Factors Influencing Job Satisfaction Among Staff for Profit Nursing Homes

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ABSTRACT

Job satisfaction plays a vital role in ensuring the well-being of staff and the quality of care delivered in nursing homes. It reflects how much individuals enjoy their work and represents a personal assessment of various aspects of their job. This study aims to explore the connections between job satisfaction and three main factors: job-related, role-related, and personal influences among staff in for-profit nursing homes. A quantitative approach was adopted, using a structured survey questionnaire. The effectiveness of the data collection tool was ensured through careful adaptation and validation prior to its deployment. Data were analyzed using SPSS version 22.0 for preliminary analysis, with further examination via partial least squares structural equation modeling (PLS-SEM) to investigate the relationships between variables. Findings from this study suggest that improving job satisfaction among nursing home staff can enhance healthcare delivery and help these facilities remain sustainable amid growing demands in the sector.

Keywords: Job Satisfaction, Nursing Home Staff, Profit Nursing Homes

1. INTRODUCTION

Nursing homes are residential facilities that offer care for elderly individuals and people with disabilities who require assistance with daily activities. In Malaysia, the elderly care sector is undergoing significant regulatory changes. The Private Aged Healthcare Facilities and Services Act 2018, although not yet enforced, aims to ensure that all private eldercare providers operate under strict licensing and standards. Presently, there are around 1,700 for-profit nursing homes in the country, but only 361 are officially licensed (Rahman et al., 2021).

Within nursing homes, staff typically fall into three main categories, each playing a crucial role in delivering quality care (Morgan, 2020). Globally, the sector struggles with staffing issues due to part-time contracts, excessive workloads, inadequate wages, and insufficient sick leave policies. These challenges contribute to a broader workforce crisis (McGilton et al., 2020; Van Houtven et al., 2020).

Job dissatisfaction often arises when employees' expectations are not met, which can lead to undesirable outcomes like increased turnover (Leider et al., 2016). Job satisfaction is generally defined as an employee's positive or negative attitude toward their job (Greishbar et al., 1995). Numerous studies among healthcare workers have linked job dissatisfaction to

high turnover rates (Ramoo, Abdullah, & Piaw, 2013; Ejike, 2018). Furthermore, research has shown that job satisfaction can act as a mediating factor in improving service quality and organizational commitment (Tahir et al., 2020; Trivellas & Santouridis, 2016).

1.1 Research Objectives

1. To determine the relationship between job-related factors and job satisfaction among staff for profit nursing homes.

2. To determine the relationship between role related factors and job satisfaction among staff for profit nursing homes.

3. To examine the relationship between personal factors and job satisfaction among staff for profit nursing homes.

1.2 Significance of Study

1.2.1 Theoretical Perspective

This research contributes to the academic understanding of job satisfaction by examining variables such as job stress, job-related attributes, role clarity, and individual characteristics. The study builds upon Herzberg's Two-Factor Theory, providing updated insights into what drives satisfaction and dissatisfaction in nursing home environments.

1.2.2 Practical Perspective

From the policymaker or government view, the enforcement regarding the situation of job satisfaction among staff in nursing home should be reviewed to enhance their performance and well-being of employees in this industry. It is also anticipated that this study will assist government agencies such as the Department of Social Welfare, Malaysia, to monitor licensed nursing homes to prevent any misleading information related to staff in nursing homes.

The proposed model may also act as a guideline to strategies the actions in Nursing Homes Institutes and Organizations. A nursing homes institutes and organizations gain more knowledge on how to maintain and keep their staff in current position without any consequences. It is also can improve the quality of services in the nursing homes. This research can reduce the number of employees for have a high job satisfaction in the nursing homes.

This study can help nurses in nursing home in developing prevention plans to be increasing their job satisfaction with the current situation. The result can be used to improve the quality of care for the elderly in nursing homes since nursing staff play a vital role in providing care and managing residents in nursing homes. Therefore, this study is an important resource in contributing to benefiting a range of people, employees, employers, and related government agencies in preparation for an ageing nation in the future.

