



Job Satisfaction of the Senior Staff Nurses at Rajshahi Medical College Hospital

Romjan Shorif^{1*}, Mahfuza Khanam², Anjuman Ara¹, Sima Khatun¹, Tanzina Islam¹, Molly Kundu¹, Nasrin Khatun¹

¹Senior Staff Nurse, Department of Emergency, Rajshahi Medical College Hospital, Bangladesh

²Nursing Instructor, Rajshahi Nursing College, Rajshahi, Bangladesh

<p>Abstract: Background: Job satisfaction among healthcare professionals, particularly senior staff nurses, is essential for maintaining high-quality patient care. The study aims to assess the job satisfaction of senior staff nurses at Rajshahi Medical College Hospital. Method: A descriptive cross-sectional study was select 50 senior staff nurses working in various units at RMCH. Semi-structured interviews were conducted with the selected participants, taking place in private rooms during different shifts. Data collection spanned from November 2014 to April 2015 and covered 40 wards under 7 selected units. Demographic data, including age, gender, religion, educational qualifications, and years of service, were collected from the participants. Job satisfaction-related questions were explored, encompassing aspects such as training, promotion, rewards, job-related factors, feelings towards the job, and overall job experience. Results: The surveyed senior staff nurses were predominantly female (90%), aged 40-49 years (54%). Education levels varied: 68% held nursing diplomas, 24% had B.Sc. in nursing degrees, and 8% possessed MPH qualifications. The majority (34%) had 11-15 years of service, with a minority (4%) having over 25 years. Job Satisfaction Factors: Key job satisfaction drivers included training for skill improvement (80%), promotion opportunities (12%), and recognition through rewards (8%). A significant 92% reported high job satisfaction. Personal motivation (10%), financial incentives (40%), and a desire to help others (50%) played vital roles. Most found their work fulfilling, with 70% stating it fulfilled their desire to assist patients, describing their experiences as rewarding. Conclusion: This study underscores the importance of addressing key determinants of job satisfaction, such as training, promotion, and rewards, to maintain a high level of job satisfaction among senior staff nurses at RMCH. Improving job satisfaction can contribute to a more motivated and effective healthcare workforce, ultimately enhancing patient care.</p> <p>Keywords: Job Satisfaction, Senior Staff Nurses, Healthcare.</p>	<p style="text-align: center;">Research Paper</p>
	<p>*Corresponding Author: <i>Romjan Shorif</i> Senior Staff Nurse, Department of Emergency, Rajshahi Medical College Hospital, Bangladesh</p>
	<p>How to cite this paper: Romjan Shorif <i>et al</i> (2023). Job Satisfaction of the Senior Staff Nurses at Rajshahi Medical College Hospital. <i>Middle East Res J Nursing</i>, 3(1): 16-21.</p>
	<p>Article History: Submit: 19.10.2023 Accepted: 20.11.2023 Published: 05.12.2023 </p>
<p>Copyright © 2023 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.</p>	

INTRODUCTION

Job satisfaction is a pivotal factor in the effective functioning and stability of any organization. It not only influences the productivity and retention of employees but also affects their overall well-being. Insufficient job satisfaction can lead to various negative consequences, including high turnover rates and employee burnout [1]. In the healthcare sector, job satisfaction is of paramount importance due to its direct impact on patient care. Nurses, as frontline healthcare providers, play a crucial role in delivering quality healthcare services. Therefore, understanding and fostering job satisfaction among nurses are essential components of maintaining and improving the quality of healthcare services [2].

implications. The UK consistently recruits a substantial number of nurses from both domestic and international sources to meet the ever-growing demands of its healthcare system. However, a high turnover rate among nurses can undermine the effectiveness of these recruitment efforts and incur additional costs [3]. Nursing, as a profession, is multifaceted and demanding, requiring nurses to perform a wide range of tasks and responsibilities in diverse healthcare settings. In the UK, the healthcare sector is challenged by population growth and increased demands for healthcare services [4]. To maintain the quality of healthcare, it is crucial to enhance job satisfaction among nurses to reduce turnover rates, as satisfied nurses are less likely to resign from their positions [5].

