



ORIGINAL RESEARCH ARTICLE

FACTORS AFFECTING JOB SATISFACTION AMONG NURSES WORKING IN TEACHING HOSPITAL, CHITWAN, NEPAL

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ABSTRACT

Background: Job satisfaction is a major factor in nurse retention and the delivery of high quality care. Hence, aim of this study was to find out the factors affecting job satisfaction among nurses working in the teaching hospital, Chitwan.

Methods: A descriptive, cross-sectional research design was used and a total 135 nurses who were working for at least 3 months in the Chitwan Medical Teaching Hospital were taken as study sample. Simple random sampling technique was used to select the desired sample. Pre-tested structured self-administered questionnaire with job satisfaction scale consisting eight domains was used to collect the data. Obtained data were entered into SPSS version 20.0 for window and analyzed using descriptive statistics and inferential statistics (chi-square test).

Results: The findings of the study revealed that more than half (57.85%) of the nurses were satisfied with their job. Nurses' job satisfaction was higher on organization and administration policies (4.18±0.04) and least on salary and benefits (3.01±0.19) they were receiving from the institution. The significance influencing factors of job satisfaction were professional qualification (p=0.04), total work experience in nursing (p=0.004), working ward/unit (p=0.014), designation (p=0.007), number of patient assigned in general ward (p=<0.001) and leadership style in the ward (p=<0.001).

Conclusions: Considerable percentage of nurses are not satisfied with their job. Hence hospital management and professional associations need to address the identified factors to enhance the job satisfaction among nurses working in a teaching hospital.

INTRODUCTION

Health care professionals are the backbone of the health care delivery system. Nurses represent nearly 50% of the entire global health workforce. They provide care and treatment to individual, work with families and communities and play vital role in infection prevention and control.¹

Nurses are the front line care providers in health care system. Their satisfaction toward job plays vital role for quality care, patient safety, productivity and performance, retention and turnover in the work place as well as professional and organiza-

tional commitment.² Nurses' job dissatisfaction can create negative issues at the unit and organizational levels including poor patient outcomes, increased safety concerns, financial strains, and increased poor nurse morale.³

Various studies have been conducted in developed and developing countries to assess the job satisfaction among health care providers including nurses and findings showed varied results. In a study conducted in tertiary care teaching hospital in Rawalpindi, 18% of nurses were satisfied with their jobs, 27% were not satisfied and 55% were ambiguous. Causes

of dissatisfaction as quoted in this study were work environment, job designs, lack of personal or clinical autonomy and not being part of decision making process.⁴ In Nigeria, only 11.8% of the nurses were very satisfied with their job whereas 82.4% were moderately satisfied and 5.8% were dissatisfied with their work. Further, this study revealed that the level of job satisfaction was positively associated with the level of achievements, advancement, responsibility, recognition, work itself, nursing practice environment, hospital policy, interpersonal relationship, salary, supervision and working conditions.⁵ According to study conducted in Ethiopia, nearly third of the nurses had a high level of job satisfaction and one third had low level of job satisfaction. In addition, nurses' satisfaction was highest with coworkers whereas least with the professional opportunities and extrinsic reward.⁶ Many research studies suggest that nurses are least satisfied with their salaries^{2,4,5,6} benefits, communication and conditions at work whereas more satisfied with their supervisors, nature of job and support from colleagues.^{4,6}

In the context of Nepal, two studies conducted in Kathmandu among nurses revealed that 80.6%⁷ and 54.2%⁸ of the nurses were satisfied with their job respectively. Further, these studies^{7,8} revealed that the nurses job dissatisfaction was related with employees' expectations, salaries, working conditions and quality of supervision. To researchers' knowledge, there were no any other studies conducted outside the valley to assess the nurses' job satisfaction. Hence, this study aimed to find out the factors affecting job satisfaction among nurses which will ultimately help hospital administrators to implement changes to increase job satisfaction and to improve the health sectors quality nursing care.

