

Original Article

Assessment the Job Satisfaction and Intention to Quit the Job among Staff Nurses

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ABSTRACT

Background: The nursing profession is essential to the healthcare system, primarily focused on patient care and health restoration. Recent studies have highlighted a global shortage of nurses and the consequential impact on healthcare delivery. Job satisfaction and retention are crucial in addressing these shortages, yet little is known about the current state of these factors among nurses in teaching hospitals.

Objective: This study aimed to assess job satisfaction and the intention to quit among nurses in a teaching hospital to identify key factors that could help improve retention rates and job satisfaction.

Methods: A descriptive cross-sectional survey was conducted over a six-month period at a teaching hospital. The study involved 138 nurses, including registered nurses, diploma nurses, and graduate nurses. Data were collected using a validated questionnaire, focusing on demographic variables, job satisfaction, and turnover intentions. The sample size was calculated using Sullivan's formula, and the analysis was performed using SPSS version 25. Descriptive statistics were employed, and the normality of data distribution was verified.

Results: The study found varying degrees of job satisfaction among nurses. Only 30.4% of participants were satisfied with their compensation, and 52.1% doubted their career choice. About 50% were actively looking for better job opportunities. A significant 60.1% reported that working hours negatively impacted their social life, and 70.3% experienced a lack of support from management. Additionally, only 51.0% of nurses found communication from management to be clear.

Conclusion: The low level of job satisfaction and high intention to quit among nurses at the teaching hospital indicate urgent needs for improvement in compensation, management support, and work-life balance. Strategies to enhance communication and support from management could potentially increase job satisfaction and reduce turnover intentions.

Keywords: Nursing Shortage, Job Satisfaction, Nurse Retention, Turnover Intention, Teaching Hospital, Healthcare Management.

INTRODUCTION

The nursing profession plays a critical role in the health care system, primarily by delivering essential care aimed at restoring patients to their optimum health. Nurses are on the front line, providing continuous patient care, yet the global nursing community faces significant challenges due to persistent staffing shortages (1). These shortages not only threaten the quality of healthcare but also impose substantial costs on health systems due to increased turnover rates among nursing staff (2). High turnover rates among nurses adversely affect a health system's capacity to deliver care and maintain care quality, underscoring the necessity to explore the underlying causes of nurse turnover (Roth et al.). It is essential to identify and understand the factors contributing to nurses' decisions to leave their positions, as this information could guide strategies to improve retention and job satisfaction (3).

The World Health Organization has highlighted a concerning projection that by 2035, the deficit in nursing human resources will fall to approximately 09 million globally, with specific challenges in countries like Pakistan where there is an immediate need for about 60,000 nurses (3). Developed regions are not exempt from this crisis; for instance, the United States was predicted to experience a shortage of 340,000 registered nurses by 2020 (4). A 2018 study pinpointed that Pakistan is grappling with severe nurse shortages, compounded by factors such as mandatory overtime, lack of support from healthcare institutions, outdated training methods, and

inadequate compensation (5). The global workforce of nurses, who represent about 13.3 million of the 43.5 million health workers worldwide, is crucial in enhancing hospital services and the quality of patient care (6).

Understanding job satisfaction among nurses is vital since it directly influences their productivity and retention within the healthcare sector (7). Job satisfaction encompasses various facets of the workplace environment, including relationships with supervisors, job titles, interaction with co-workers, compensation, and opportunities for career advancement. This broad spectrum of workplace factors plays a fundamental role in shaping nurses' overall job satisfaction and their intentions to remain in or leave their current positions (8).

Given the significant impact of nurse turnover on healthcare delivery and the looming global shortage of qualified nursing professionals, it becomes imperative to assess the levels of job satisfaction among nurses and their intentions to quit. This understanding could form the basis for devising more effective strategies and interventions aimed at retaining nurses, thereby enhancing the stability and capacity of healthcare systems globally.

