

A QUANTITATIVE ANALYSIS OF IMPACT OF JOB SATISFACTION ON NURSES' WORK PERFORMANCE IN PUBLIC AND PRIVATE SECTOR HOSPITALS IN JAIPUR

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ABSTRACT

Nurses and doctors are the driving force behind many of the best health care organisations in the world today, and they deserve their status. These businesses compensate their employees based on the responsibilities and results of each individual employee. The goal of the study was to find out how nurses' job satisfaction affects their productivity and performance. This study's sample included 364 people in total. An exploratory cross-sectional design was used for this investigation. Using a self-administered structured questionnaire, data was gathered from the hospitals of Jaipur, India. In order to analyse the data, SPSS version 23 was used. Data was analysed using descriptive statistics, such as frequency and percentage. 450 questionnaires were distributed, and 364 participants completed and returned the survey. On the subject of current incentives, the nurses' reactions were mixed. Nursing is a largely female-dominated profession, and the study found that most nurses were satisfied with their current work. The majority of nurses were content with their current wages, but they were dissatisfied with the incentives they received and the way in which they were organised. Annual incentives and salaries, according to most nurses, influence their job satisfaction, leading to better performance and a more developed health care system.

Keywords: *Incentives, Job Satisfaction, Nursing Staff, Performance, Salary.*

Introduction

Many of the best health care organisations in the world today are largely due to their employees, particularly Nurses and Doctors (Chandraiah, Agrawal, Marimuthu, & Manoharan, 2003). These businesses compensate their employees based on the responsibilities and results of each individual employee. "Measurement of a task's accuracy, completeness, speed, and cost in accordance with known principles (Hu & Liu, 2004). A performer's role in an agreement is to fulfil a duty in such a way that the performer is released from any further obligations arising from the agreement". When an employee performs in accordance with the goals of the organisation, they are considered to be at a high level of performance (Hsu, Wang, Lin, Shih, & Lin, 2015). Personal and family issues, long shifts, lack of knowledge and information, competition, and physician-nurse conflict are all factors that contribute to poor (Bradley & Cartwright, 2002). It is well-known that a health care facility's reputation depends on the effectiveness of its employees in providing high-quality care to its patients. In order for a nurse to perform at his or her best, he or she must be educated and experienced to the fullest extent possible (Verplanken, 2004). Employees are hired based on their education and experience, and then they are expected to perform based on their abilities (Lu, Zhao, & While, 2019). Every company provides incentives and rewards to its employees based on the results they achieve. Patients from a wide range of

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communities can benefit from a nurse's job satisfaction in the health care setting (Akbari, Bagheri, Fathollahi, & Darvish, 2020). Working in an environment where employees are not happy has a negative impact on their productivity and patient care because of things like higher rates of turnover, lower morale, and higher levels of stress. Individuals' feelings about their jobs are known as job satisfaction. Job satisfaction refers to someone who has a "fluctuating attitudinal state" toward his or her job. In order for any organisation to function effectively and efficiently, the well-being of its employees is critical, and human resources act as the company's power house. It is a universal truth that people perform better when they are content with their lives, and this contentment comes from the benefits and rewards they receive from their employer. productivity, competition, and patient satisfaction in the health care industry are all affected by a person's ability to perform. Contrary to popular belief, a person's ability to perform at a high level can be negatively impacted by their level of job satisfaction. Because the nursing profession necessitates a high level of patience, mental stamina, and physical stamina, it is essential that all nurses have extensive training, experience, and skill. In terms of job satisfaction, Herzberg's Motivator-Hygiene theory and the Hierarchy of Needs theory have been applied. A person is satisfied with their job if they "specify specific requirements that must be met or values that must be attained," according to these theories." Scholars have tried to: (i) get a handle on the many facets of employee happiness; (ii) each constituent's reputation is evaluated in relation to their job satisfaction; and (iii) Observe the impact on employees of these elements on productivity. To put it another way, job satisfaction makes nurses punctual and regular, which leads to a higher level of productivity in the workplace and better patient care as a result.