METHODS

A descriptive, cross-sectional research design was used to find out the factors affecting job satisfaction among nurses working in different wards of Chitwan Medical College Teaching Hospital (CMC-TH). Population of the study was those nurses who were working in CMCTH for at least 3 months with minimum qualification of PCL Nursing. There were altogether 252 nurses working in the hospital. Sample size was calculated by using the sample size formula. The prevalence was taken from the study conducted in

Nepal entitled "Job satisfaction among nurses in a hospital", in which the job satisfaction among the nurses was 80.6%.⁷ The calculation was done by using Cochran's formula.

$$n_o = z^2 pq / d^2 \text{ (Cochran, 1977)}$$

Where,

p = prevalence of previous study, 80.6% i.e. 0.806

q = 1 - p, hence q = 1 - 0.806 = 0.19

d = permissible error set at +/- 5% or 0.05

z = confidence level set at 95% which is 1.96

$$n_o = z^2 pq / d^2$$

$$= (1.96)^2 (0.806) (0.194) / (0.05)^2$$

$$= 240.7$$

For finite population, where N = Total population i.e. 252

$$n = 240.7 / (1 + 240.7 / 252)$$

$$= 122.9$$

Therefore total sample size will be 123.

Adding 10% for non-response rate,

Sample size (n) = 135

Therefore required sample size is 135.

The probability, simple random sampling technique was used for selection of desired sample. First of all, population was identified and then sampling frame was developed by keeping name list of the nurses working at the CMC-TH in different wards having at least three months of work experience. Then sample were chosen from the random table method. During sample selection, pencil was blindly dropped on the random number table and the number to which pencil pointed was considered the first sample for the study. Then the same process was preceded down the column of numbers until the desired sample size was obtained.

Structured self-administered questionnaire with job satisfaction scale were developed based on the review of the related literature consulting with the research advisor and subject expertise. Instrument consisted of 2 parts. Part 1 consisted of questions related to socio-demographic and other factors and part 2 contained Likert scale related to job satisfaction. It has eight domains such as general satisfaction, working conditions, feedback and supervision, salary and benefits organization and administrative

policies, interpersonal relationship, work load working schedule, professional opportunities and growth. Each item was rated 1 to 5 scale where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The content validity of the instrument was established by consulting research advisor and subject matter experts. Research instrument was pre-tested among 12 nurses working in College of Medical Science Teaching Hospital, Bharatpur-10, Chitwan. Reliability of the instrument was tested by using internal consistency method where Cronbach alpha value was 0.78. This value was considered as acceptable for the final study.

Prior to the data collection, ethical approval was taken from Chitwan Medical College-Institutional Review Committee (CMC-IRC). Data collection permission was also obtained from hospital authority of CMC-TH. The objective and purpose of the research were clearly explained to the respondent and written informed consent was taken from them. Respondents were assured for the confidentiality of information and their dignity was secured by giving right to discontinue from the research study at any time. Data was collected by researcher herself from 2017/06/29 to 2017/07/07AD. Researchers visited to the wards, identified selected respondents, gathered them in one place and questionnaire was distributed to fill up the questionnaire. Each respondent was given 15-20 minutes. The filled questionnaire was collected by the researcher herself immediately after the completion. Data was collected during morning and evening shifts.

After collection of data, it was checked for completeness and adequacy of information provided by respondent. Data was entered in Statistical Package for Social Sciences (SPSS) version 20.0 for window. Descriptive statistics such as frequency, percentage, mean, standard deviation were used to describe the socio-demographic variables, professional and organizational factors, and nurses' job satisfaction. Inferential statistics such as chi-square test was used to find out the association of level of job satisfaction with selected variables. All the statistical significance was set at 0.05 levels.

RESULTS

Out of 135 nurses, nearly two third (62.2%) were

belonged to age group less than 24 years. Nurses age ranged from 19-35 years and more than half (54.8%) were married. Majority (81.5%) of the nurses had completed PCL in nursing and just more than half (51.2%) nurses total work experience was 6-18 months.