MATERIAL AND METHODS

In this descriptive cross-sectional survey, the objective was to evaluate both the turnover intentions and job satisfaction among nurses at a teaching hospital. The study setting was chosen due to its educational significance and its impact on nursing practices. Conducted over a six-month period, the research targeted a diverse group comprising registered nurses, diploma nurses, and graduate nurses actively employed at the hospital. To ensure a representative sample, a random sampling technique was utilized. The sample size determination adhered to Sullivan's formula $2N=1+Ne2N$, resulting in a total of 138 participants. For data collection, a previously validated questionnaire was employed, which was designed to comprehensively assess various facets of job satisfaction and the factors influencing nurses' intentions to leave their positions. Newly hired nurses were excluded from the sample to maintain focus on those with more experience in the hospital setting, thereby likely providing more insight into long-term job satisfaction and turnover intentions.

Ethical approval for the study was secured from the hospital's review board, ensuring adherence to the ethical guidelines outlined in the Declaration of Helsinki. Informed consent was obtained from all participants, who were assured of the confidentiality and protection of their data throughout the study. Participants were also informed that their involvement was voluntary and that they could withdraw at any time without any consequences.

Data analysis was conducted using SPSS version 25, where both descriptive and inferential statistics were applied to interpret the findings effectively. This analysis aimed to identify significant patterns and correlations between job satisfaction levels and the likelihood of turnover among the nursing staff.

RESULTS

In the study conducted among staff nurses at a teaching hospital, a diverse demographic profile was observed. The majority of the nurses fell within the age group of 26-30 years, constituting 32.6% of the total participants, followed closely by those aged 36-40 years at 29.0%. The age groups of 31-35 and 21-25 years represented 21.0% and 17.4% of the cohort, respectively (Table 1). Regarding gender distribution, females comprised a greater portion of the nursing staff at 58.7%, while males accounted for 41.3%. The marital status of participants was nearly split, with 53.6% being single and 46.4% married.

Table 1: Socio-demographic Characteristics of the Nurses (n=138)

Demographic Variables	Frequency	Percent
Age (in years)		
21-25	24	17.4%
26-30	45	32.6%
31-35	29	21.0%
36-40	40	29.0%
Gender		
Male	57	41.3%
Female	81	58.7%
Marital Status		
Single	74	53.6%
Married	64	46.4%

Demographic Variables	Frequency	Percent
Qualification		
Diploma	52	37.7%
Post RN	53	38.4%
BSN	33	23.9%
Current Unit		
Medical	24	17.4%
Surgical	69	50.0%
Other	45	32.6%
Duration of Working Experience		
1-5 years	65	47.1%
6-10 years	45	32.6%
11-15 years	28	20.3%

Table 2: Level of Job Satisfaction among Staff Nurses

Statement	Yes (%)	No (%)
Are you satisfied with the amount of compensation paid by the current organization?	42 (30.4%)	96 (69.6%)
Do you feel that you chose the wrong career?	74 (52.1%)	64 (48.0%)
Are you actively looking for jobs that will help you to better your career?	69 (50.0%)	69 (50.0%)
Do you think that salary is in balance to the demand's employer places as an employee?	55 (39.9%)	83 (60.1%)
Working hours are a hindrance to social life	83 (60.1%)	55 (39.9%)
Do you experience a lack of support from management?	97 (70.3%)	41 (29.7%)
The communication from the manager is clear? (instructions, tasks, goals, and feedback)	70 (51.0%)	68 (49.0%)

Educational qualifications among the nurses varied, with a significant number holding a Post RN qualification (38.4%) and Diploma (37.7%), while those with a Bachelor of Science in Nursing (BSN) accounted for 23.9%. The distribution of nurses across different units of the hospital showed a predominance in the surgical unit, where exactly half of the participants (50.0%) were stationed. The medical and other unspecified units housed 17.4% and 32.6% of the nursing staff, respectively. In terms of work experience, a notable 47.1% of nurses had been in their current roles for 1-5 years, followed by 32.6% who had worked for 6-10 years, and 20.3% who had been in the profession for 11-15 years (Table 1).

