

Factors affecting Job Satisfaction among Nurses Working at Western Regional Hospital, Pokhara

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ABSTRACT

Introduction: Job satisfaction of a nursing workforce is a burning issue worldwide. Quality nursing care highly depends on satisfaction among nurses. The main objective of this study was to assess the factors affecting job satisfaction among nurses working at Western Regional Hospital, Pokhara, Nepal.

Materials and Methods: A descriptive cross-sectional study design was used to conduct the study among 137 nurses using nonprobability convenience sampling technique. The data was analyzed by using descriptive (frequencies, percentages, mean and SD) and inferential statistics (Chi square test was used at 5 % level of significance).

Results: The study showed that 73.7% of the nurses working in hospital had moderate, 16.8% had low and 9.5% nurses had high level of job satisfaction. Nurses' job satisfaction was higher on the environmental factors (88%) than in organizational factors (76.6%). Professional qualification of the nurses had significant association with the level of job ($p < 0.05$).

Conclusion: It can be concluded that majority of the nurses are moderately satisfied with their job. Hospital administration and professional associations need to address the identified issues to enhance the level of job satisfaction ensuring quality nursing care.

Keywords: Nurses ; Job satisfaction ; Contributing factors.

INTRODUCTION

Job satisfaction has an impact on patient safety, staff morale, productivity and performance, retention of staff and commitment to the organization and the profession.¹ According to World Health Organization (WHO), job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience".² Job satisfaction is an important topic as it affects the employee's job performance and quality of service provided.³ Satisfied employees are keen to

use their skills and abilities.⁴ Factors that impact job satisfaction are : opportunity to learn and express views, sense of pride in one's profession, team work, opportunity for personal growth, good work environment and autonomy.⁵ It is related not just with the money or the fringe benefits, but the feelings employees receive from the work itself.⁶ According to Edwin A, job satisfaction is determined by a discrepancy between what one wants in a job



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and what one has in a job.⁷ When a person values a particular facet of a job, his satisfaction is more greatly impacted; positively when expectations are met and negatively when expectations are not met.⁷ Frederick Herzberg's two-factor theory states that satisfaction and dissatisfaction are driven by different factors i.e., intrinsic factors (motivators), and (extrinsic) hygiene factors. Motivating factors are achievement in work, recognition and promotion opportunities and hygiene factors are organizational policy, administration, supervision, salary, interpersonal relations and working conditions.⁸ A study in a regional hospital in Oman revealed overall mean score for satisfaction to be 3.49, indicating that participants had a moderate level of job satisfaction. The result showed that age, work shift, and nationality had a significant effect on job satisfaction.⁹ Job satisfaction has been shown to be a significant predictor of nursing retention.¹⁰ Another study revealed that almost 50% of nurses were overworked, were unsatisfied with their salaries, and had limited autonomy and inadequate communication with superiors.¹¹ A study conducted at Father Muller Medical College Hospital, India revealed that 83% of the nurses were satisfied with job.¹² Similarly, a study done at Ayub Teaching Hospital revealed that job security was the main reason for dissatisfaction.¹³ A study carried out in Nepal showed that 67% of the nurses were satisfied with their job.¹⁴ Another study executed in public hospital of Nigeria concluded that 82.4% were moderately satisfied with their work while being least satisfied with their salaries.¹⁵

Nepal Nursing Council's record of provision of verification letters to work abroad showed a dramatic rise since 2002 according to which 5916 nurses had taken the letter till 2015.¹⁶ Most commonly observed problem areas in job satisfaction in the public sector in Nepal are recruitment, legislation, training, rewards, and promotion. Nurses are demotivated due to increased workload or due to work longer hours in form of overtime, as a way of augmenting

their poor salaries.¹⁷ Addressing motivation and hygiene factors will help to increase job satisfaction and also help to improve mental and social health of the nurses.¹⁸

This study was conducted to identify the factors contributing to job satisfaction among nurses working at Western Regional Hospital (WRH), Pokhara which can guide in addressing the issues by hospital authority and eventually improve the quality of nursing services at WRH. Since it is difficult to address all the issues/factors the researcher thought to conduct site based study regarding how the factors can be reduced to develop strategies for the motivation of nurses working at WRH.

MATERIALS AND METHODS

Descriptive cross sectional study design was used. The study site was Western Regional Hospital, Pokhara, Kaski, Nepal which is federal level tertiary government hospital with different departments with specialized services. About 200 permanent and temporary nursing professionals are working in different units of hospital. The study population was registered nurses working in different departments. Since the total population of nurses at hospital were about 200, the sample size was calculated by reference from a study conducted at teaching hospital in Chitwan, Nepal, which showed that 57.85% of the nurses were satisfied with their job.¹ So, the prevalence (p) in the study is assumed as 0.578.