Table 1: Nurses' Socio-demographic, Professional and Organizational Characteristics n=135

Variables	Frequency
Age group (in years)	
<24	84 (62.2)
24-30	49 (36.3)
≥30	2 (1.5)
Marital status	
Married	74 (54.8)
Unmarried	61 (45.2)
Professional qualification	
PCL in Nursing	110 (81.5)
Bachelor in Nursing	25 (18.5)
Total work experience in nursing	
<6 months	15 (11.1)
6-18 months	70 (51.9)
19-30 months	27 (20.0)
>30 months	23 (17.0)
Work experience in CMCTH	
<1 year	93 (68.8)
≥ 1 year	42 (31.2)
Working unit	
General	104 (77.0)
Critical	31 (22.9)
Number of patients assigned in each shift in general ward(n=104)	
<7	57 (54.8)
≥7	47 (45.1)
Professional designation	
Staff Nurse	113 (83.7)
Senior Staff Nurse	16 (11.9)
Nursing Officer	6 (4.4)
Major task assigned in the unit	
Bed side nursing care	94 (69.6)
Bed side nursing care and administrative work	41 (30.3)
Leadership style in the unit	
Democratic	103 (76.3)
Autocratic	32 (23.7)

CMCTH=Chitwan Medical College Teaching Hospital
PCL=Proficiency Certificate I=Level

Similarly, more than three fourth (77.03%) of respondents were working in general ward, 83.7% were working at staff nurse position and 69.6% of respondents major task in the unit was bed side nursing care. Likewise, more than half (54.8%) of respondents reported that they were assigned less than 7 patient in each shift in general ward, cent percentage nurse were assigned to the patient less than 2 in the critical unit, 76.3% of respondents reported

democratic leadership style in their ward (Table 1).

Nurses' job satisfaction score was higher in organization and administration policies (4.18 ± 0.04) whereas lower in salary and benefits (3.01 ± 0.19) they were getting from the institute. This indicates that nurses were highly satisfied with the organization and administration policies and dissatisfied with the salary and benefits (Table 2).

Table 2: Nurses' Job Satisfaction Scores on Different Domains n=135

Domains	Mean	SD	Mean %
General satisfaction	3.35	0.65	67.0
Working condition	3.33	0.08	66.6
Feedback and supervision	3.25	0.09	65.0
Salary and benefits	3.01	0.19	60.2
Organization and administration policies	4.18	0.04	83.6
Interpersonal relationship	3.71	0.09	74.2
Work load and schedule	3.64	0.15	72.8
Professional opportunities and personal growth	3.25	0.07	65.0
Total satisfaction score	3.46	0.19	69.3

Maximum possible score (min-1, max-5)

More than half of the nurses (57.8%) were satisfied and rest (42.2%) were dissatisfied with their job (Shown in table 3).

Table 3: Nurses' Level of Job Satisfaction

Level of Satisfaction	Frequency (%)
Satisfied (\geq mean score)	78 (57.8)
Dissatisfied ($<$ mean score)	57 (42.2)
Total	135 (100)

Mean Score \pm SD=3.46 \pm 0.19

Nurses' level of job satisfaction was significantly associated with the professional qualification ($p=0.04$), total work experience in nursing ($p=0.004$), working unit ($p=0.014$), nursing position ($p=0.007$), average

patient assigned for each nurse ($p<0.001$), leadership style in the ward ($p<0.001$). These all indicates that the nurses who had completed PCL in nursing, whose work experience less than 18 months, who were working in the general ward, working in staff nurse position, were assigned less than seven patients in each shift, and had democratic leadership style in the ward were more satisfied with their job compared to nurses who had completed Bachelor in nursing, had work experience more than 18 months, who were working in the critical ward, designed position as senior nurse, who were assigned 7 and above patients in each shift, and had the autocratic leadership style in the ward. However, age, marital status and working experience in CMC-TH were not significantly associated with the level of job satisfaction among nurses (Table 4).