The United Kingdom (UK) is a case in point where job satisfaction among nurses holds significant

The UK's National Health Service (NHS) aimed to increase its nursing workforce significantly in the early 2000s to meet healthcare demands. This goal was

achieved through both increased nurse training and international nurse recruitment [6]. However, to ensure the retention of these nurses and maintain an adequate nursing workforce, it is imperative to explore their job satisfaction levels. International recruitment is an effective means of addressing nursing shortages without investing in extensive training programs. However, research on the job satisfaction and retention levels of nurses in the UK is vital, as nurse retention is closely linked to job satisfaction [5]. High nurse turnover rates can lead to work overload, burnout, and decreased job satisfaction among the remaining nursing staff, ultimately compromising the quality of patient care [7].

Historically, nursing has been shaped by influential figures like Florence Nightingale, who pioneered the nursing profession and advocated for the reform of hospital systems. Nursing is guided by a code of ethics and professional practice that emphasizes patient care as its central objective [8]. This study sets the stage for exploring the complexities of job satisfaction among nurses in the UK, particularly considering the country's reliance on international nurse recruitment. The subsequent sections of this study will delve into the factors influencing job satisfaction among nurses and its impact on healthcare services and patient care.

MATERIALS AND METHODS

This research employs a descriptive cross-sectional design to assess job satisfaction among senior staff nurses at Rajshahi Medical College Hospital (RMCH) in Bangladesh. The study collects data from a specific sample of senior staff nurses to provide insights into their job satisfaction levels.

Inclusion Criteria

- Full-time senior staff nurses at RMCH.
- Engaged in direct patient care.
- Possess at least a three-year nursing diploma.
- A minimum of 5 months of experience in their respective units.

Exclusion Criteria

- Part-time senior staff nurses.
- Roles not involving direct patient care.
- Insufficient nursing education.
- Less than 5 months of experience in their units.

Data Collection

Data will be collected after obtaining permission from RMCH authorities. The study's objectives will be explained to nursing supervisors and participants. Data will be gathered manually using a master sheet and subsequently analyzed using descriptive and inferential statistics to assess senior staff nurses' job satisfaction levels.

Data Analysis

The collected data manually by master sheet with analyzed using the Statistical Package for the Social Sciences (SPSS vs 26.0). Descriptive statistics will be utilized to assess senior staff nurses' job satisfaction levels, while inferential statistics will be employed to identify significant associations and trends in the data, providing comprehensive insights into the study's objectives.

Ethical Consideration

The study adhered to ethical principles by obtaining prior approval from the Director and nursing superintendent of Rajshahi Medical College Hospital authorities. Informed consent was secured from both institution authorities and participants, ensuring their voluntary participation. Privacy and confidentiality were maintained during interviews, and raw data was exclusively accessed by the investigator to protect participants' rights and data integrity.

RESULT

The age group 30-39 years had 36%, 40-49 year had 54% and 50+ above had 10% nurses. The male nurse was only 10% and the female was 90%.

Table 1: Demographic information of the participated nurses Age of the respondent N=50

Variable	Range	Number	Percentage
Age	20-29 years	-	-
	30-39 years	18	36
	40-49 years	27	54
	50-59 years	5	10
Gender	Male	5	10
	Female	45	90