$(n_0) = z^2 pq / e^2$ where,

n_0 = required sample size,

z = confidence level at 95% (standard value of 1.96)

$p = 0.578$

$q = (1-p) = (1-0.578) = 0.422$

e = margin of error at 5% (Standard of Deviation 0.05)

Now, $n_0 = 1.96 * 1.96 * 0.578 * 0.422 / 0.05 * 0.05 = 375$

Again, by using the finite population to adjust the sample size,

$n = \frac{n_0}{1 + (n_0 - 1) / N} = 130$

By adding the 5 percent sampling error, the sample

size was 137. Sample was selected by using non probability convenience sampling technique in all departments of hospital.

Questionnaire was used as research tool to collect data.¹⁹ It consisted of two parts, Part I consisted of socio-demographic information of respondents and Part II consisted of factors affecting job satisfaction in a Likert scales. The tool was modifiable form of “Templates for Measures of Job satisfaction”¹⁹. It was divided into two domains, i.e., Organizational domain (13 items) and environmental domain (12 items)^{2,5,10,15,18,19}. Each item was rated 1-5 scale where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. Research instrument was developed and validated by experts through extensive literature review of related article and consultation with subject matter experts. Pretesting was done among 14 nurses working at Gandaki Medical College, Pokhara and necessary modifications were made.

Prior to data collection, ethical approval was obtained from Institutional Review Committee of Pokhara Academy of Health Sciences. Respondents were selected from all departments who were at work during the period of data collection. Researcher distributed questionnaire to individual respondent in every ward/units in each day of data collection in morning shift. Verbal and written informed consent was taken. The anonymity of the information was maintained by asking not to write their names in the questionnaire. Respondents were requested to fill the questionnaire during their free time (break time, leisure time or after duty). Each participant completed their questionnaire individually. The filled questionnaire was daily collected by the researchers at the end of morning shift (2-3 pm).

After collection of data, it was checked for completeness and adequacy of information provided by respondent. Collected data was organized and entered into Statistical Package for Social Science (SPSS) version 25.0 for analysis. The data was analyzed by using descriptive and inferential statistics. The results were summarized

and presented in tables. The obtained data were analyzed by using descriptive statistics such as frequencies, percentages; mean and standard deviation. Chi Square Test was used to determine the association between level of satisfaction and various demographic and background variables of the respondents; the statistical significance was set at 0.05 levels. The level of satisfaction was assessed by categorizing 3 levels of satisfaction, i.e., high level, moderate level and low level of satisfaction. If the satisfaction rate was below 50%, it was considered “low level of job satisfaction”, 50-70% was considered moderate level of job satisfaction and more the 75% was considered as higher level of satisfaction.^{6,17}

RESULTS

The analyzed data were presented in tabular form.

TABLE 1: Socio-Demographic and Background Characteristics of the Respondents n=137

Characteristics	Frequency	Percentage (%)
Age in complete years		
≤25 and below	94	68.6
26-35	36	26.3
≥36	7	5.1
Religion		
Hindu	102	74.5
Buddhist	25	18.2
Christian	6	4.4
Others	4	2.9
Marital Status		
Married	52	38.0
Unmarried	85	62.0
Type of Family		
Nuclear	103	75.2
Joint	34	24.8
Professional Qualification		
PCL Nursing	83	60.6
BN/B.Sc. Nursing and above	54	39.4
Working Experience (years)		
≤1	57	41.6
2 -5	57	41.6
5 -10	13	9.5
≥ 10	10	7.3
Working Unit		
General Wards	56	40.9
Critical Care Unit	35	25.5
Gynae/Maternity Ward	26	19.0
Others	20	14.6

