

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

A Study on Job Satisfaction of Nurses in Kingdom of Bahrain

Dr. Rumpa Roy

Assistant Professor, Faculty, College of Administrative and Financial Sciences, Gulf University, Bahrain

Abstract:

The study aims to explore the factors affecting job satisfaction and to measure level of job satisfaction of nurses based on Job Descriptive Index (JDI). The study covers two government hospitals in Bahrain, namely Salmaniya Medical Complex (SMC) and Bahrain Defense Force (BDF) hospital to measure job satisfaction of nurses.

The study used descriptive research design to collect primary data by survey method through questionnaire. A sample size of 100 was chosen to administer the questionnaire based on customized JDI: pay, supervisor, promotion, co-worker and nature of work. The findings of the study were critically interpreted to cover the objectives of the study. Salary and education were perceived as very important factors affecting job satisfaction. Even if the nurses seemed not so satisfied with pay and promotion policy overall job satisfaction found to be high among the nurses in these hospitals. Motivation, Quality of work, observance of rules and regulation and ability to organize and schedule workloads were identified as important factors affecting job performance. The result pointed out that willingness to perform and adaptability also play important role in job performance. Respondents believed that job satisfaction and performance are positively related. Given the right environment, facilities, motivation, recognition, good pay, satisfied nurses are going to perform better in these hospitals.

Keywords: *Job satisfaction, motivation, job descriptive index, performance*

1. Introduction

Job satisfaction is described as the organization's attempt to satisfy the physical, emotional and mental needs of its employees. In a fast changing competitive environment, Pascoe, Ali and Warne (2002) believe that job satisfaction has direct impact on organizational performance and thus enhancing client satisfaction and loyalty. A motivated workforce ensures successful knowledge transfer, sharing and creation of goodwill of the organization. Enhanced employee job satisfaction leads to knowledge sharing, higher retention rate. Empirical studies culminate into both intrinsic (achievement, recognition, responsibility, advancement etc.) and extrinsic factors (supervision, work conditions, co-workers, pay, job security, status etc.) of job satisfaction.

1.1. Background and Significance of the Study

Studies of Job Satisfaction among nurses are important because of the relationship between satisfaction and retention. As nursing turnover results in high costs to hospitals, it is important to identify the organizational and personal factors of job satisfaction.

The present study will focus on two reputed government hospitals in Kingdom of Bahrain namely Salmaniya Medical Complex (SMC) and Bahrain Defense Force (BDF) hospital to measure job satisfaction among nurses. The reason for selecting the above two hospitals is, these two are of the old, reputed and best government hospitals of Kingdom of Bahrain.

Even if substantial literature exists regarding job satisfaction among employees in general and within nursing profession there is no agreed definition. It has been described as an individual attitude to how well personal expectations at work correspond to outcomes (McKenna, 2000). Facets of job satisfaction include pay, co-workers, supervisors, organizational factors and work environment (Smithet, 1969; Stamps and Piedmonte, 1986). Job satisfaction of nurses is thus considered as a prime objective of health care industry. It is the responsibility of the management to provide the nursing staff with jobs that are motivating and rewarding.

1.2 The objectives of the study:

The researcher adopts the following objectives of the study:

- To identify factors influencing job satisfaction of nurses
- To assess the level of job satisfaction of nurses
- To understand whether job satisfaction and performance are positively related or not

2. Literature Review

A study conducted by Mahmoud AL-Hussami focuses on the relationship between nurses' job satisfaction and organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. Pearson product-moment correlation coefficients (r) indicate existence of positive correlation between the dependent variable and the set of independent variables. The multiple regression analysis conducted in this study highlights the predictive values of organizational

commitment, organizational support, transactional leadership, transformational leadership and level of education on the nurses' job satisfaction in health care industry. As per the analysis, organizational support was found to be the strongest predictor of the five variables and transactional leadership was the weakest predictor of job satisfaction. The study provides clear dimension about nurses' commitment and job satisfaction for better organizational performance. It further throws some light on the behavior and commitment of nurses leading to job satisfaction. Fair amount of job autonomy, competitive pay structure and equitable workload can result in better commitment and loyalty. The concerns related to unfair work conditions, pay inequities, lack of cooperation from peers and supervisors should be managed in desirable manner (Mahmoud AL-Hussami, 2008).

In a dynamic environment the organization can enhance the performance only by maintaining the Employee engaged and motivated. However in health sector the organizations face challenges regarding high price of health services, global warming and other environmental issues, expectation of the professionals for better pay package and benefits etc. Jitendra Kumar Singh & Dr. Mini Jain (2013) pointed out how to improve job satisfaction. Clear communication about organization's vision and mission from top management, building a team environment, training, employee empowerment, attractive salary, challenging job can contribute making motivated and productive employees. Satisfied employees are more willing to run extra mile sometimes beyond their job description. Job dissatisfaction can lead to withdrawal behaviors like turnover, absenteeism, decision to retire etc. Existing literature shows widely used methods of measuring employee attitudes, such as conducting focus group interview, employee survey. The two most extensively validated employee attitude survey measures are the Job Descriptive Index (JDI; Smith, Kendall, & Hulin, 1969) and the Minnesota Satisfaction Questionnaire (MSQ; Weiss, Dawis, England, & Lofquist, 1967). These measures have led to greater understanding of employee attitudes indicating a roadmap to create better environment.