Table 4: Association between Levels of Job Satisfaction with Selected Variables

n=135

Variables	Level of Satisfaction		χ^2	p-value	OR (95% CI)
	Satisfied No (%)	Dissatisfied No (%)			
Age in years					
<24	27(52.9)	24(47.1)	0.78	0.375	0.72 (0.36,1.47)
≥24	51(60.7)	33(39.3)			
Marital status					
Married	45(60.8)	29(39.2)	0.61	0.43	1.32 (0.66,2.61)
Unmarried	33(54.1)	28(45.9)			
Professional qualification					
PCL in nursing	68(61.8)	42(38.2)	3.97	0.04*	3.38 (0.9,5.9)
Bachelor in nursing	10(40.0)	15(60.0)			
Total work experience					
<18months	57(67.1)	28(32.9)	8.10	0.004*	2.81(1.3,5.7)
≥18months	21(42.0)	29(58.0)			
Work experience in CMC-TH					
<1 year	54(58.1)	39(41.9)	0.10	0.92	1.03 (0.4,2.1)
≥1 year	24(57.1)	18(42.9)			
Ward/unit					
Critical	12(38.7)	19(61.3)	5.98	0.014*	0.36 (0.1,0.8)
General	66(63.5)	38(36.5)			
Number of patient assigned in each shift of general ward (n=104)					
<7 patients per person	47(82.5)	10(17.5)	19.625	<0.001*	6.92 (2.8,16.9)
≥7 patients per person	19(40.4)	28(59.6)			
Designation					
Staff Nurse	71(62.8)	42(37.2)	7.26	0.007*	3.62 (1.36,9.6)
Senior Nurse	7(31.8)	15(68.2)			
Leadership style practice in ward					
Democratic	69(67.0)	34(33.0)	15.11	<0.001*	5.18 (2.1,12.4)
Autocratic	9(28.1)	23(71.9)			

*Significance level at < 0.05 OR=Odd Ratio CI=95% Confidence Interval χ^2 Pearson Chi-square

DISCUSSION

This study found that more than half of the nurses (57.8%) were satisfied with their jobs and their satisfaction was higher on organization and administration policies (4.18±0.04) whereas lower on salary and benefits (3.01±0.19) they were getting from the institute. Consistent to this findings, studies conducted in Ethiopia, Nepal and Uganda in South Africa revealed that 62.67%, 66.5%, and 54.2% of the

nurses respectively were satisfied with their current job.^{6,8,9} However job satisfaction was found higher (80.6%) among the nurses working in Dhulikhel hospital⁷ compared to our study finding. This difference in findings might be due to difference in organizational policies and allowance facilities for staff of these two study settings.

In this study, nurses were more satisfied (mean percentage= 83.6%) with the organization and administration policies and least satisfied (mean percentage = 60.2%) with the salary and benefits provided by the organization. In consistent to this, the finding of the study conducted in England showed that more than two third (67.5%) of the nurses were dissatisfied with the salary provided by the organization.¹⁰ This difference might be due to difference in health care setting and facilities available in countries.

Our studies found that the organization and administrative policies (mean score = 4.18), work load and working schedule (mean score = 3.64) as the most important factors affecting job satisfaction among nurses. In contrast to this, the findings of the study conducted in Vlora State Hospital showed that the most important intrinsic factors that affect job satisfaction was career growth (mean score=3.84) and the most important extrinsic factor that affect the job satisfaction was monthly salary (mean score=4.5).¹¹ This might be because of difference in the sampling technique, sample size and use of different instrument.

This study found that there was significant association between the level of satisfaction and working unit ($p=0.014$) where nurses working in general ward were more satisfied with their job compared to the nurses working in critical ward. Likewise, this study found the significant association found between the level of satisfaction and workload of the nurses ($p<0.001$) where the nurses who were assigned less than 7 patients in general ward are satisfied than the nurses who were assigned 7 and above patients. These findings are consistent with the study in Ethiopia which showed the significant association of level of satisfaction with working unit ($p=0.032$) and workload ($p<0.001$).⁶ However, age, marital status and working experience in CMC-TH among nurses were not significantly associated with the level of job satisfaction. However, study in Ethiopian public hospital showed the significant association between level of job satisfaction ($p=0.064$) and age of the nurses.⁶ This discrepancy in the findings might be difference in sampling technique and measurement tool.

CONCLUSION

Based on the findings, it is concluded that more than half of the nurses working in a teaching hospital are satisfied with their job. Nurses are more satisfied with the organization and administration policies and interpersonal relationship with coworkers, whereas they are least satisfied with the salary and benefits provided to them in the organization. Those nurses who are provided more salary and adequate facilities are more satisfied with their job than the nurses who were not provided more salary and adequate facilities.

Still nearly half of the nurses are not satisfied with their jobs. Nurses' satisfaction is lower on salary and benefits, feedback and supervision and professional opportunity and growth. Professional qualification, total work experience in nursing, working ward or unit, designation, work load and leadership style practice in the ward are the factors associated with job satisfaction. Hence, these identified factors need to be addressed by the hospital administration and professional organizations to enhance the job satisfaction among nurses.

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