

Education initiatives contribute to workers' job satisfaction in Greek CSS



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Objective

Job satisfaction is the most widely researched job attitude. It is linked to productivity and better performance at work. As for health workers, highly rated job satisfaction may lead to optimization of health care. Among healthcare workers, few are considered as fundamentally important as central sterile supply (CSS) workers.

Despite the notion that CSS workers are generally satisfied with their job, there are minimal data on the impact of human resource development on their overall job satisfaction. Up until now, in Greece, a country with a flagging economy, job satisfaction of CSS workers has not been investigated. We explore the degree of job satisfaction of Greek CSS workers and its relation to human resource development practices.

Methods

- We studied CSS workers, each one selected at random from one of 84 hospitals located at the two largest cities of Greece in 2015.
- The selected CSS workers were invited to self-answer a single item question on "CSS workers' overall job satisfaction" and an ad hoc human resource development (HRD) questionnaire. Common socio-demographic questions were also handed out.
- Descriptive analysis and multiple regression analysis were performed. Mean scores and squared semi-partial correlation sr^2 (%) were calculated. SPSS.21 was used for statistical analyses.

CSS- HRD (Five) Questionnaire	Very much	Somewhat	Not Really	Not at all
1. I am currently affected by the pay freeze/cuts in the CSS department	4	3	2	1
2. I am happy with the training provided by the CSS you work in	4	3	2	1
3. I think that the CSS management style is friendly enough	4	3	2	1
4. I think that I have the chance to be promoted in the CSS department according to my skills	4	3	2	1
5. I believe that work allocation in my CSS department is effective	4	3	2	1

Results

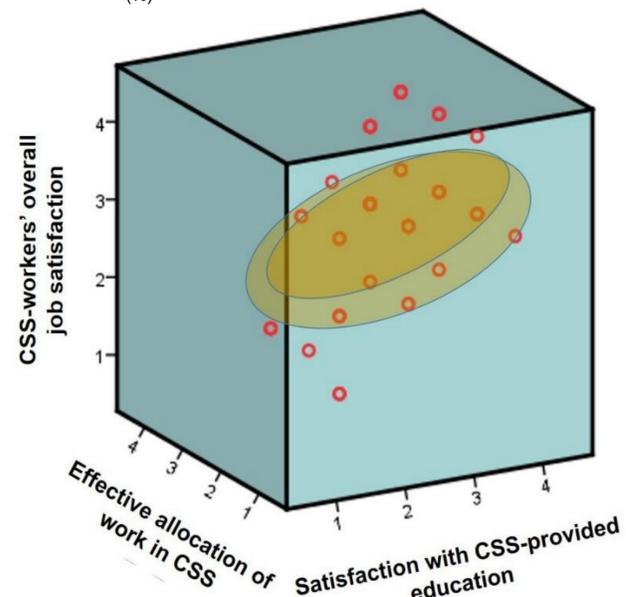
Out of 84 CSS workers, 64 (76.2%) fully completed the questions. Of the respondents, 55 (86%) were nurses working in the CSS, of whom the 27 (42%) were registered nurses, and nine (14%) were CSS technicians. The 47 (73%) were females and 17 (27%) were males. Their median age was 45 years and ranged from 20 to 56 years of age 36 (56%).

On average, the CSS workers of the study were graduated or gained their certifications 7.8 7.5 years ago. Almost 60% (37/64) of our CSS workers scored high on overall job satisfaction single-item scale (mean score=2.95 0.72); no difference was found between nurses working in the CSS and CSS technicians ($p=0.80$; 95% CI: 0.50-1.73). The studied CSS workers scored high on their perception of internal mobility in CSS (mean score=3.48 0.82), their satisfaction with CSS-provided education (mean score=3.06 0.87) and their perception of the effectiveness of work allocation in CSS (mean score=2.70 0.73). They scored low on their tolerance of pay freeze/cuts (mean score=1.94 0.91) and their perception of "CSS management style" (mean score=1.84 0.72). Their overall job satisfaction was not related to their tolerance of pay freeze/cuts and their perception of CSS management style and internal mobility in the CSS department. Nevertheless, the CSS workers' overall job satisfaction was associated with their satisfaction with CSS-provided education [$sr^2_{(%)=14\%}$] and an effective work allocation in CSS [$sr^2_{(%)=6\%}$], as shown in Table 1 and Graph 1.

Table 1. Overall job satisfaction of 64 health workers in Greek central sterile supply departments, 2015.

Interpretative capacity of proposed model				
	R^2	$F_{(d.f. 2)}$	significance	
Regression stepwise analysis model	0.38	5.99	0.017	
Interpretative influence of each explanatory variable introduced				
Explanatory variables	Beta	t	significance	sr^2
Satisfaction with CSS provided education	0.42	3.68	0.001	0.14
Effective allocation of work in CSS	0.28	2.45	0.017	0.06

R^2 , R square ; d.f., degree of freedom; Beta, standardised regression coefficient; sr^2 semi-partial correlation square



Graph 1. Summary of the interactive relationships among satisfaction with central sterile supply (CSS)-provided education initiatives, effective allocation of team work in the CSS, and CSS workers' overall job satisfaction. Golden disk is included for visualization purposes.

Discussion

- To the best of our knowledge, this study is the first to investigate CSS workers' overall job satisfaction and its relationship with human resource development in Greek hospitals.
- In general, the degree of job satisfaction of Greek CSS workers was good, irrespective of being a nurse or technician. It is of interest that despite ongoing recession of Greece's economy and the expected low tolerance of pay cuts experienced by the Greek CSS worker, pay might not be the CSS worker's prime reason for job satisfaction.
- Likewise, their relative dissatisfaction by the CSS management style putting pressure on them did not seem to have an impact on their satisfaction by their job. Internal mobility in the CSS department, albeit very highly rated, was not related to the CSS workers' job satisfaction. One explanation might be that in the Greek health system, older and more experienced employees are generally considered eligible for promotion.
- Our preliminary results showed that the Greek CSS workers were keen on the education initiatives created by the CSS department and considered them as an asset for an effective team work allocation in the CSS unit further facilitating their work performance and overall job satisfaction.

Conclusion

- The Greek CSS workers were generally satisfied by their job in spite of pay freeze or cuts and the work pressure.
- The education initiatives allowed CSS workers to effectively allocate their work in the CSS department while avoiding work repetition.
- The hospital administration and CSS management can place great importance on CSS worker's job satisfaction at their workplace and encourage educational programmes to motivate and cultivate talents of the CSS department.