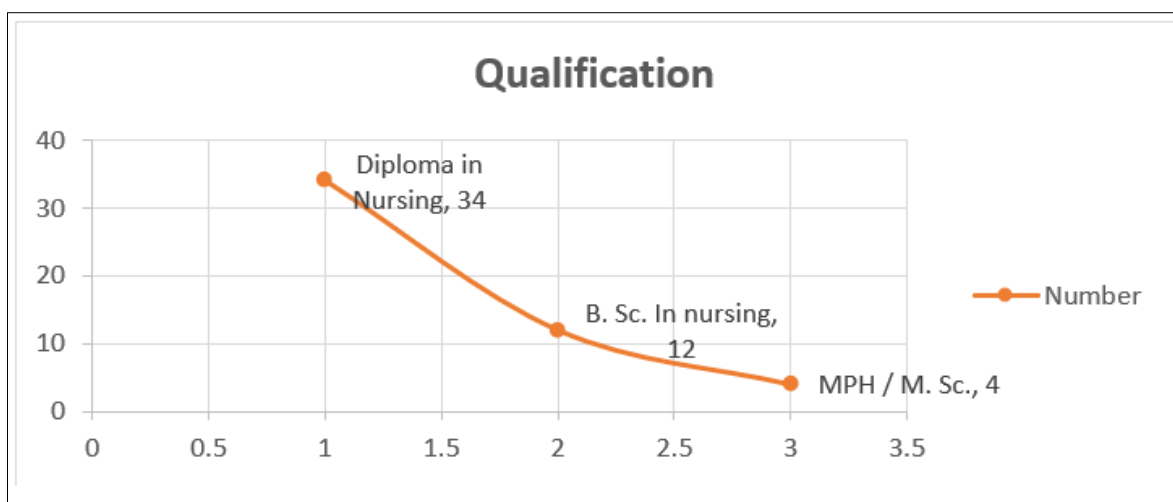


Figure 1: Professional qualification of the respondent N=50

Professional qualification was Diploma in Nursing /Diploma in Midwifery 68%, B. Sc. in Nursing 24% and 8% MPH/M.Sc.

Table 2: Length of service of the respondent N=50

Variables	Parameters	Number	Percentage
Length of service	1-5 years	-	-
	6-10 years	5	10
	11-15 years	17	34
	16-20 years	15	30
	21-25 years	11	22
	26-30 years	2	4

Length of service 1 month –5 years 0%, 6 years – 10 years 10%, 11 years – 15 years 34%, 16 years– 20

years 30%, 21 years –25 years 22% and 26 years– 30 years 4%.

Table 3: Information on Job satisfaction of the Participated Senior staff nurses regarding job

Question	Answer			
	Yes		No	
	N=50	%	N=50	%
Do you satisfy for your job position in nursing profession?	47	94	3	6
Do you satisfy in giving proper care to the patients?	45	90	5	10
Do you satisfy in all equipments which supplies in hospital?	16	32	34	68
Do you satisfy in your salary?	48	96	2	4
Are you happy to involve in nursing profession?	47	94	3	6
Have you any problem to maintain the rules in nursing job?	29	58	21	42
Do you make therapeutic relationship with the patient?	40	80	10	20
Do you satisfy for allocating staff sufficient to cover the workload?	-	-	50	100
Does supervisor inspire you to do best?	50	100	-	-
Do you satisfy for your limited vacation?	29	58	21	42
Do you ensure proper reporting and record keeping?	50	100	-	-
Do you satisfy for your colleague behaviours?	44	88	6	12
Do you satisfy with hospital team work?	21	42	29	58
Do you give nursing care with up-to-date knowledge?	50	100	-	-
Is the work environment safe & free from hazard?	5	10	45	90

At the nurse's job satisfaction – yes/no questionnaire-Regarding satisfaction for job position in nursing profession yes-94% , no-6%; giving proper care to the patients - yes 90%, no 10%; satisfaction for supplies equipments - yes 32%, no 68%; satisfy in salary –yes 96%, no 4%; happy to involve in nursing profession

- yes 94%, no 6%; any problem to maintain the rules in nursing job - yes 58%, no 42%; making therapeutic relationship with the patient - yes 80%, no 20%; allocating staff sufficient to cover the workload - yes 0%, no 100%; supervisor inspires to do best – yes 100%, no 0%; satisfy for limited vacation – yes 58%, no 42%;

keeping reports & records- yes 100%, no 0%; satisfy in colleague behaviours – yes 88%, no 12%; satisfy with hospital team work – yes 42%, no 58%; give nursing care

with up-to-date knowledge – yes 100%, no 0%; the work environment safe & free from hazard – yes 10%, no 90%.

