

## Determinants of Job Satisfaction Among Nursing Staff in Nepalese Hospitals

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### Abstract

A quantitative, cross-sectional survey was employed to assess the determinants of job satisfaction among nursing staff in Kathmandu Valley hospitals. In 2023, 86 nurses from eight hospitals (five public, three private) completed a self-administered questionnaire. The survey measured the impact of eight independent variables – pay, promotion, job security, working conditions, job autonomy, coworker relationships, supervisor relationships, and nature of work – on a single-item measure of overall job satisfaction. Statistical analysis was used to determine the relationships between these variables. Notably, nurses in public hospitals reported higher overall satisfaction than those in private hospitals. These variables consistently demonstrated a positive correlation with overall job satisfaction across both public and private hospital settings.

**Keywords:** *Job satisfaction, nursing staff, Nepalese, hospitals.*

### Introduction

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Job satisfaction is a critical factor in the healthcare industry, directly influencing the quality of patient care (Shabbir et al., 2016; Hamid et al., 2014). As a vital organizational resource, human capital necessitates strategic management to maximize its potential (Brohi et al., 2017). Job satisfaction, defined as a positive affective state towards one's work (Adams & Bond, 2000; Castle et al., 2006; Spector, 1997), is influenced by a complex interplay of environmental, organizational,

and individual factors (Malhotra & Mukherjee, 2004). This construct significantly influences organizational dynamics, including turnover, strategy, and ethical considerations (Poon, 2004; Gebler, 2006; Kaarst-Brown et al., 2004; Smith, 2009).

The healthcare workplace environment is particularly salient for nursing staff, affecting both well-being and retention (Mulugeta et al., 2019; Ramaci et al., 2020; Ahmad et al., 2022). Factors such as pay, promotion opportunities, supervisory support, fringe benefits, contingent rewards, operating procedures, coworker relationships, nature of work, and communication have been identified as key determinants of job satisfaction (Spector, 1985; Opkara, 2002; Nguyen et al., 2003; Teseema & Soeters, 2006; Silla et al., 2005; Schermerhorn et al., 2005). Furthermore, global measures of job satisfaction acknowledge individual differences in work-related affect (Witt & Nye, 1992).

Research consistently demonstrates that factors like promotional opportunities, job security, working conditions, pay, autonomy, and supervisory support significantly influence nurses' job satisfaction (Nguyen et al., 2003; Teseema & Soeters, 2006; Silla et al., 2005; Brunetto & Farr-Wharton, 2002; Lu et al., 2012; Selebi & Minnar, 2007). Specifically, inadequate hygiene factors, including poor workplace relationships, limited supervisory skills, and unfavorable policies, contribute to low job satisfaction (Selebi & Minnar, 2007). Moreover, the nature of the work itself and the perceived work environment are crucial predictors of satisfaction (Ting, 1997; Locke, 1995; Spector, 2008).

Poudel and Sharma (2019) identified specific areas of dissatisfaction in Nepalese private teaching hospitals (compensation, feedback, professional growth). Nurses in Nepalese hospitals, were found to be less satisfied with their job due to organizational factors compared to environmental factors (Paudel et al. 2022). This study broadens the scope to: 1) explore general factors impacting job satisfaction among all nursing staff in Nepalese hospitals, and 2) measure overall job satisfaction levels.

### **Methodology and Results:**

This study employed a cross-sectional survey design to investigate job satisfaction among nursing staff in Kathmandu Valley hospitals. Data were collected during the final quarter of 2023 from five hospitals (five public, three private), each with over 100 beds, using convenience and

purposive sampling techniques. A self-administered questionnaire was distributed to nurses with at least one year of experience, yielding 86 valid responses from 175 distributed questionnaires.

Overall job satisfaction was measured using a single-item, 5-point Likert scale, ranging from "very dissatisfied" (1) to "very satisfied" (5). Additionally, satisfaction with eight specific job domains pay, promotion, job security, working conditions, job autonomy, coworker relationships, supervisor relationships, and nature of work was assessed.

Data analysis was conducted using SPSS version 18.0. Descriptive and inferential statistics were employed, with a linear regression model utilized to examine the relationships between the independent variables (pay, promotion, job security, working conditions, job autonomy, coworker relationships, supervisor relationships, and nature of work) and the dependent variable (overall job satisfaction). The regression model is represented as:

$$OJ\_S = \beta_0 + \beta_1P + \beta_2PR + \beta_3JS + \beta_4WC + \beta_5JA + \beta_6RCW + \beta_7RS + \beta_8NW + et$$

Where: OJ\_S = Overall job satisfaction, P = Pay, PR = Promotion, JS = Job security, WC = Working conditions, JA = Job autonomy, RCW = Relationship with coworkers, RS = Relationship with supervisors, NW = Nature of work, and et = error term.