2. LITERATURE REVIEW

2.1 Staff in Nursing Homes

Working in a nursing home is often associated with high levels of job-related stress (Kandelman, Mazars & Levy, 2018; Backman et al., 2021). This is largely due to the growing demands placed on these facilities, driven by an aging population (UNDESA, 2019), earlier hospital discharges (De Vliegher et al., 2015), and increasing care needs and medical complexities among residents (Cooper et al., 2016). As the number of older adults continues to rise, the demand for nursing home staff especially in private facilities is expected to increase significantly.

2.2 Job Satisfaction in Nursing Homes

Job satisfaction is a multifaceted concept that has been widely explored in organizational psychology. It refers to how satisfied an employee feels with various aspects of their work, including performance compared to peers and outcomes of job-related behaviors (Trivellas et al., 2015). In the context of nursing, many skilled and specialized professionals are leaving the field in search of less stressful roles with better working conditions and improved work-life balance (Hussain et al., 2012). Low job satisfaction is a well-known factor contributing to high turnover rates, particularly in high-pressure environments like critical care units (Bai et al., 2015; McDonald et al., 2012).

2.3 Job Satisfaction Theory

Herzberg's two-factor theory (1966) offers a useful perspective for understanding job satisfaction. According to this theory, when employees' basic needs are met, dissatisfaction can be reduced, but real motivation and improved performance only come from addressing higher-level needs, or "motivators." Herzberg and his colleagues (1959) argued that employees' attitudes play a crucial role in performance positive attitudes often lead to better outcomes, while

negative ones may result in disengagement or psychological withdrawal from the job. One of the unique aspects of this theory is its suggestion that job satisfaction and dissatisfaction are not simply opposite ends of a single scale.

Many nursing studies have applied Herzberg's theory to examine job satisfaction among nurses (Kacel et al., 2005; Mitchell, 2009; Jones, 2011). These studies consistently support the idea that while hygiene factors (like salary or work conditions) are necessary to prevent dissatisfaction, they are not sufficient to create satisfaction. Instead, motivation factors such as recognition, meaningful work, and opportunities for growth play a more significant role in promoting job satisfaction.

Table 1. Summary of the Factors in Herzberg's Theory.

Motivation Factors	Hygiene Factors
Advancement	Interpersonal relationship
Work itself	Salary
Possibility of growth	Policies and administration
Responsibility	Supervision
Recognition	Working conditions
Achievement	

Table 2. Comparison between the Two Factors of Herzberg's Theory.

	Motivation Factors	Hygiene Factors
Absent	The outcome is no satisfaction	The outcome is satisfaction
Present	The outcome is satisfaction	The outcome is no satisfaction
Herzberg described	Intrinsic to the job	Extrinsic to the job
Important to job satisfaction	Strong	Poor

2.4 Job- Related Factors

Working conditions play a crucial role in shaping the experiences of employees, particularly in demanding environments like nursing homes. Songstad et al. (2011) describe working conditions as the environment and all surrounding circumstances that influence employees' experiences on the job. Similarly, Manyisa (2015) explains that both physical and psychological aspects of the workplace contribute to how individuals perform their roles. More recently, Udod et al. (2017) pointed out that nurses today are shouldering increasing responsibilities under challenging work conditions. When leadership fails to acknowledge heavy workloads and poor environments, it can lead to a disconnect between job expectations and organizational goals. This neglect may also result in employee demotivation, and in some extreme cases, contribute to unethical work practices or even workplace bullying and aggression (Islam et al., 2019).

Another important element of job satisfaction is the opportunity for career advancement. Career growth the process of progressing within or across organizations has long been a focus of vocational psychology (Weng & Zhu, 2020). The 2021 Employee Movement and Retention Report for Malaysia highlighted that a significant portion of employees (higher than Singapore's 55%) were motivated to leave their jobs for better pay and improved career opportunities. Employees' perceptions of their own career prospects often influence their attitude, engagement, and loyalty to the organization.