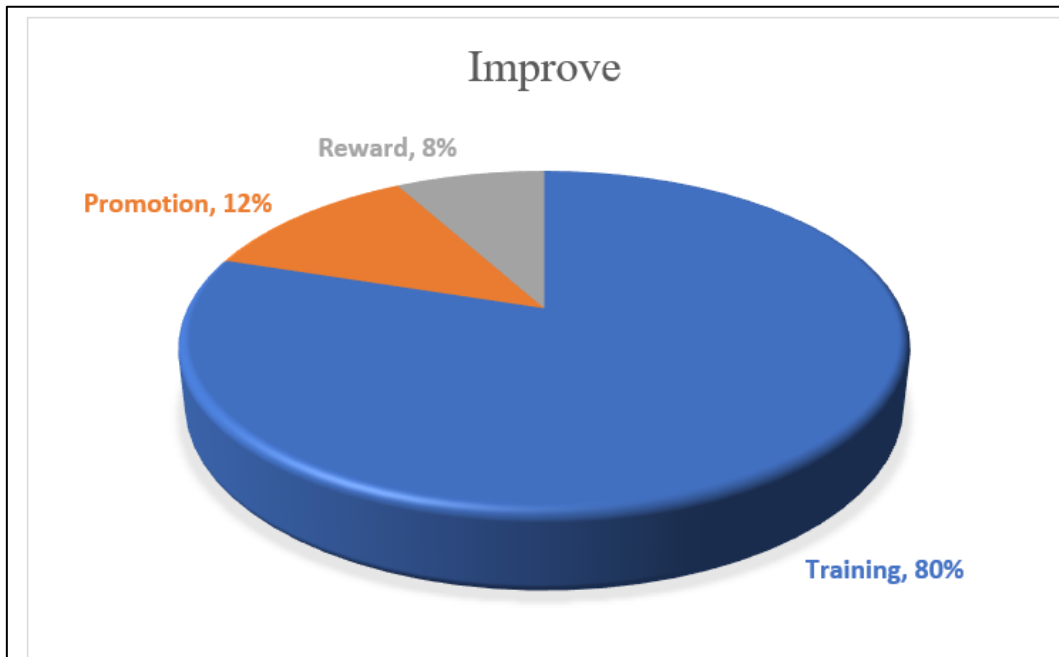


Figure 2: Improve nursing knowledge and skills

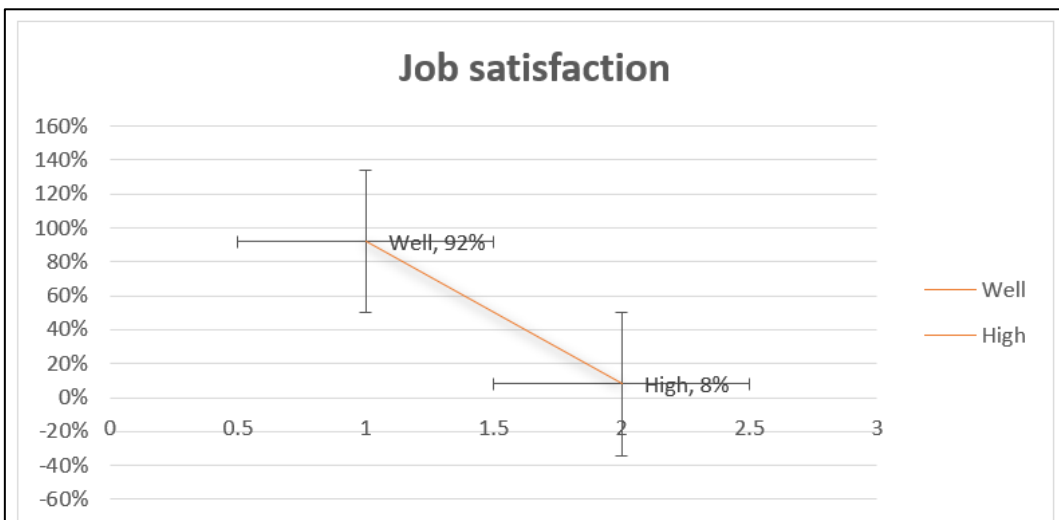


Figure 3: Distribution of the respondents by their Job satisfaction

DISCUSSION

This study offers valuable insights with implications for nursing administration, practice, and education. Nursing administrators can utilize this information to foster supportive and resilient nursing units, which have a profound impact on the overall quality of patient care. Job satisfaction significantly influences nurses' practice, and it is closely linked to patients' well-being.⁹ Understanding the drivers of senior staff nurses' job satisfaction is particularly vital for nursing administration. When nurse leaders comprehend the factors that contribute to job satisfaction, they can initiate changes that enhance nurse satisfaction,

subsequently benefiting patient satisfaction and employee retention. It is well-established that strategies leading to high job satisfaction effectively retain nurses, a critical concern for nurse executives [10].

Research has consistently shown a positive correlation between nurse satisfaction and patient satisfaction [11]. This linkage holds profound significance as satisfied patients are more likely to return to healthcare facilities for their future medical needs, translating into increased profits. In recent times, there has been an even greater emphasis on patient satisfaction in nursing. Several factors contribute to the connection between high employee job satisfaction and patient

satisfaction. Satisfied nurses tend to be more productive, and organizations experience lower turnover rates among registered nurses (RNs). Reduced turnover means that hospitals are less likely to be understaffed, leading to improved patient care quality. Understaffing has been associated with negative patient outcomes [12]. Moreover, research has established that facilities with a higher proportion of nurses holding baccalaureate or higher degrees tend to yield better patient outcomes [13]. These positive patient outcomes are strongly linked to higher patient satisfaction levels, reinforcing the connection between nurse satisfaction and patient satisfaction.

