

# Impact of a Nurse-Led Work-Based Intervention on Job Performance and Job Satisfaction Among Nurses in Selected Hospitals in Erode

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## Abstract

*Job satisfaction is a critical aspect of nurses' professional lives, influencing patient safety, staff morale, productivity, performance, and overall quality of care. Higher levels of job satisfaction have been linked to improved patient outcomes. This study aimed to assess the level of job satisfaction among staff nurses before and after a nurse-led work-based intervention, evaluate the effectiveness of the intervention, and examine the association between posttest job satisfaction scores and selected demographic variables. A pre-experimental, one-group pretest–posttest design was employed at the Government Headquarters Hospital in Erode. A total of 60 female staff nurses aged between 20 and 58 years, meeting the inclusion criteria, were selected using purposive sampling. Initially, pretest data on job satisfaction were collected. Following this, participants were introduced to a nurse-led work-based intervention, which involved bedside handovers and structured briefing sessions. Nurses practiced these procedures for one week, after which posttest data were collected. The pretest mean score was 215.701 (99.41%), indicating an ambivalent level of job satisfaction. After the intervention, the posttest mean score increased to 300.05 (138.87%), reflecting a satisfactory level of job satisfaction, with a mean difference of 125.112%. The paired t-value was 19.1159, which is substantially higher than the table value of 3.460, demonstrating the intervention's statistical significance. Furthermore, significant associations were observed between job satisfaction and demographic variables such as marital status and type of family. Overall, the findings indicate that the nurse-led work-based intervention was highly effective in improving job satisfaction among staff nurses, highlighting the importance of structured, practice-oriented strategies in enhancing workplace satisfaction and overall performance.*

**Keywords:** Job satisfaction, nurse-led intervention, staff nurses, work-based practices, pretest–posttest design

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## INTRODUCTION

Job satisfaction is a key factor in promoting positive work behavior and driving employee productivity. Organizations aiming to maintain a competitive edge must prioritize employee satisfaction to sustain performance and efficiency [1]. Satisfying employees is critical for their well-being, as it helps them make informed decisions about staying with or leaving an organization. In the healthcare sector, particularly in government hospitals and clinics, job satisfaction remains a complex issue because of the challenges and risks inherent in the profession.

High levels of job satisfaction among healthcare workers lead to positive outcomes, including

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enhanced productivity, better patient care, and reduced turnover intentions. Satisfied employees contribute to improved customer or patient experiences and help create a supportive organizational climate. Job satisfaction is defined as the positive feelings and sense of contentment that employees derive from their work [2]. It reflects an attitudinal component, indicating the degree to which individuals like or dislike their jobs. Employees who enjoy their work tend to be more productive, fulfilled, and committed, whereas dissatisfaction may result in stress, burnout, and psychological health issues [3].

The importance of nurses' job satisfaction cannot be overstated, as it directly affects patient care, satisfaction, and overall healthcare delivery. Low job satisfaction is a leading cause of staff turnover in healthcare and negatively impacts service quality and organizational commitment, often exacerbated by staff shortages and psychosocial pressures [4, 5]. In contrast, satisfied employees tend to be more creative, dedicated, and engaged with organizational goals [6]. Research has also shown a positive correlation between healthcare workers' satisfaction and patient satisfaction [7].

Hospitals that cultivate a supportive work environment that motivates and values employees are better positioned to deliver high-quality, cost-efficient care [8]. Healthcare employees, both clinical and non-clinical, seek workplaces that provide a safe environment, job security, and fair remuneration, all of which enhance satisfaction [9]. However, job satisfaction is subjective; what satisfies one group of employees may not satisfy another, making it challenging to meet the needs of diverse teams [10]. Employers must therefore understand the specific factors that drive satisfaction among different employee groups, as organizational success depends on a motivated and content workforce [11].

Employees are essential to the success of any organization, particularly in healthcare, where their satisfaction influences service quality and operational efficiency [12]. Job satisfaction among healthcare workers is shaped by various factors, including the work environment, hours, schedules, rewards, and management practices. Among these, the work climate—encompassing both the physical and emotional aspects of the workplace—plays a crucial role in fostering employee commitment, productivity, and satisfaction. A conducive work environment is particularly important in healthcare, as it supports employees in performing their duties effectively and maintaining high morale [13].

### **Need for Study**

Occupational stress is a well-recognized issue among healthcare workers, with nursing identified as one of the professions experiencing the highest levels of stress. Job-related stress not only affects nurses' physical and mental well-being but also undermines their ability to meet job demands effectively, which, in turn, compromises the quality of patient care and overall health service delivery.