TABLE 2: Organizational Factors Affecting Job Satisfaction among Nurses**n=137**

Statement	Highly dissatisfied (%)	Dissatisfied (%)	Neutral (%)	Satisfied (%)	Highly satisfied (%)
Satisfied of working in particular institution	9 (6.6)	24(17.5)	35(25.5)	56(40.9)	13(9.5)
Income is the reflection to the work of her current job	50(36.5)	52(38.0)	9(6.6)	21(15.3)	5(3.6)
Would make the same decision again for the career	26(19.0)	35(25.9)	26(19.0)	32(23.4)	18(13.1)
Satisfied with the orientation received.	14(10.2)	24(17.5)	39(28.5)	55(40.1)	5(3.6)
Training provided about new technologies and update.	24(17.5)	21(15.3)	22(16.1)	59(43.1)	11(8.0)
Entrusted with great responsibility	1(0.7)	19(13.9)	33(24.1)	61(44.5)	23(16.8)
Patient appreciate work of nurse	11(8.0)	20(14.6)	22(16.1)	75(54.7)	9(6.6)
Patient satisfied with the care provided by the nurse	2(1.5)	13(9.5)	37(27.0)	73(53.3)	12(8.8)
Provision of security by institution	20(14.6)	42(30.7)	37(27.0)	32(23.4)	6(4.4)
Salary is according to my qualification and ability	50(37.2)	50(36.5)	20(14.6)	16(11.7)	0(0.0)
Chance of promotion	13(9.5)	46(33.6)	34(24.8)	43(31.4)	1(0.7)
Fair and impartial hospital authority	18(13.1)	34(24.8)	57(41.6)	25(18.2)	3(2.2)
Sufficient time for each assigned patient.	17(12.4)	36(26.3)	29(21.2)	50(36.5)	5(3.6)

Table 2 reveals that 50.4% of the respondents agreed that they were satisfied to work on the institution they are employed. Majority (74.5%) of the respondents stated low income as a factor for low job satisfaction and 73.7% disagreed on the satisfaction to their salary. More than half of the respondents 51.1% agreed on they received training about new technologies and updates. Respondents who agreed on having trust with great responsibility were 61.3%. About one third agreed that the patients were satisfied with the care they provided to the patients and patients appreciating their work.

TABLE 3: Environmental Factors Affecting Job Satisfaction among Nurses**n=137**

Statement	Highly dissatisfied (%)	Dissatisfied (%)	Neutral (%)	Satisfied (%)	Highly satisfied (%)
Good working relationship with colleagues	1(0.7)	5(3.6)	24(17.5)	80(58.4)	27(19.7)
Cooperation between staff and management	17(12.4)	35(25.5)	37(27.0)	44(32.1)	4(2.9)
Clear channel of communication	6(4.4)	55(40.1)	31(22.6)	44(32.1)	1(0.7)
Happy with leadership style	9(6.6)	19(13.9)	35(25.5)	63(46.0)	11(8.0)
Involvement in decision making	5(3.6)	20(14.6)	33(24.1)	73(53.3)	6(4.4)
Manager's concern about staff wellbeing	10(7.3)	33(24.1)	28(20.4)	62(45.3)	4(2.9)
Non clinical task to be done	11(8.0)	46(33.6)	38(27.7)	39(28.5)	3(2.2)
Enough resources to provide care	4(2.9)	39(28.5)	39(28.5)	45(32.8)	10(7.3)
Satisfied with duty hour and duty shift	11(8.0)	10(7.3)	35(25.5)	73(53.3)	8(5.8)
Transportation facilities	20(14.6)	33(24.1)	28(20.4)	45(32.8)	11(8.0)
People respect my profession	4(2.9)	30(21.9)	38(27.7)	61(44.5)	4(2.9)
Poor economic condition of the nurse	12(8.8)	34(24.8)	22(16.1)	30(21.9)	39(28.5)

Table 3 shows that majority (78.1%) of the respondents agreed on having good working relationship with the colleagues positively affects job satisfaction. More than half (57.7%) of the respondents were happy with the leadership style in the department and manager’s concern about the wellbeing of the subordinates. About 59% of the respondents were satisfied with their duty shift and duty hour provided. 44.5% of the respondents disagreed on having clear channel of communication at work. About 40% dissatisfied with the transportation facilities of hospital.

TABLE 4: Level of Job Satisfaction among Nurses working in Western Regional Hospital n=137

Variables	Level of Satisfaction		
	Low (%)	Moderate (%)	High (%)
Overall Satisfaction	16.8	73.7	9.5
Subscales			
Organizational factors	23.5	62.0	14.6
Environmental factors	10.9	66.4	22.6

Note: If Below 50% of respondents satisfied- low, if 50-70% of respondents satisfied- moderate, and if more than 70% of respondent satisfied- higher level of satisfaction. 6, 17

Table 4 shows that, 73.7% of the respondents had moderate followed by 16.8% of low and 9.5% of high level of job satisfaction.