Review of Literature

Kelbiso, Belay, & Woldie, (2017) Quality of life at work is essential for health care facilities to attract and retain highly qualified, committed, and motivated workers. Nurses make up the majority of health care workers in a variety of settings, including hospitals. In order to provide high-quality holistic care, they should have a better Quality of Life (QWL). To find out how well nurses in Hawassa's public health facilities, in southern Ethiopia, rate their work-life quality and the factors that influence it. 253 nurses from two hospitals and nine health centres participated in a cross-sectional study conducted at each location. Each facility was given a percentage of the total sample size based on the number of nurses working there. A pre-designed questionnaire was used to gather the data. Cronbach's alpha, a measure of scale internal consistency, was 0.86 for the scale used to assess QWL. SPSS version 20 was used to fit a multinomial logistic regression model to identify significant predictors of work-life quality. Many nurses reported feeling dissatisfied at work, according to a new study. Quality of work life among nurses was strongly linked to educational status, monthly income, working unit, and work environment ($p < 0.05$). The quality of their work life was a major concern for a significant number of nurses. The findings of this study and other studies show that nurses' perceptions of the quality of their work life (QWL) can be improved if health care managers are aware of the most important aspects of QWL.

Taware & Patil, (2018) Specifically, this article focuses on hospital nurses' quality of life at work. Every day, hospital nurses find themselves juggling the demands of their job and family life. In the end, nurses are working extremely hard to strike a good work-life balance. The majority of nurses work a variety of shifts throughout the week, juggling their work and personal responsibilities at home. Study after study has been done to determine how nurses feel about their work-life balance. Studies on the quality of nurses' working lives show that a variety of factors influence this aspect, but the results of these studies have not all been consistent.

Khomami & Rustomfram, (2019) In order to keep costs down and maximise resources, hospital managers are responsible for ensuring that patients receive high-quality care. The purpose of this study was to find out what a trust hospital's staff nurses and nurse managers thought about nursing efficiency in patient care. In rural Gujarat in India, a 550-bed trust hospital, this quantitative and explanatory research was conducted on staff nurses and nurse managers. A questionnaire developed by the researchers was used to collect data, and interview schedules for staff nurses and nurse managers were used to collect data. This hospital had a total of 450 nurses on staff, including 50 nurse managers. Dissatisfaction among nurses with managers' conduct was evident, as were their suggestions for ways to improve manager conduct, including maintaining competitive salaries for staff nurses, implementing a counselling system to assist nurses in their work, enhancing the system of recognition and appreciation, enhancing job security, fostering a supportive management style, and increasing the size of nursing units. With 95 percent confidence interval and $P < 0.05$, there was a significant difference in the perceptions of staff nurses and nurse managers regarding professional characteristics for the nursing profession and factors that influence nursing efficiency in patient care.

Wang, Wang, Liu, & Wang, (2020) It was in the 1970s that a new theory, Quality of Working Life (QWL), was developed on the basis of social-technical system theory. Registered nurses, according to Brooks in 2004, have a quality of work life if they are able to satisfy important personal needs through their work organization's goals. Nursing management relies heavily on the quality of the nurse's work life. It was the goal of the study to identify the factors that influence the quality of nursing work life. More than 3400 nurses from five tertiary hospitals in China's Liaoning, Shandong, and Shanxi provinces were surveyed about their quality of life, working conditions, stress in the workplace and general well-being (JCS). Working conditions and workplace stress were found to have lower scores than the overall quality of work life, which was 3.400.61 (on a scale of 1–5, with 5 being the highest). Compared to males, females had a better sense of well-being (3.490.74). Our results showed that the JCS of various departmental groups varied significantly ($P=.004$). Nurses' work-life satisfaction was found to be about average, with some room for growth. Nurse managers in China have a unique opportunity to improve the working conditions for nurses.

Theses & Sivesind, (2021) This study examines the link between a nurse's normal shift length and symptoms of fatigue, burnout, and job dissatisfaction, as well as the quality of care patients receive. Following a comprehensive review of the prior research described in the thesis, the author has drawn some conclusions. The author has included a plan for future research that outlines how he intends to answer the questions at hand and improve clinical nursing practise in the future. Members of the Sigma Theta Tau Honors Nursing Society are to be surveyed as part of the proposed research. Shift length, job satisfaction and completion percentage will be inquired about. Also inquired about are mental and physical health. Means of shift length data will be compared using ANOVA, which will be divided into three incremental categories, to compare the results. Looking specifically at nurses in San Francisco Bay Area and members of Sigma Theta Tau Honors Society will be the focus of this research.