The article on 'Factors Influencing Job Satisfaction among Malaysian Nurses' argues that a robust causal model incorporating organizational, professional and individual variables can provide better employee retention. Job satisfaction is associated with stress, hostility, anxiety and how it is managed by the employees. Organizational commitment or employee loyalty is reflected in employee participation and performance towards achieving the mission. The increased level of job-related stress is related with low level of working conditions satisfaction and compensation packages (Ebrahim Moradi, Dhaifallah Obaid Almutairi, Dr. Durrishah Idrus, Farshid Moghadam, 2011).

3. Research Methodology

Research methodology narrates the techniques followed for data collection, data processing, data presentation and analysis for the present study. The study was descriptive in nature.

In this study, the instrument used for the data collection was the Questionnaire method. This method is the most common and accurate method employed to obtain primary data through survey. The sample size was 100. The sampling technique adapted was convenience sampling. To conduct the survey, structured questionnaire was made with close ended questions to get specific responses. The questionnaires were distributed to the nurses of two government hospitals in Bahrain namely Salmaniya Medical Complex and BDF hospital. The first part of the questionnaire dealt with demographic information of the respondents like age, nationality, gender, income, work experience etc. The remaining part of the questionnaire was designed to cover the objectives of the study. To identify the factors influencing job satisfaction (as per the first objective), respondents were asked to give their opinion.

The study aimed to measure job satisfaction among nurses in Bahrain based on Job Descriptive Index (JDI). JDI has been described as the most popular and widely used measure of job satisfaction. It is used to measure five major factors associated with job satisfaction: the nature of the work itself, compensations and benefits, attitudes towards supervisors, relation with co-workers, and opportunities for promotion. The questionnaire based on JDI is short; simple to fill out; generate maximum response and easy to calculate scores. The JDI consists of 72 items: 9 items each for the facets of promotions and pay; and 18 items each for work, supervision and co-workers (Smucker & Kent, 2004). The questionnaire has a series of statements for each of the categories, each one of which respondents are required to mark with a yes (Y), no (N) or cannot decide (?) as it relates to the person's job.

The study has been customized and considered only 48 items: 12 items each for the facets of nature of work and supervision; 10 for coworkers; 8 for pay and 6 for promotion on a five point scale ranging from strongly agree, agree, neutral, disagree and highly disagree. This covered the second objective of the study or measurement of job satisfaction of nurses. The rationale for using JDI lies in its reliability, validity and it is based on a facet as well as global rating of job satisfaction. After considering the five facets of JDI 10 more statements regarding overall satisfaction have been identified and the respondents were asked to show level of agreement or disagreement. Remaining part of the questionnaire dealt with the third objective of the study. It focused on the relation between job satisfaction and performance of nurses (related to third objective) in Bahrain.

The data collected was presented in the form of tables, graphs and charts. Data analysis was carried out both in Microsoft Excel and SPSS application software. The descriptive statistical tools such as percentage, arithmetic mean, standard deviation, correlation were used suitably. The ranks based on the mean score were given. The predictive statistical tool used to analyze the data was correlation.

4. Result and Discussion

A total number of 100 nurses of Salmaniya and BDF hospitals were identified for the survey. The responses came from 90 nurses out of which 70 were from Salmaniya and 20 from BDF hospitals. Hence the response rate was 90% for the survey.

4.1. General Profile

General profile of the respondents identified from these two hospitals includes age, gender, nationality, income and work experience. The data showed that the age group 25-35 years constitutes the highest number (51.1%) of respondents. Around 32% of the

respondents fall in the age group 35-50 years. Only 14% of the respondents are from age group 18-25. Majority of the nurses responded in the survey are young and middle aged. Hence they have enough maturity to understand job satisfaction related issues.

The number of Indians is the largest in the sample comprising of 42% of the total respondents. Bahraini nationals are of 32% while Pilipino nationals comprise of 22%. Actually dominance of Indian nationality in nursing profession is prevalent in private as well as government hospitals in Bahrain which is reflected in the sample as well.

Majority of respondents are (51.1%) female and rest are male. This means these days not only female even significant number of male has chosen nursing profession.

Any survey related to job related issues either performance or satisfaction requires number of years worked in the present organization. This in turn shows the level of understanding, reconciling and loyalty or other attitudes of employees. The bar chart displayed above shows the working experience of the nurses in these two hospitals who have responded in this survey. Of the total respondents, around 27% have been working for less than two years. About 24% of the respondents have work experience in these hospitals between 4-6 years. Only 18% of the respondents have been working in hospitals for more than 10 years. This implies that majority (52%) of the respondents are working for less than 6 years in these two hospitals. One reason might be the age group of the respondents chosen in this survey. It requires professional training to take up nursing profession in hospitals. Accordingly young nurses have less working experience.

