

Dissertation Submitted in Fulfillment of the Requirement for Master Degree  
of Human Resource Management of University of Kelaniya  
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**“The Perception of Nursing Shortage Impact on Job  
Outcomes of Nursing Staff: An Empirical Evidence from  
District General Hospital Polonnaruwa”**

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## Abstract

Nursing shortage threatens the performance of health care organizations in many countries. This study was carried out in a selected health care organization in Polonnaruwa district and examined how nursing staff shortage influence on job outcomes (Quality of Patient Care, Job Satisfaction and Work Stress) of nursing staff. The main objective was to investigate how the perception of nursing shortage influence on work load. Further it aims at examining the the relationship between work load and nurses' job outcomes when they perform with emotional intelligence. Two demographic factors i.e. age and total service period of nurse were evaluated to find out the moderate effect on these relationships. Statistically it was evidenced that there is a significant increase in the number of patients admitted to the hospital during last five years compared to the increase of number of nursing officers. This situation is a cause to increase nurse to patient ratio. Also it can be affected quality of patient care and nurses' job outcomes adversely. The nature of this study compelled to use explanatory research design. The purpose is explanatory. Data for this study were collected at a single point in time and the study was cross-sectional in time horizon. Two structured self-administered questionnaires were carried out to explore these interrelationships. Using simple random sampling method 100 nurses were selected from the nursing category and 50 patients were randomly selected from five main medical specialties. 150 Questionnaires were distributed and the statistical analysis was based on 143 valid total questionnaires. The unit of analysis is at individual level. This study is correlational in type of investigation as finding out the critical factors which contribute to the problem. The results of exploratory factor analysis confirmed that the measurement scales used in this study satisfactorily met the standards of validity and reliability analyses.

The statistical analysis confirmed positive relationship between nurses' shortage and work load as well as significant relationship between work load and quality of patient care. However, other variables, job satisfaction and work stress have not been found to be significantly associated with work load. The outcomes of moderate effect calculated by using moderated multiple regression and analysis of variance showed four major

findings: First, work load and work stress are significantly correlated with emotional intelligence. Second, total service period of nurse is strongly correlated with her work load and job satisfaction. Third, work load and quality of patient care are strongly correlated with total service period of nurse. Fourth, there is no significant correlation between the age of nurse and her work load and job outcomes. This result demonstrates that the capability of nurses to manage their emotions as well as emotions of others has increased their abilities to control psychological stress in performing their duty. Likewise, nurses' service experience could be considered as an important factor in understanding nursing profession. Nurses with less than five years of service experience could lead to higher job satisfaction and quality of patient care. Further, this study confirms that emotional intelligence and total service experience of nurses act as partial moderating variables when studying job outcomes of nurses.

Key words: Quality of patient care, Job satisfaction, Work Stress, Emotional Intelligence, Work Load and Shortage of Nurses