Compensation policies, such as minimum wage standards, also impact workforce morale and performance. According to Meer and West (2015), while minimum wage policies may not cause an immediate drop in employment, they can influence long-term employment patterns. In Malaysia, the minimum wage initiative is intended to ensure that workers and their families can meet basic living standards and to offer social protection (Che Ahmat et al., 2019). The policy not only reflects a commitment to reduce poverty but also aims to enhance the overall well-being of both local and migrant workers. However, as reported by *New Straits Times* in April 2022, small private healthcare facilities, like clinics, may face financial strain due to the mandated RM1,500 minimum wage, as they operate within a low-income bracket.

2.5 Role Related Factors

Role clarity is essential for productivity, yet many employees struggle with role ambiguity, where job expectations are unclear or inconsistent. Hoboubi et al. (2017) found a clear negative relationship between role ambiguity and individual productivity when employees are uncertain about their responsibilities, their effectiveness tends to drop. This lack of clarity can lead to stress, job dissatisfaction, and even emotional exhaustion (Zhou et al., 2016; Mulki & Boles, 2011). Employees in ambiguous roles often spend additional effort trying to understand what is expected of them, depleting their cognitive and emotional resources.

Different team structures may help mitigate stress linked to unclear roles. Drach-Zahavy and Freund (2007) distinguished between role ambiguity and role overload as two different stressors. Their model, supported by Mumford (2017), suggested that structured or "mechanistic" teams where roles and routines are clearly defined can reduce the strain caused by role overload. In contrast, flexible or "organic" teams where members have autonomy and feedback mechanisms may help manage role ambiguity.

Role overload occurs when employees face too many demands at once or when expectations exceed their capabilities or motivation (Creary & Gordon, 2016). For instance, a newly promoted manager might find themselves overwhelmed by the sudden shift in responsibilities. When demands whether time-based or psychological outweigh available resources, the individual is at risk of burnout or decreased performance.

2.6 Personal Factors

Communication is a cornerstone of effective teamwork and productivity within organizations. Kalogiannidis (2020) defines communication as the transmission of verbal and non-verbal messages through various channels. Good communication enhances collaboration, reduces misunderstandings, and contributes to a positive workplace atmosphere. In healthcare settings, especially long-term care facilities, poor communication has been linked to adverse patient outcomes (Rucker, 2019). As Chapman et al. (2016) note, open dialogue among staff fosters collaboration and improves care quality.

On the other hand, ineffective communication can lead to staff turnover, job dissatisfaction, and poor patient care (Hayward et al., 2016). It can also damage professional relationships, breed conflict, and reduce productivity (Vdovin, 2020). When communication breaks down between colleagues or between staff and management organizational performance and employee morale often suffer. Furthermore, weak communication with clients or patients can tarnish the organization's reputation and undermine loyalty.

Interpersonal conflict at work is another personal factor affecting job satisfaction. Such conflicts are particularly problematic in boundary-spanning roles, where collaboration is essential (Jaramillo et al., 2011). Sliter et al. (2011) found that disputes with clients or colleagues negatively affect task performance. Similarly, Siu et al. (2013) noted that job satisfaction can decline significantly when interpersonal conflict is accompanied by psychological strain. While some level of conflict is inevitable in team settings, persistent issues can create a toxic environment if not addressed properly (Mulki et al., 2015).

Additionally, individual differences such as age and experience also influence how employees cope with conflict and stress. Palanci (2020) observed that younger workers, such as those around 21 years old, often reported lower levels of stress and conflict. Older, more experienced staff tend to be more emotionally resilient, often because they have developed coping strategies and possess greater job stability.
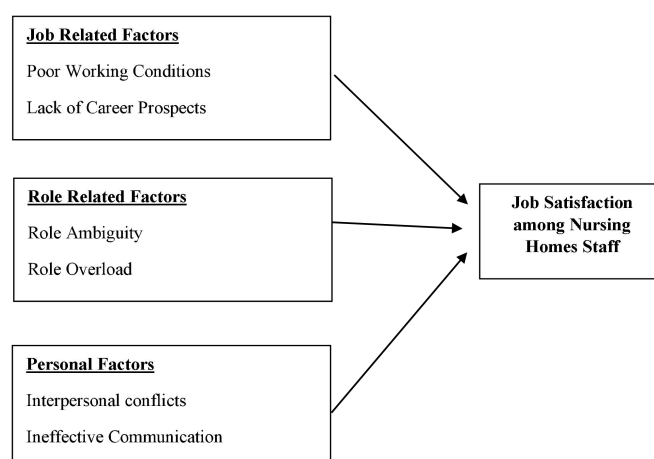
2.7 Research Framework