Job satisfaction levels revealed significant insights into the operational and emotional facets of the nursing roles at the institution. Only 30.4% of nurses expressed satisfaction with their compensation, indicating a substantial majority (69.6%) discontented with their financial remuneration (Table 2). Furthermore, a significant portion of the staff, 52.1%, questioned their career choice, mirroring the challenges faced within their job roles. Career progression concerns were evident as exactly half of the respondents (50.0%) were actively seeking opportunities to advance their careers outside the current organization.

Salary alignment with job demands was another area where dissatisfaction was prominent; 60.1% felt that their salary did not correspond adequately to the demands placed on them by their employer. This sentiment was paralleled by concerns about work-life balance, with 60.1% of nurses stating that their working hours negatively impacted their social life. A critical issue highlighted was the lack of support from management, as reported by 70.3% of the nurses, which could potentially contribute to the overall job dissatisfaction and turnover intentions. Meanwhile, communications from management regarding instructions, tasks, goals, and feedback were considered clear by only 51.0% of the participants, illustrating a divide in perceptions of managerial effectiveness (Table 2).

DISCUSSION

The present study aimed to assess job satisfaction and the intention to quit among nurses, employing a descriptive cross-sectional survey method. The investigation revealed a wide range of age groups, with the highest representation from those aged 26-30 years, comprising 32.6% of participants. Gender distribution was skewed towards females, who made up 58.7% of the respondents. Notably, the majority of nurses, regardless of educational background—whether holding a general nursing diploma, post-graduate credentials, or a BSN—expressed a pronounced dissatisfaction with their remuneration and work conditions.

The study's findings indicate substantial discontent among nurses with only 30.4% satisfied with their compensation, which aligns with previous research highlighting remuneration as a critical factor in job satisfaction and retention in the healthcare sector (9-12).

Furthermore, over half of the participants questioned their career choice, reflecting significant job discontent. This sense of regret may correlate with the stressful demands of nursing and perceived lack of support and recognition within the workplace.

Equally concerning is that exactly half of the nurses were actively seeking better career opportunities, suggesting a readiness to leave if better options arise. This is complemented by the dissatisfaction with salary relative to employer demands—60.1% of participants did not feel their salary was commensurate with their roles. Work-life balance was another critical issue, as 60.1% reported that their working hours adversely affected their social lives (12).

A profound lack of managerial support was highlighted, with 70.3% feeling undersupported. Moreover, nearly half of the respondents found communication from their managers unclear, which could exacerbate feelings of dissatisfaction and alienation. These issues underscore the broader systemic problems within the healthcare settings that may contribute to high turnover rates. This study mirrors findings from other regions, like the research conducted in Turkey by Masum et al. (2016), which similarly found high levels of dissatisfaction and turnover intentions among nurses (13). Such consistency across different geographic locales underscores the universal challenges in the nursing profession (14-17).

Regarding the study's methodology, while the cross-sectional design facilitated a snapshot of current attitudes and intentions among nurses, it also presents limitations. The approach restricts the ability to observe changes over time or establish causality (18). Additionally, the sample size, although adequate for statistical analysis, may not be large enough to generalize the findings across broader nurse populations or settings. Future research should consider longitudinal studies to track changes over time and perhaps employ a larger, more diverse sample to enhance the generalizability of the findings (19, 20).

Recommendations for improving nurse retention and satisfaction include implementing standardized protocols for assessing job satisfaction regularly and addressing the highlighted issues of compensation, managerial support, and work-life balance. Institutions should prioritize transparent and effective communication, as well as supportive management practices, to mitigate the feelings of dissatisfaction and reduce turnover intentions among nurses.

CONCLUSION

In conclusion, this study substantiates the pressing need for interventions aimed at enhancing job satisfaction among nurses to curb the high turnover rates that threaten the stability and effectiveness of healthcare services globally.

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