



Level of Job Satisfaction Among Organ Transplant Coordinators and Difficulties Experienced by Them

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ABSTRACT

Objective. This study, which we believe will contribute to more successful transplant processes, was carried out to evaluate the level of job satisfaction among organ transplant coordinators and the difficulties experienced by them.

Materials and methods. As a cross-sectional study, this research was conducted between July 15, 2018, and August 8, 2018, through the support of the organ transplant coordinators working in the Turkish National Coordination Centre. Sociodemographic characteristics, insitutional difficulties and Minnesota Satisfaction Questionnaire were used for data collection. For the evaluation of the collected data, mean, standard deviation, *t* test, the Kruskal-Wallis test, and the Pearson and Spearman correlation analyses were used.

Findings. Forty-eight percent of the organ transplant coordinators in this study experienced difficulties in getting overtime pay, whereas 38.2% experienced difficulties in getting the wages they deserved. A significant difference ($P < .05$) was found between having professional certification and job satisfaction level and between coordination system working unit and job satisfaction level. There was a negative correlation between job and job satisfaction level ($P < .05$).

Conclusion. It will be useful to provide the necessary support to overcome the difficulties experienced by transplant coordinators and to increase job satisfaction levels.

ORGAN transplant coordination involves the process from organ donation to transplant and post-transplant patient follow-up [1]. In cases of organ failure, the presence of a cadaveric donor organ [2] and the efficient implementation of a transplant coordination system can be achieved by the appointment of professional coordinators in organ transplant centers [3–5].

Job satisfaction, defined as how satisfied or dissatisfied one is with a job, is one of the most significant factors affecting the success of transplant coordination centers [6,7]. Although organ donation has increased and has started to meet organ demand, problems [1] in coordination systems result in some difficulties in the organ transplant process. Therefore, if organ transplantation coordinators are economically and administratively supported,

recognized as a discipline specific to their field, supported by management, staffed and the necessary infrastructure is provided in the working areas, the number of cadaver donors will be increased due to the increase in job satisfaction [1].

In our review of the literature, we did not encounter any studies analyzing the coordination process in Turkey. Therefore, this study, which we believe will contribute to

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Table 1. The Minnesota Satisfaction Questionnaire Subdimension Scoring

The Scale Subdimension	Substances Number and Scoring
Overall satisfaction	(1+2+3+4+5+6+7+8+9+10+11+12+13+14+15+16+17+18+19+20)/20
Intrinsic satisfaction	(1+2+3+4+7+8+9+10+11+15+16+20)/12
Extrinsic satisfaction	(5+6+12+13+14+17+18+19)/8

successful transplant processes, was carried out to evaluate the level of job satisfaction among organ transplant coordinators and the difficulties experienced by them.

MATERIALS AND METHODS

As a cross-sectional study, this research was conducted between July 15, 2018, and August 8, 2018, through the support of the organ transplant coordinators in the National Coordination Centre. The questionnaire developed by the researcher as a result of literature review; sociodemographic information (age, gender, occupation, etc.), the institution, educational status, the year worked as organ transplant coordinator and the status of the professional certificate.

Institutional difficulties experienced in services were assessed through of 9 questions. Each question provided a 5-point Likert-type scale offering a range of answer options such as “never,” “rarely,” “sometimes,” “often,” and “always.”

Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire was developed by Dawis et al in 1967 to determine level of job satisfaction. The validity and reliability of the questionnaire in our country was advanced by Baycan, and Cronbach’s alpha value was found to be 0.77. The questionnaire is a 5-point Likert-type tool consisting of 20 items. Each item provides options (not satisfied, [1 point], somewhat satisfied [2 points], satisfied [3 points], very satisfied [4 points], extremely satisfied [5 points]). The neutral satisfaction score is 3. If the score is less than 3, it means that the level of job satisfaction is low; if the score is more than 3, it means that the level of job satisfaction is high. Overall satisfaction and intrinsic and extrinsic satisfaction scores were obtained from the questionnaire (Table 1) [8]. In this study, the scale was calculated as Cronbach’s alpha value 0.930.

Study Sample

After approval of the Ethics Committee of the Faculty of Medicine at Kahramanmaraş Sütçü İmam University, a short informative message and a questionnaire form prepared on Google Surveys were sent to the mobile numbers of the organ transplant coordinators. The study sample included 123 organ transplant coordinators who completed the questionnaire sent to their mobile numbers.

Statistical Analysis of the Data

The data obtained from the study were evaluated using the SPSS 22.0 program (IBM, Armonk, NY, United States). Mean ± standard deviation for continuous variables and number (n) and percentage (%) for categorical variables were used in data representation. The fitting of the data to the normal distribution was calculated by the coefficients of kurtosis and skewness. For the evaluation of the collected data, mean, standard deviation, *t* test, the Kruskal-Wallis test, the Pearson and Spearman correlation

analyses were used. The results were evaluated with a confidence interval of 95% and a significance level of *P* < .05.