Fig. 1. Conceptual Framework

3. METHODOLOGY

3.1 Research Design

3.1.1 Purpose of the Study

Research can generally take on exploratory, descriptive, or hypothesis-testing approaches, depending on how much is already known about a given topic (Sekaran & Bougie, 2013). This study adopts a hypothesis-testing approach to better understand how different variables relate to each other, whether by examining relationships or comparing differences between groups.

3.1.2 Type of Investigation

Rather than determining direct cause-and-effect relationships, this study aims to explore how variables relate to each other focusing on the presence and strength of associations. Therefore, a correlational research design was used (Sekaran & Bougie, 2013). Correlational designs help researchers identify significant patterns and connections between variables without manipulating the environment (Creswell & Creswell, 2018). In terms of timing, this research used a cross-sectional design, collecting data at one specific point in time. Cross-sectional studies are commonly used when immediate insights are needed and when controlling variables over a long period is not feasible. In this case, the study captured the experiences of care workers in nursing homes related to burnout and job satisfaction.

3.1.3 Sample Size

Determining an appropriate sample size is a critical part of research design, as it impacts the reliability and accuracy of the results. Calculating this involves considering the expected effect size, available resources, time, and budget constraints.

For this study, sample size determination was guided by power analysis a technique commonly used in social science research to ensure the sample is sufficient to detect significant results when using Structural Equation Modelling (Hair et al., 2014). Using G*Power 3.1 software, the minimum required sample was calculated to be 77 participants, based on a medium effect size of 0.15, with a statistical power of 80% and a 0.05 significance level (Hair et al., 2017). However, anticipating a possible non-response rate, the final target was increased to 200 participants.

3.1.4 Sampling Technique

This study followed a quantitative approach by using a structured questionnaire to collect data. The sampling technique applied was selected based on the research context and could include either probability or non-probability sampling. In probability sampling, every individual in the population has a known chance of being selected, which is useful for ensuring representativeness (Sekaran & Bougie, 2013).

3.1.5 Measurement Scale

Structured surveys were used to gather responses, with measurement scales applied to interpret the collected data numerically. Measurement in research involves assigning numbers to specific characteristics or behaviors. To assess responses, this study utilized Likert-type scales, which are among the most widely accepted tools in social science research due to their reliability (Sekaran & Bougie, 2013).

Two different Likert scales were used. The first was a 5-point scale ranging from 1 ("Strongly disagree") to 5 ("Strongly agree"), which measured agreement with job satisfaction items. A higher score indicated stronger agreement. The second was a 7-point frequency scale, ranging from 0 ("Never") to 6 ("Every day"), which captured how frequently participants experienced specific work-related situations. To reduce potential measurement bias, multiple scaling formats were applied (Podsakoff, Mackenzie & Podsakoff, 2012).

3.1.6 Data Analyses

Data analysis was carried out using SPSS version 22.0 for initial descriptive and exploratory tasks. For testing relationships between variables and model evaluation, the study employed Partial Least Squares Structural Equation Modelling (PLS-SEM). This included steps such as data coding, screening, checking for normality, evaluating the measurement model, and finally, testing the structural model.

4. CONCLUSION

Job satisfaction among staff in nursing homes is shaped by many factors from the emotional toll of caregiving to limited workplace resources and risks of burnout. It is crucial for administrators and policymakers to recognize these challenges and work proactively to support the well-being of their employees.

Creating a work environment that values job satisfaction not only benefits staff morale but also enhances the overall quality of care for residents. By addressing the root causes of dissatisfaction, such as poor communication, unclear roles, and inadequate support, nursing homes can improve staff retention, reduce turnover, and foster a more compassionate and sustainable care setting.

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