The study's findings indicate that senior staff nurses reported low satisfaction in specific areas, including the availability of equipment (50%), limited involvement in decision-making processes (10%), excessive non-clinical tasks (40%), and insufficient time with patients (50%). These findings align with Herzberg and Mausner's two-factor theory (1959), which identifies factors such as responsibility, achievement, recognition, and opportunities for development as motivators leading to job satisfaction. Conversely, dissatisfaction factors are consistent with hygiene factors, including salaries, quality of supervision, and working conditions.

The study also explored the relationship between job satisfaction and organizational commitment. It revealed that senior staff nurses who reported high job satisfaction (70%) tended to exhibit a greater degree of commitment to their hospitals. This connection underscores the importance of enhancing job satisfaction to bolster organizational commitment and loyalty. Furthermore, the study noted that older senior staff nurses (54%) and those with more experience (34%) tended to report higher job satisfaction and commitment levels. In practice, the study underscores the significance of addressing nurses' job satisfaction to enhance patient satisfaction, staff retention, and ultimately, organizational profitability. Administrators should prioritize strategies that foster job satisfaction among nursing staff as they play a pivotal role in delivering quality healthcare services. By understanding the factors contributing to job satisfaction, nurse leaders can implement changes that have a positive ripple effect on patient care and facility profitability.

However, it's essential to acknowledge the limitations of this study. The small sample size (50 senior staff nurses) drawn from a single hospital restricts the generalizability of findings and limits the study's power to establish relationships definitively. Additionally, the study could not account for the variability among individual patient and nurse factors due to the involvement of multiple nurses in patient care. Future research should consider larger and more diverse samples to provide a broader perspective on job satisfaction among senior staff nurses and its impact on patient care. In this study underscores the critical role of

job satisfaction among senior staff nurses in healthcare settings. It emphasizes the interconnection between nurse satisfaction, patient satisfaction, and organizational outcomes.