Numerous studies have highlighted nursing as a particularly stressful occupation. Stress impacts individuals through adverse effects on health, well-being, and job satisfaction, and affects organizations via absenteeism, turnover, and ultimately, patient care quality (Marshall, 1980; Price, 1981). From a psychological perspective, stress is defined as "a particular relationship between a person and the environment that is appraised as taxing or exceeding one's resources and threatening well-being." Stress is not inherently negative; its effects depend on an individual's perception and interpretation of the situation. Personality traits further influence stress responses, as challenges perceived as overwhelming by one nurse may be stimulating to another.

Occupational stress in nursing was first identified as four main sources of anxiety: patient care, decision-making, taking responsibility, and adapting to change. Nurses' roles are inherently stressful owing to physical demands, emotional exposure to human suffering, long work hours, staffing constraints, and complex interpersonal relationships. Since the mid-1980s, workplace stress among nurses has intensified due to technological advances, rising healthcare costs, and unstable work environments. While most individuals can cope with short-term stress, chronic stress leads to prolonged physiological changes and adverse health effects.

Effective work design plays a crucial role in reducing stress and enhancing efficiency by providing role clarity and defining responsibilities within the workplace. Clear work expectations help minimize ambiguity and anxiety while motivating nurses to perform effectively and efficiently. Work design focuses on optimizing job specifications and aligning nurses' roles with organizational goals, thereby improving their well-being and productivity. Well-structured jobs can increase motivation, reduce turnover, and improve the quality and quantity of services delivered [14].

A well-designed job not only clarifies responsibilities but also attracts suitable candidates and makes work engaging. Work design involves multiple elements, such as employee participation, training, scheduling, and adjustments, and can be approached from human, engineering, or job characteristics perspectives.

The job characteristics approach emphasizes the direct link between job satisfaction and rewards, highlighting five core dimensions—skill variety, task identity, task significance, autonomy, and feedback—that can enhance performance when implemented effectively. Contemporary work design must also consider flexible arrangements, telecommuting, job sharing, and managing technostress, with organizational, environmental, and behavioral factors influencing outcomes [15].

Nursing productivity is defined as the efficient conversion of inputs, both human and material, into outputs that benefit society, the economy, and the environment. It reflects achieving more with less effort while maximizing the effective use of the available resources. In essence, well-designed work systems, clear responsibilities, and supportive environments are critical for reducing occupational stress, improving job satisfaction, and enhancing productivity.

### **Objectives**

1. To assess the level of job satisfaction among staff nurses before and after a nurse-led work-based intervention.
2. To determine the effectiveness of work-based intervention on job satisfaction among staff nurses.
3. To determine the association between posttest scores of job satisfaction among nurses and their selected demographic variables.

### **Operational Definitions**

*Effectiveness:* Effectiveness refers to the significance of the difference in job satisfaction among the study group after patient care intervention, as assessed by a job satisfaction survey.

### **Work-Based Intervention**

The study intervention consisted of structured work-based strategies designed to improve communication and continuity of care among the nursing staff. These included shift-wise briefing sessions and bedside handover practices, each implemented over one week.

The briefing technique facilitated effective exchange of information and team coordination, while bedside handover ensured patient-centered communication in a structured format. A detailed description of these intervention components and their durations is presented in Table 1.

### **Job Satisfaction**

A person at work will feel comfortable working for the company if the company provides satisfaction for their employees. Job satisfaction is a general feeling of an individual towards a job.

### **Staff Nurses**

Staff nurses work in the inpatient department, including both critical and noncritical care areas.

**Table 1.** Description of nurse-led work-based intervention techniques and duration.

Intervention	Technique	Duration
Briefing	The senior staff nurse or team leader from the previous shift explains the functioning of the team and communicates important information regarding patients, facility policies, and procedures to the nurses of the incoming shift. This exchange of information and discussion at the beginning of the shift facilitates effective communication among team members and promotes continuity of patient care.	One week
Bedside handing over	<p>Nurses visit each patient at the bedside, and the staff nurse from the previous shift introduces the incoming staff nurse to the patient. Information is communicated using the following format:</p> <p><i>S—Situation:</i> Introduce yourself and identify the patient's general condition, level of consciousness, and the time and date of handover.</p> <p><i>B—Background:</i> Includes fall-risk assessment, phlebitis-risk assessment, high-risk medications in use, and special investigations ordered by the physician.</p> <p><i>A—Assessment:</i> The receiving nurse documents the nursing assessment and relevant findings in the patient's case sheet.</p> <p><i>R—Recommendation:</i> Recommendation: Includes the plan for the next 24 hours, follow-up of radiological investigations, discharge planning, and other required care.</p> <p>Effective bedside handover promotes collaboration among healthcare team members and enhances patient care outcomes.</p>	One week

### Hypothesis

*H1:* There is a significant improvement in the level of job satisfaction among staff nurses before and after work-based intervention (WBI).

*H2:* There is a significant impact of nurse-led WBI among staff nurses in the study group.