Haldar & Sahu, (2022) Hospital nurses who work rotating shifts, particularly at night, are more likely to experience stress at work and performance impairment as a result. Nurses on rotating shifts were surveyed in this cross-sectional study to determine their stress levels and cognitive efficiency. A total of 122 full-time staff nurses from three government hospitals in West Bengal, India, participated in the study. Tests were conducted to determine the level of exertion, alertness, sleep duration, and various other aspects of performance. In comparison to other shifts, the time spent sleeping was the shortest when working consecutive nights. Staff nurses' alertness and performance varied on different shifts, but the night and early morning shifts were the most susceptible to a lack of productivity.

Research Gap

After detailed assessment of works of prior studies, the existing research made a conclusive observation that there is dearth of studies that analyse the impact of job satisfaction related to work performances of nurses in Jaipur. Individual characteristic found to be studied, namely, fatigue, salary, stress, alertness. But none of the studies found to made an attempt to assess quantitatively the impact of job satisfaction related to work performances among nurses in Jaipur, India. Therefore, the existing research made an attempt and analyse various factors of job satisfaction among nurses in Jaipur, India.

Objectives of the Study

- To assess the impact of job satisfaction on nurses' work-related performance in public and private sector hospitals in Jaipur.

Hypothesis of the Study

H₀₁: There is no significant relationship to assess the impact of job satisfaction on nurses' and work-related performance in public and private sector hospitals in Jaipur.

H_{a1}: There is significant relationship to assess the impact of job satisfaction on nurses' and work-related performance in public and private sector hospitals in Jaipur

Research Methodology

The existing study is exploratory and primary in nature. The sample size of nurses as respondents took as 364 and responses obtained from self-structured questionnaire. The variables selected for analysis and to analyse the impact are training and development programs, salary, promotion, non-monetary incentives, succession planning, job security, appreciation for work, good work life balance.

Result and Discussion

Table 1: Demographic Analysis

Demographic Analysis			
		Frequency	Percent
Gender	Female	254	69.78
	Male	110	30.21
Age	Less than 18	76	20.87
	18-20	88	24.17
	20-25	96	26.37
	25-30	33	9.06
	30 and above	71	19.50
Marital Status	Unmarried	218	59.89
	Married	146	40.10
Education Level	Matriculation	58	15.93
	Intermediate	77	21.15
	Graduation	150	41.20
	Others	79	21.70
Type of Organisation	Public	74	20.32
	Private	290	79.67
Income Level	Less than Rs. 20000	212	58.24
	Rs. 20000- Rs. 30000	88	24.17
	Rs. 30000- Rs. 40000	42	11.53
	Rs. 40000 and above	22	6.04

Table 1, The findings of demographics statistics stated that female nurses found to be the most in the age group of 20-25 years. The majority of respondents found to be unmarried and holding graduation as degree. The majority of respondents found to be working in private hospitals and having income level of less than Rs. 20000.

Table 2: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.892	8

The outcomes of the Cronbach Alpha mentioned in Table 2 showed that the alpha value for the 8 things was 0.892. The scale chosen in the study is also accurate, indicating the internal variables are reasonably consistent.

Table 3: Descriptive Statistics (Private)

Descriptive Statistics (Private)					
	N	Minimum	Maximum	Mean	Std. Deviation
Training and development Programs	182	1	5	2.67	.858
Salary	182	1	5	3.18	.926
Promotion	182	1	5	2.75	.920
good work life balance	182	1	5	2.80	.909
non-monetary incentives	182	1	5	2.94	.944
job security	182	1	5	2.39	.989
appreciation for work	182	1	5	2.36	.985
succession planning	182	1	5	2.23	.867
Valid N (listwise)	182				

Table 3, depicted the descriptive statistics of the study of nurses working in private hospitals and indicated that salary (Mean = 3.18 and standard deviation= .926) is considered as the most important job satisfaction factor related to work performance among nurses in hospital followed by non-monetary incentives (Mean = 2.94 and standard deviation= .944). The factor succession planning found to be the least followed as impact by the nurses (Mean = 2.23 and standard deviation=.867). Therefore, descriptive statistics made an important observation that the salary is the prime factor of consideration by the nurses in Jaipur related to job satisfaction.