CONCLUSION

This study reveals that the majority of senior staff nurses at Rajshahi Medical College Hospital in Bangladesh express job satisfaction. Factors influencing satisfaction include workplace cleanliness and salary. Culture and income play significant roles in job satisfaction. The findings provide valuable insights for nursing administration, practice, and education, highlighting the importance of addressing Motivation and Hygiene Factors to enhance overall job satisfaction among senior staff nurses.

RECOMMENDATION

- Prioritize cleanliness and infection control measures for a safe and pleasant work environment.
- Invest in continuous education and training programs to enhance nursing knowledge and skills.
- Regularly review and adjust nurses' compensation to align with expectations and economic conditions.
- Foster open communication and collaboration between nurses and management.
- Explore cultural factors' impact on healthcare delivery and employee satisfaction.

Acknowledgment

I am grateful to the almighty God for the strength and opportunity to complete this thesis. Special thanks to Mahfuza Khanam, my guide, for his invaluable supervision and advice. I especially thank Mrs. Sadeka Khatun, Principal, Rajshahi Nursing College for her willingness to organize the study under her authority. I also extend my regards to Asst. Prof. Dr. Abu Hena Mostafa Kamal, for their support. Thanks to all staff for their cooperation in this research.

Funding: No funding sources

Conflict of Interest: None declared

REFERENCES

1. Scott, E. S., Engelke, M. K., & Swanson, M. (2008). New graduate nurse transitioning: necessary or nice?. *Applied Nursing Research*, 21(2), 75-83.
2. Barili, E., Bertoli, P., Grembi, V., & Rattini, V. (2022). Job satisfaction among healthcare workers in the aftermath of the COVID-19 pandemic. *Plos one*, 17(10), e0275334.
3. Marquis, B. L., & Huston, C. J. (2009). *Leadership roles and management functions in nursing: Theory and application*. Lippincott Williams & Wilkins.

4. Berens, M. J. (2000). Nursing mistakes kill, injure thousands. *Chicago Tribune*, 10.
5. Aiken, L. H. (2007). US nurse labor market dynamics are key to global nurse sufficiency. *Health services research*, 42(3p2), 1299-1320.
6. Kalra, V. S., Abel, P., & Esmail, A. (2009). Developing leadership interventions for black and minority ethnic staff: A case study of the National Health Service (NHS) in the UK. *Journal of health organization and management*, 23(1), 103-118.
7. Maull, R., Brown, P., & Cliffe, R. (2001). Organisational culture and quality improvement. *International Journal of Operations & Production Management*, 21(3), 302-326.
8. Kaddourah, B. T., Khalidi, A., Abu-Shaheen, A. K., & Al-Tannir, M. A. (2013). Factors impacting job satisfaction among nurses from a tertiary care centre. *Journal of clinical nursing*, 22(21-22), 3153-3159.
9. Lu, H., Barriball, K. L., Zhang, X., & While, A. E. (2012). Job satisfaction among hospital nurses revisited: a systematic review. *International journal of nursing studies*, 49(8), 1017-1038.
10. Lee, H. N., Lee, S. Y., & Lee, M. A. (2009). A study of nurses' job satisfaction. *Journal of East-West Nursing Research*, 15(2), 91-101.
11. Lu, H., Zhao, Y., & While, A. (2019). Job satisfaction among hospital nurses: A literature review. *International journal of nursing studies*, 94, 21-31.
12. Curtis, E. A., & Glacken, M. (2014). Job satisfaction among public health nurses: a national survey. *Journal of nursing management*, 22(5), 653-663.
13. Sh, B., Kousha, A., & Janati, A. (2012). Factors affecting nurses' job satisfaction: a systematic survey. *Hakim Research Journal*, 15(2), 130-139.