*H3:* A significant relationship was observed between the posttest job satisfaction scores of staff nurses and their selected demographic characteristics.

### Delimitation

The study was limited to

- Assess the effectiveness of WBI
- Identify the changes in job satisfaction

### Conceptual Framework

#### Input

These inputs include nurses' backgrounds, such as age, sex, education, qualification, marital status, and years of experience.

#### Processes (Mechanisms of Action)

After the input is absorbed by the system, it is processed in a manner that is useful to the system. Here, it refers to the administration of the nurse-led WBI package of bedside handing over and briefing.

#### Output

The output from a system is energy, which is the matter of information disposed of by the system as a result of its process. In the present study, it refers to changes in the job satisfaction of nurses. This was assessed by comparing the pretest and posttest scores for nurses' job satisfaction.

#### Feedback

Feedback is a process that enables a system to regulate itself and provide information about the

system's output and its feedback as input. Accordingly, the improved score in job satisfaction obtained by the participants in the posttest indicates that the nurse-led WBI was effective in improving job satisfaction. However, the feedback to input, process, and output is withheld because it is not within the purview of the present study.

## MATERIALS AND METHODS

The present study adopted a quantitative evaluative research approach using a pre-experimental one-group pretest–posttest design to assess the effectiveness of a nurse-led WBI on job satisfaction among staff nurses. A total of 60 participants were selected through non-probability purposive sampling based on the defined inclusion and exclusion criteria.

The independent variable was the nurse-led intervention, and job satisfaction was the dependent variable. The study of population, sampling methods, variables, and eligibility criteria is presented in Table 2.

## RESEARCH TOOL

### Section 1: Sociodemographic Variables

These include the sociodemographic characteristics of nurses, such as age, gender, educational status, types of employment, marital status, types of family, types of experience, place of work, and previous work experience.

### Section 2: Job Satisfaction

The job satisfaction survey (JSS) is a 36-item instrument designed to evaluate employees' attitudes toward their jobs and various job-related aspects. It comprises nine distinct facets, each measured by four items, and the overall score is calculated from all items. The survey uses a summated rating scale, offering six response options for each item, ranging from "strongly disagree" to "strongly agree."

Approximately half of the items were reverse scored to ensure accuracy. The nine facets assessed by the JSS include pay, promotion, supervision, fringe benefits, contingent rewards (performance-based incentives), operating procedures (formal rules and procedures), coworkers, nature of work, and communication.

### Data Collection Procedure

The data collection procedure was carried out after obtaining formal permission from the concerned village authority and ethical clearance from the Institutional Ethical Committee. The study objectives were clearly explained to the staff nurses, and their informed consent was obtained before the data collection process began.

**Table 2.** Materials and methods of this study.

Materials and methods	Description
Research approach	Quantitative evaluative research approach
Research design	Pre-experimental design—where a one-group pretest and posttest design
Population	Women aged above >35 years with urinary incontinence
Independent variable	Nurses led a work-based intervention.
Dependent variable	Job satisfaction
Sample size	60 staff nurses
Sampling technique	Non-probability purposive sampling
Inclusion criteria	<ul style="list-style-type: none"> <li>• Age between 20 and 58 years</li> <li>• Both genders</li> <li>• Who were present during the data collection period</li> <li>• Who gave me consent to participate in the study</li> <li>• Working in an inpatient department</li> </ul>
Exclusion criteria	<ul style="list-style-type: none"> <li>• Working in the outpatient department</li> <li>• Unwillingness to participate in the study</li> </ul>

**Phase I: Pretest**

A pretest was conducted on staff nurses using the JSS.

**Phase II: Intervention**

Immediately after the pretest, the nurse-led WBI was implemented. It includes a briefing and bedside handover. The nurses were oriented to the practices of briefing and bedside handover using lectures and discussions. They were then trained for a week. A posttest was conducted after a week.

**Phase III: Posttest**

A posttest was conducted using a JSS.

**Plan for Data Analysis**

1. The level of job satisfaction among staff nurses before and after the nurse-led WBI in the pre-experimental group was analyzed using frequency and percentage.
2. The effectiveness of the WBI on job satisfaction among staff nurses in the pre-experimental group was analyzed using mean, standard deviation, mean percentage, and a paired t-test.
3. The association between posttest scores of job satisfaction among nurses with WBI in the pre-experimental group was determined, and their demographic variables were analyzed using the chi-square test.

**ANALYSIS AND INTERPRETATION****Section A: Description of Sample Characters According to Their Demographic Variables**

Table 3 reveals the sociodemographic variables of the staff nurses in the pre-experimental group: age/sex, education status, types of employment, marital status, types of family, years of experience, place of work, and previous work experience.

The age-wise distribution of staff nurses in the pre-experimental group indicated that the majority, 41%, were aged 41–50 years, followed by 38% in the 31–40 years age group, 13% in the 51–58 years range, and 6% were between 20 and 30 years.