TABLE 5: Association between Socio-demographic Variables and Level of Job Satisfaction n=137

Socio-Demographic Variables	Level of Satisfaction	Chi Square	p-value		
	Low (%)	Moderate (%)	High (%)		
Age in complete years	9 (9.6)	36 (38.3)	49 (52.1)	1.014	0.324
	4(9.3)	28 (65.1)	11 (25.6)		
Marital Status	2 (3.8)	27 (57.9)	23 (44.2)	3.303	0.192
	11 (12.9)	37 (43.5)	37 (43.5)		

Professional Qualification	PCL Nursing	12 (14.5)	39 (47.0)	32 (38.6)	6.803	0.033*
	BN/B.Sc. Nursing & above	1 (1.9)	25 (46.3)	28 (51.9)		
Work Experience (years)	≤5 years	11 (9.6)	49(43)	54 (47.4)	1.014	0.324
	≥5 years	2 (8.7)	15 (65.2)	6 (26.1)		
Working Unit	General Ward	7 (13.3)	26 (45.6)	23 (40.4)	0.949	0.329
	Other than general ward	6(7.4)	38 (46.9)	37 (45.7)		

Note: P value of Fishers Exact test is used where the cell is less than 5 frequency. p*- significant

Table 5 depicts that there was a significant association between professional qualification (p=0.033) and level of job satisfaction among nurses.

DISCUSSION

Among 137 respondents, more than half of the nurses (68.6%) were of age group ≤25 years. Majority of the nurses (74.5%) were Hindu. 62.0% were unmarried; 75.2% belonged to nuclear family, and 60.6% had the professional qualification of PCL Nursing, higher percentage i.e. 83.2% of the respondent had work experience less than 5 years, among several working units 40.9% worked in general ward.

In this study, 83.2% nurses were satisfied with their job. This observation completely agrees with the findings of the study conducted in India and Pakistan which revealed about 83% of the nurses were satisfied with their job^{12,13} With the study conducted in Dulikhel, Nepal the figure was 80.6%²⁰ and with the study conducted in western part of Nepal it was 67%¹⁴. In this study, 73.7% of the nurses working in hospital had moderate level satisfaction which is in line with the study conducted in Nigeria where most (82.4%) were moderately satisfied with their work.²⁵ In contrast, a study in Pakistan showed that 83% of the nurses were highly satisfied with their job¹³. Similarly, more than half (52%) nurses

working in government hospital of Ethiopia had low level of job satisfaction.⁶

The present study revealed that 50.4% of the respondents agreed that they were satisfied to work on the institution they are employed. About 61% of the respondents agreed that they were entrusted with a great responsibility on their work. About three fourth of the respondents were not satisfied with their salary. This finding was similar with the finding of the study conducted in Chitwan Medical College, Chitwan which showed that 83.6% were satisfied with the organization they work for and their responsibility; 60.2% were dissatisfied with the salary and benefits they receive¹. A study conducted in a medical college of Pakistan showed that 64% were satisfied with salary.¹³In this study, majority of the respondents(44.2%) agreed in being satisfied with the orientation they received while joining the institution, while a study conducted in Kathmandu University School of Nursing, Dhulikhel showed that 92.2% of the respondents were satisfied with the orientation.²⁰ Present study showed job security to be one of the dissatisfying factors for the job (45%), which is close to the finding in a study done in Pakistan (37%) .¹³

It was observed that 44.9% of the respondents regretted on choosing nursing career. This finding was similar to the study conducted in Eastern Nepal which showed that 69.6% regretted their choice of career.²¹

The present study revealed that, majority of the respondents (78.1%) agreed on having good working relationship with the colleagues as also stated by researchers from Sidama Zone Public Health Facilities, South Ethiopia.²² Present study showed that 57.7% of the respondents were happy with the leadership style in their department and manager's concern about their wellbeing. This finding was similar with the finding on the study conducted in Mukalla Governmental and Private

Hospitals, Yemen which showed that 41.6% of the respondents were satisfied in this domain.²³In this study, more than half of the respondents (59.1%) were satisfied with their duty hours and duty shift whereas 44.5% disagreed on having clear channel of communication. Study at Kathmandu University School of Nursing, Dhulikhel showed that only 18.8% of the respondents were satisfied with the current working hours and 51.8% of reported of clear channel of communication at their work place.²²

Similar to the finding in present study, research conducted among nurses across Dhaka revealed that there was positive association of professional qualification ($p<0.001$) with the satisfaction at job.²⁴Another study among nurses in Chitwan Medical College, Nepal revealed that years of work experience was positively associated with the level of job satisfaction ($p=0.004$).¹

CONCLUSION

The study concluded that there were many organizational and environmental factors that affect job satisfaction. Nurses were found to be less satisfied with their job due to organizational factors compared to environmental factors. It is recommended that hospital authority address the factors as shown by the study to enhance job satisfaction.

Limitations

The study was conducted only in one government hospital, so the findings cannot be generalized to other settings.

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