Table 4: Descriptive Statistics (Public)

Descriptive Statistics (Public)					
	N	Minimum	Maximum	Mean	Std. Deviation
Training and development Programs	182	1	5	2.67	.858
non-monetary incentives	182	1	5	3.18	.926
Promotion	182	1	5	2.75	.920
good work life balance	182	1	5	2.80	.909
Salary	182	1	5	2.94	.944
job security	182	1	5	2.39	.989
appreciation for work	182	1	5	2.36	.985
succession planning	182	1	5	2.23	.867
Valid N (listwise)	182				

Table 4, depicted the descriptive statistics of the study of nurses working in public hospitals and indicated that non-monetary incentives (Mean = 3.18 and standard deviation= .926) is considered as the most important job satisfaction factor related to work performance among nurses in hospital followed by salary (Mean = 2.94 and standard deviation= .944). The factor succession planning found to be the least followed as impact by the nurses (Mean = 2.23 and standard deviation=.867). Therefore, descriptive statistics made an important observation that the salary is the prime factor of consideration by the nurses in Jaipur related to job satisfaction.

Table 5: Correlations Analysis

Correlations									
		Training and Development Programs	Salary	Promotion	Non-Monetary Incentives	Succession Planning	Job Security	Appreciation for Work	Good Work Life Balance
Training and development Programs	Pearson Correlation	1	.699**	.575**	.560**	.529**	.380**	.314**	.364**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	364	364	364	364	364	364	364	364
Salary	Pearson Correlation	.699**	1	.743**	.677**	.708**	.428**	.343**	.369**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	N	364	364	364	364	364	364	364	364
Promotion	Pearson Correlation	.575**	.743**	1	.597**	.667**	.405**	.426**	.440**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	364	364	364	364	364	364	364	364
non-monetary incentives	Pearson Correlation	.560**	.677**	.597**	1	.658**	.372**	.291**	.287**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	N	364	364	364	364	364	364	364	364
succession planning	Pearson Correlation	.529**	.708**	.667**	.658**	1	.410**	.360**	.397**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	364	364	364	364	364	364	364	364
job security	Pearson Correlation	.380**	.428**	.405**	.372**	.410**	1	.755**	.764**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	N	364	364	364	364	364	364	364	364
appreciation for work	Pearson Correlation	.314**	.343**	.426**	.291**	.360**	.755**	1	.788**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000
	N	364	364	364	364	364	364	364	364
good work life balance	Pearson Correlation	.364**	.369**	.440**	.287**	.397**	.764**	.788**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	364	364	364	364	364	364	364	364

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5 depicted that Training and development programs are positively correlated with good work life balance, non-monetary incentives, promotion, succession planning, job security, salary, appreciation for work. good work life balance is positively correlated with Training and development programs, non-monetary incentives, promotion, succession planning, job security, salary, appreciation for work. Non-monetary incentives are positively correlated with good work life balance, Training and development programs, promotion, succession planning, job security, salary, appreciation for work. Promotion is positively correlated with Training and development programs, non-monetary incentives, succession planning, job security, salary, appreciation for work.

succession planning is positively correlated with good work life balance, non-monetary incentives, promotion, job security, salary, appreciation for work. job security is positively correlated with good work life balance, non-monetary incentives, promotion, succession planning, salary, appreciation for work. Salary is positively correlated with Training and development programs, good work life balance, non-monetary incentives, promotion, succession planning, job security, appreciation for work. Appreciation for work is positively correlated with Training and development programs, non-monetary incentives, succession planning, job security, salary.

Table 6: Regression Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.718 ^a	.516	.506	.603	.516	54.033	7	355	.000

a. Predictors: (Constant), good work life balance, non-monetary incentives, promotion, succession planning, job security, salary, appreciation for work, Training and development Programs

Table 6 assessed the regression analysis and indicated that R Square (.516) and Adjusted R Square value (.506) close to each other which is greater than 30% of the acceptable threshold limit. Also, F value computed as 54.033 at .000 significant value.