**Section B: Assess the Level of Job Satisfaction Among Staff Nurses Using Pretest and Posttest Scores in the Pre-Experimental Group**

The findings indicate a noticeable improvement in job satisfaction among staff nurses following the intervention. In the pretest, a considerable proportion of participants were either dissatisfied or ambivalent, with a total mean score of 215.701 (99.41%).

After the intervention, there was a marked increase in satisfaction levels, as reflected by a higher posttest mean score of 300.05 (138.87%). Notably, participants in the satisfied category showed substantial improvement, while the ambivalent group demonstrated a slight increase in the mean percentage.

The overall difference in the mean percentage (125.112) highlights the positive impact of the intervention on job satisfaction. The detailed distribution of the pretest and posttest scores is presented in Table 4.

**Section C: To Find out the Association Between Post Scores of Job Satisfaction Among Nurses with Their Selected Demographical Variables**

The square was calculated to determine the association between the posttest scores of the pre-experimental group and their selected demographic variables (age, qualification, types of employment, marital status, types of family, years of experience, place of work, previous years' experience). There was no significant association ( $p > 0.05$ ) found between the posttest scores of the pre-experimental group and demographic variables such as age, qualification, types of employment, years of experience, place of work, and previous years' experience (Table 5).

**Table 3.** Frequency and percentage distribution of demographic variables among staff nurses (n=60).

S.N.	Demographic variables	Frequency	Percentage %
1	<i>Age in years/sex</i>		
	20–30 years	4	6%
	31–40 years	23	38%
	41–50 years	25	41%
	51–58 years	8	13%
2.	<i>Education status</i>		
	General Nursing and Midwifery (GNM)	37	61%
	B.Sc. (N)	20	33%
	M.Sc. (N)	3	3%
3	<i>Types of employment</i>		
	Permanent	46	76%
	Contract	3	5%
	MRB Probation	11	18%
4	<i>Marital status</i>		
	Married	59	98%
	Single	0	0%
	Widow	1	1%
	Separated		
5	<i>Types of family</i>		
	Nuclear	26	43%
	Joint	32	53%
	Extend	1	1%
6	<i>Years of experience</i>		
	1–10 years	13	21%
	11–20 years	28	45%
	21–30 years	18	3%
	31–40 years	1	1%
	41–50 years	0	0
7	<i>Place of work</i>		
	Critical area	34	56%
	Noncritical area	26	43%
8	<i>Previous work experience</i>		
	Government	29	48%
	Private	31	51%

**Table 4.** Comparison of mean, standard deviation, and mean percentage level of job satisfaction among pre-experimental group pretest and posttest scores.

Pre-experimental group								
Job satisfaction	Scores range	Pretest			Posttest			Difference in mean %
		Mean	SD	Mean%	Mean	SD	Mean%	
Dissatisfied	6	93.6	10.535	43.33	-	-	-	43.33
Ambivalent	6	122.695	9.57	56.8	127	9.57	58.76	2.68
Satisfied	6	-	-	-	173.05	15.35	80.11	80.11
Total	18	215.701	19.592	99.41	300.05	24.93	138.871	125.112

**Table 5.** Chi-square value of the association between the posttest scores of experimental groups regarding job satisfaction among nurses and their selected demographic variables.

Demographic variables	DF	$\chi^2$	Table value	Level of significance
Age	6	6.34	2.45	P>0.05 not significant
Qualification	6	3.127	2.45	P>0.05 not significant
Types of employment	4	5.84	2.78	P>0.05 not significant
Marital status	6	0.77	2.45	P<0.05 significant
Types of family	4	1.56	2.78	P<0.05 significant
Years of experience	8	2.84	2.31	P>0.05 not significant
Place of work	2	14.35	4.30	P>0.05 not significant
Previous years' experience	2	5.54	4.30	p>0.05 not significant

The results revealed a significant association ( $p<0.05$ ) between the posttest scores of the pre-experimental group and demographic variables such as marital status and types of family. Hence, the differences observed in the mean score values were only by chance and not true differences.

### Summary of Findings

- Most of the staff nurses were in the age group of 41–50 years of age, had GNM educational status, permanent employment, were married, lived in a joint family, had years of experience between 11 and 20 years, worked in a critical care area, and had previous work experience in a private hospital.
- There was a significant improvement in job satisfaction among staff nurses due to the WBI.
- There was no significant association between the posttest scores of job satisfaction and age, educational status, types of employment, except for marital status and type of family, years of experience, place of work, and previous work experience in the pre-experimental group.

### CONCLUSION

This study on job satisfaction among nurses highlights the importance of bedside handing over and briefing at the beginning of every shift to help them better orient towards their responsibilities. A replica of this study in different settings and sites will help us learn more about the benefits of shift orientation activities on job satisfaction.

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