Table 1 Descriptive statistics of respondents

	Frequency	Percentage
Public hospitals	62	72%
Private hospitals	24	28%
Total	86	100%

Field survey 2023

The disproportionately higher number of respondents from public hospitals, as shown in Table 1, is attributed to the greater nursing staff population within these institutions included in the study.

Table 2 Descriptive analysis of the variables

Variables	Public hospitals		Private hospitals	
	Mean	Rank	Mean	Rank
Pay	4.3412	1	3.2512	6
Promotion	3.6403	4	3.1322	7

Job security	4.0722	2	2.4601	8
Working condition	2.7860	7	3.7754	1
Job autonomy	3.1230	6	3.2901	5
Relationship with co-workers	3.5923	3	3.5740	3
Relationship with supervisor	3.5444	5	3.6613	2
Nature of work	3.5643	4	3.5432	4
Overall job satisfaction	3.5829		3.3359	

#### Field survey 2023

Table 2 presents the descriptive statistics (mean and standard deviation) for job satisfaction determinants across public and private hospitals. Nurses in public hospitals reported high mean satisfaction scores (>4.00) for pay and job security, while private hospital nurses exhibited significantly lower means (<3.50) in these areas. Promotion satisfaction was moderate in public hospitals (>3.50) but low in private institutions. Conversely, working conditions were rated higher in private hospitals. Relationship with coworkers, supervisor relationships, and the nature of work showed moderate satisfaction levels across both hospital types. Job autonomy satisfaction was similar in both public and private hospitals. Overall job satisfaction was notably higher among nurses in public hospitals compared to their private hospital counterparts.

Table 3 Relationship analysis on overall job satisfaction

Variables	1	2	3	4	5	6	7	8	9
1. Pay	1								
2. Promotion	.359	1							
3. Job security	.043	.335	1						
4. Working condition	-.056	-.244	-.440*	1					
5. Job autonomy	.269	.047	-.134	.170	1				
6. Relationship with co-workers	.234	.379*	.601**	-.634**	-.336	1			
7. Relationship with supervisor	-.263	-.456*	-.193	.031	-.211	-.259	1		

8. Nature of work	-.087	-.072	.038	-.124	.184	.039	.429*	1	
9. Overall job satisfaction	.519*	.432*	.492**	.188	.331	.388*	.127	.517**	1

Field survey 2023

\* Correlation is significant at the 0.05 level (2-tailed).

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

Table 3 presents the correlational analysis between various job satisfaction factors and overall job satisfaction among nursing staff. The findings demonstrate a positive, moderate linear relationship between overall job satisfaction and pay, job security, promotion, coworker relationships, job autonomy, and the nature of work. Conversely, working conditions and supervisor relationships exhibited a positive, but weaker, correlation with overall job satisfaction. These results collectively indicate that all examined factors positively influence overall job satisfaction within the studied population of public and private hospital nurses.

Table 4 Impact on overall job satisfaction

Model	Coefficient	Sig.
(Constant)	2.057	.154
Pay	.025	.002
Promotion	.024	.001
Job security	.024	.000
Working condition	.019	.001
Job autonomy	.022	.000
Relationship with co-workers	.019	.002
Relationship with supervisor	.018	.000
Nature of work	.026	.001
F	19.654	.000
R Square	.69	

Dependent Variable: Overall job satisfaction

Field survey 2023

## Regression Results

The regression analysis yielded the following equation:  $OJ\_S = 2.057 + 0.025P + 0.024PR + 0.024JS + 0.019WC + 0.022JA + 0.019RCW + 0.018RS + 0.026NW + et$ . As presented in Table 4, the R-squared value of 0.69 indicates that 69% of the variance in overall job satisfaction (OJ\_S) is explained by the independent variables included in the model, with the remaining variance attributed to other factors. The regression coefficients demonstrate that all variables positively contribute to overall job satisfaction among nursing staff in both public and private hospitals. Notably, pay, promotion, job security, job autonomy, coworker relationships, and the nature of work exhibited a stronger positive impact compared to working conditions and supervisor relationships.

## Discussion, Conclusion and Implication

This study aimed to identify the determinants of job satisfaction among nursing staff in Nepalese hospitals. Consistent with Chamal and Dilina (2018), nurses in public hospitals reported higher overall job satisfaction than those in private hospitals. The findings revealed positive, moderate linear relationships between overall job satisfaction and pay, job security, promotion, coworker relationships, job autonomy, and the nature of work, aligning with the observations of Schermerhorn et al. (2005). Conversely, working conditions and supervisor relationships showed weaker, albeit positive, associations. All examined variables significantly and positively influenced overall job satisfaction. Pay, promotion, job security, job autonomy, coworker relationships, and the nature of work were identified as having a greater impact than working conditions and supervisor relationships. Future research could expand upon these findings by investigating job satisfaction among all hospital staff across a wider geographical distribution of districts.

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