Table 7: ANOVA Analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	137.557	7	19.651	54.033	.000 ^b
	Residual	129.109	355	.364		
	Total	266.667	362			

a. Dependent Variable: Job satisfaction
b. Predictors: (Constant), good work life balance, non-monetary incentives, promotion, succession planning, job security, salary, appreciation for work, Training and development Programs

In Anova analysis, the job satisfaction as dependent variable significantly influenced by independent variables namely, good work life balance, non-monetary incentives, promotion, succession planning, job security, salary, appreciation for work, Training and development Programs as all variables significant at .000.

Table 8: T -Test (Private)

One-Sample Test (Private)						
	Test Value = 0					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Training and development Programs	59.196	181	.000	2.667	2.58	2.76
appreciation for work	58.780	181	.000	2.804	2.71	2.90
Promotion	56.853	181	.000	2.747	2.65	2.84
Salary	65.320	181	.000	3.176	3.08	3.27
non-monetary incentives	59.408	181	.000	2.945	2.85	3.04
job security	45.964	181	.000	2.386	2.28	2.49
succession planning	45.563	181	.000	2.355	2.25	2.46
good work life balance	48.983	181	.000	2.229	2.14	2.32

Table 8, depicted the t test of the study of nurses working in private hospitals and indicated that salary (t=65.320) is considered as the most important job satisfaction factor related to work performance among nurses in hospital followed by non-monetary incentives (t=59.408). The factor succession planning found to be the least followed as impact by the nurses (t=45.563). Therefore, descriptive statistics made an important observation that the salary is the prime factor of consideration by the nurses in Jaipur related to job satisfaction.

Table 9: t test (Public)

One-Sample Test (Public)						
	Test Value = 0					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Training and development Programs	59.196	181	.000	2.667	2.58	2.76
appreciation for work	58.780	181	.000	2.804	2.71	2.90
Promotion	56.853	181	.000	2.747	2.65	2.84
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job security	45.964	181	.000	2.386	2.28	2.49
succession planning	45.563	181	.000	2.355	2.25	2.46
good work life balance	48.983	181	.000	2.229	2.14	2.32

Table 9, depicted the t test of the study of nurses working in public hospitals and indicated that non-monetary incentives (t=65.320) is considered as the most important job satisfaction factor related to work performance among nurses in hospital followed by salary (t=59.408). The factor succession planning found to be the least followed as impact by the nurses (t=45.563). Therefore, descriptive statistics made an important observation that the salary is the prime factor of consideration by the nurses in Jaipur related to job satisfaction.

Hypothesis Testing

After Application of t test and ANOVA test, the findings of the study stated that null hypothesis which is there is no significant relationship among job satisfaction and work-related performance among nurses in Jaipur is rejected and alternative hypothesis which is their significant relationship among job satisfaction and work-related performance among nurses in Jaipur is accepted.

Conclusion

Nurses' performance is always influenced by their level of job satisfaction. Nurses perform better when they are happy in their jobs, which helps health care organisations be more productive. Although most nurses were satisfied with their pay, many felt that their current incentives and service structure were not adequate, while all nurses were dissatisfied. These all contribute to the nurses' sense of well-being on the job. Nurses who practise these behaviours are less likely to be absent, are less stressed, and are more likely to cooperate with one another while on the job. They are also more likely to be responsible, as well as more likely to arrive on time. When it comes to job satisfaction and motivation, those who work in high-stress, high-unpredictability professions may be more susceptible to the naysayers than others. Healthcare workers' job satisfaction is also critical to ensuring high-quality care. This research could serve as a foundation for larger studies in the future, both by the government and the private sector. It's impossible to draw conclusions from a single review, but the findings here suggest that more work needs to be done in the areas of incentives and job satisfaction, as well as in the structure of nurse services. Health care organisations and their clients will benefit if nurses' incentives increase their level of satisfaction, which in turn improves their service and output. Nurses should have more educational options available to them, as this will help them advance their knowledge and create better nurses in the future. Individual, organisational, and health care facility quality will benefit from improving the work environment to meet the goals of nursing staff.

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