the dimensions of salary, promotion, and nature of work. In the dimension of working conditions, nursing assistants showed the highest levels of satisfaction.

Table 14 Differences between professional attributes-positions regarding satisfaction (factors).

Factors	Professional specialization/position	N	MeanRank	Sig.
Salary	Supervisor	9	114,83	0,023
	Position of Head of Department	12	80,75	
	Nurse	68	78,44	
	Nursing assistant	63	68,12	
	Total	152		

Promotion	Supervisor	9	120,33	0,017
	Position of head department	12	83,00	
	Nurse	68	73,19	
	Nursing assistant	63	72,57	
	Total	152		
Supervision/supervisor	Supervisor	9	90,44	0,746
	Position of head department	12	75,71	
	Nurse	68	77,52	
	Nurse assistant	63	73,56	
	Total	152		
Privileges/benefits	Supervisor	9	69,83	0,154
	Head of the department	12	54,83	
	Nurse	68	83,74	
	Nurse assistant	63	73,76	
	Total	152		
Performance-based rewards/associated rewards	Supervisor	9	97,44	0,361
	Head of the department	12	66,08	
	Nurse	68	78,51	
	Nurse assistant	63	73,32	
	Total	152		
Operating conditions	Supervisor	9	44,83	0,012
	Head of the department	12	49,04	
	Nurse	68	80,19	
	Nurse assistant	63	82,27	
	Total	152		
Partners	Supervisor	9	98,22	0,300
	Head of the department	12	73,04	
	Nurse	68	71,14	
	Nurse assistant	63	79,84	
	Total	152		
Nature of work	Supervisor	9	106,33	0,001
	Head of the department	12	99,29	
	Nurse	68	62,19	
	Nurse assistant	63	83,34	
	Total	152		
Communication	Supervisor	9	97,39	0,183

	Head of the department	12	85,46	
	Nurse	68	79,42	
	Nurse assistant	63	68,66	
	Total	152		

## 9. DISCUSSION

The purpose of the study, which is to investigate the degree of professional satisfaction of the nursing staff of a general hospital in Thessaloniki, includes the answering of specific research questions, to draw some conclusions that will make the research constructive and useful.

The job satisfaction rate is shown as a rating of the items of the JSS questionnaire and is reflected in the number 107.23 which indicates, according to the guidelines for assessing the results of a survey, dissatisfaction or low satisfaction by the participants. The results indicate that the majority of the nurses (82 participants, 53.9%) had a lack of satisfaction and only 6 participants (3.9%) were satisfied. Based on the fact that 152 valid questionnaires out of the total population of 206 nurses (73.8%) of this hospital participated in the survey, as indicated in the organization chart of the organization, it could be concluded that the above rating, describes dissatisfaction or low job satisfaction of nursing staff of the G.N.TH "Agios Dimitrios" hospital is representative.

- Job dissatisfaction was formed if the factors salary, promotion, perks-benefits, potential rewards, and communication were described as low job satisfaction, the factors working conditions, colleagues, and nature of work as neutral or doubtful job satisfaction, and only the factor supervision-supervision described satisfaction or high job satisfaction.
- Participants with 31 or more years of experience have higher satisfaction with the nature of the job.
- Nurses with more years of work, who have a position of responsibility and higher pay experience higher satisfaction.
- Expression of dissatisfaction and agrees with the results of Paul E. Spector's (<http://paulspector.com/>) research on nurses' job satisfaction, based on data from research studies in the U.S., as well as with the results of Pappa (2016), Andreou (2017), Pelechas, Antoniadis (2013), Metsiou et al (2019), Paschalidou and Bogiatzidis (2018), Deilogou, (2018). Glara (2018) in Greek public hospitals. Salary is a factor of strong dissatisfaction among nursing staff.

The overall mean of the promotion factor in this survey is 9.82 which expresses dissatisfaction and agrees with the results of the studies of Pappa (2016), Glara (2018), Deilogou, (2018), Paschalidou and Bogiatzidis (2018), Andreou (2017).

The supervision/supervision factor is described as having an overall mean of 16.66 and reflects satisfaction. This result agrees with the results of Paul E. Spector (<http://paulspector.com/>) (18.4) as well as the results of Metsiou et al (2019), and Paschalidou and Bogiatzidis (2018).

Privileges-benefits is the factor that as reflected expressed an overall mean of 8.69 describing the dissatisfaction of the participants for this factor and is in agreement with the results of Glara (2018), Deilogou, (2018), Paschalidou, and Boyatzidis (2018), and Andreou (2017).

## 10. CONCLUSION

The systematic supervision and monitoring of nurses, which will aim at producing better quality services and not punishment, as well as the empowerment of workers with the simultaneous management of conflicts and increasing participation in decision-making are requirements-proposals that will improve the nursing profession and of course the job satisfaction of nurses.

Our proposal and the demand of a large part of the nursing profession in the country is a lifelong education.

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