FINDINGS

The total score for the Minnesota Satisfaction Questionnaire among the organ transplant coordinators was 3.69 ± 0.75, while the score for intrinsic job satisfaction was 3.91 ± 0.76 and the score for extrinsic job satisfaction was 3.37 ± 0.84. The mean age of organ transplant coordinators was 38.42 ± 7.82. Of the study participants, 56.9% were female, 55.3% were university graduates, and 65.9% were nurses. Most (82.1%) of the coordinators worked in the public sector, and 44.7 worked as coordinators for between 0 and 4 years. Of the participants, 63.4% worked in the donor hospital, 78.9% had professional certificates, and 78.9% were aware of their legal obligations. It was found that 48.8% of the coordinators always had difficulties in getting overtime pay, and 38% had difficulties in getting the wage they deserved. It was also determined that 23.6% of the organ transplant coordinators who participated in our study

Table 2. Change of Job Satisfaction Level According to Some Characteristics (n = 123)

	n	Mean	SD	<i>P</i>
Professional Certificate[†]				
Intrinsic satisfaction				
Yes	77	4.02	0.70	.034*
No	46	3.73	0.82	
Extrinsic satisfaction				
Yes	77	3.40	0.81	.624
No	46	3.32	0.89	
Total satisfaction				
Yes	77	3.77	0.70	.135
No	46	3.56	0.82	
Coordination system working unit[‡]				
Intrinsic satisfaction				
Donor Hospital	78	3.85	0.71	.042*
Organ Transplant Centre	31	3.90	0.92	
Regional Coordination Centre	14	4.35	0.58	
Extrinsic satisfaction				
Donor Hospital	78	3.31	0.83	.090
Organ Transplant Centre	31	3.32	0.85	
Regional Coordination Centre	14	3.84	0.75	
Total satisfaction				
Donor Hospital	78	3.63	0.71	.043*
Organ Transplant Centre	31	3.67	0.85	
Regional Coordination Centre	14	4.15	0.58	

**P* < .05.

[†]Student *t* test/Student *t* test of dependent groups.

[‡]Kruskal-Wallis test.

Table 3. Some Characteristics of Organ Transplant Coordinators and Distribution of Relationship Among Job Satisfaction Levels (n = 123)

Characteristics	Job Satisfaction					
	Intrinsic Satisfaction		Extrinsic Satisfaction		Total Satisfaction	
	r	P	r	P	r	P
Age*	0.026	.775	0.035	.700	0.031	.730
Gender*	-0.171	.059	-0.050	.579	-0.126	.165
Total working time*	0.042	.646	-0.099	.278	-0.019	.833
Job†	-0.190	.035‡	-0.135	.138	-0.176	.052
Institution*	-0.042	.641	-0.011	.903	-0.021	.820

*Pearson correlation analysis.

†Spearman correlation analysis.

‡ $P < .05$.

experienced difficulties in getting enough support for their individual development.

When the status of having professional certificates and the level of job satisfaction were taken into account, it was found that the level of intrinsic satisfaction among the coordinators was high ($P = .034$) (Table 2). When the coordination system working unit and the level of job satisfaction were compared, it was determined that the level of intrinsic satisfaction among the coordinators in the Regional Coordination Centre was high ($P = .042$). The total satisfaction level among the coordinators in this regard was also found to be high ($P = .043$) (Table 2).

No statistically significant relationship was found between age, sex, total working time, institution, and the sub-dimensions of the job satisfaction scale among the organ transplantation coordinators ($P > .05$). A statistically significant negative correlation was found between job and intrinsic satisfaction levels ($P = .035$) (Table 3).

DISCUSSION

Job satisfaction is one of the most important factors having a positive impact on an employee's decision of staying in the same team. Further, job satisfaction positively affects employee motivation and efficiency and increases commitment [9]. When one considers that the total score of average job satisfaction level in our study was 3.69, it can be stated that the organ transplant coordinators had a moderate level of job satisfaction. In a study of job satisfaction in hospital organizations conducted by Gider et al, it was reported that the job satisfaction level was 3.21 [10]. Such differences in the level of job satisfaction reported in different studies might be related to different locations and samples [11].

Employees' low wage perception and their inability to meet their expectations about wages affect job satisfaction negatively [12]. In our study, 49% of the organ transplant coordinators had difficulties in getting their overtime pay, while 38% of them had difficulties in getting the wages they deserved. This might be related to the fact that the coordination center is not considered as a risky unit and that the coordinators working in different institutions are unable to

receive the deserved wages from the revolving fund in the notification of brain death and donor extraction.

Meeting occupational demands such as feeling rewarding [13] and participating in educational activities and conferences [14] is expected to increase job satisfaction level. According to a study conducted by Gür it was discovered that the job satisfaction level of nurses having certificates was higher than job satisfaction level of nurses not having certificates [15]. Similarly, in our study, in the comparison between the status of getting the professional certificate and job satisfaction level, the intrinsic satisfaction levels of the coordinators with professional certificates (4.02 ± 0.70) were found to be high ($P = .034$) (Table 2). It was also determined that 23.6% of the coordinators in our study had difficulties in getting enough support for personal development activities from the institutions in which they worked. Respect, appreciation, personal development, and promotion were found to increase the level of job satisfaction. When the coordination system working unit and the level of job satisfaction were compared, it was determined that the level of intrinsic satisfaction of the coordinators in the Regional Coordination Centre was high ($P = .042$). The total satisfaction level among the coordinators was also high ($P = .043$) (Table 2).

A study carried out by Erşan et al reported that medical doctors had a much higher job satisfaction level compared to nurses [16]. In a similar way, a study conducted by Kurçer revealed that more than half of medical doctors had a high level of job satisfaction [17]. To assess the relationship between job and intrinsic satisfaction level in our study, Spearman correlation analysis was used, and it was found that there was a statistically significant negative relationship between these factors and that the level of job satisfaction among the medical doctors was high ($P = .035$) (Table 3).

CONCLUSION

It may be suggested that organ transplantation coordinators can be certified to be able to get the wages they deserve from the required and revolving funds, and to make the necessary arrangement to increase the job satisfaction level of non-physician working coordinators. There are no sources supporting our work.

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