Income plays a vital role influencing job satisfaction. It not only provides basic necessities but other amenities of life to maintain decent life style. Majority of the respondents (74%) earn only BD 400-600 per month. About 22% of the nurses have salary between BD 600-800, and none of them has salary above BD 1000. This shows average earning for nurses in these hospitals is less. This might be due to age group and work experience of the nurses.

4.2. Job Satisfaction Related Factors

Few factors affecting job satisfaction of nurses have been identified to cover the first objective of the study. The extrinsic factors are salary, promotion, co-workers, supervisor, and recognition. Similarly personality, education, intelligence and abilities, marital status and age are the intrinsic factors influencing job satisfaction. The extrinsic factors of job satisfaction were presented in the questionnaire for eliciting their perceptions on a five-point scale. These scales are highly important, important, moderate, unimportant and highly unimportant. The respondents were expected to choose the scale, based on their own perception and experience. These scales were coded as highly important=1; important=2; moderate=3; unimportant=4; highly unimportant=5.

The below tables show the mean scores and standard deviation (SD) of the factors affecting job satisfaction of the nurses.

Sl. No	Factors	Mean	S.D	Rank
1.	Salary	1.2	0.52	1
2.	Promotion	1.3	0.54	2
3.	Recognition	1.5	0.62	3
4.	Co-workers	1.6	0.71	4
5.	Supervisors	1.7	0.85	5

Table 1: Extrinsic Factors affecting job satisfaction

Source: Primary Survey

It is evident from the table that all the factors listed are considered important by the respondents. Salary with the least mean score 1.2 is ranked as 1 and hence this was considered the most important factor influencing job satisfaction. This is obvious that salary provides security and good standard of living. The next important factor was promotion with mean score 1.3. Similarly recognition, co-workers and supervisors play important roles in determining job satisfaction. The mean scores ranging from 1.2 to 1.7 clearly implied that majority of the respondents have rated all these factors either highly important or important. The negligible standard deviation values for all these factors showed that not much deviation from the average was visible in the responses.

	Salary	Promotion	Co-workers	Supervisors	Recognition
Salary	1				
Promotion	.539	1			
Co-workers	.265	.349	1		
Supervisors	.264	.416	.615	1	
Recognition	.413	.495	.633	.594	1

Table 2: Correlation between extrinsic factors of job satisfaction

Source: Primary Survey

The above table displays the correlation between various extrinsic factors affecting job satisfaction of nurses. It is seen from the table that highest positive correlation exists between recognition and co-workers with $r=.633$. This implies that recognition and good relation with colleagues are very important for job satisfaction of nurses. The next higher correlation is between supervisor and co-workers. However the correlation coefficient shows positive association between all these factors influencing job satisfaction.

Sl. No	Factors	Mean	S.D	Rank
1.	Education	1.3	0.53	1
2.	Personality	1.4	0.56	2
3.	Intelligence and abilities	1.6	0.85	3
4.	Age	2.5	1.04	4
5.	Marital Status	2.9	1.20	5

Table 3: Intrinsic Factors affecting job satisfaction

Source: Primary Survey

The mean scores show the importance of the intrinsic factors influencing job satisfaction of nurses. Majority of the respondents believe that education plays the most important role with least mean score 1.3. Personality and intelligence are ranked as second and third in relative order. From this table we can understand that all the intrinsic factors were considered important to the respondents to determine satisfaction. The respondents felt that age and marital status are somewhat moderately important factors affecting job satisfaction. The standard deviation values are almost negligible for education, personality and intelligence. However, the responses varied to some extent for age and marital status as revealed by standard deviation values (still less). Hence, it can be concluded that salary and education were perceived as highly important factors affecting job satisfaction.

	Personality	Education	Intelligence and abilities	Marital Status	Age
Personality	1				
Education	.431	1			
Intelligence and abilities	.167	.440	1		
Marital Status	.331	.287	.327	1	
Age	.090	.254	.341	.660	1

Table 4: Correlation between intrinsic factors of job satisfaction

Source: Primary Survey

The above table shows the correlation between the intrinsic factors influencing job satisfaction of nurses. It is seen from the above table that there exists highest positive correlation between age and marital status with $r = .660$. This is quite obvious that maturity and family commitments will influence job satisfaction. The next highest correlation is between the factors education and intelligence. Level of education provides required skill and helps them manage the work front efficiently. However they felt personality and age are not much related in determining job satisfaction.

4.3. Measure of Job Satisfaction

The following section deals with measures of job satisfaction among hospital nurses based on job descriptive index: pay, supervisor, promotion, co-worker and nature of work. Few statements regarding each of these facets were identified and respondents were asked to reveal their level of agreement or disagreement on a five point scale. These were coded as: Strongly agree=1, agree=2, undecided=3; disagree=4 and strongly disagree=5. The responses were analyzed using weighted average for each of these facets.

Sl. No	Statement	Mean
A	I am entrusted with great responsibility in my work.	1.6
B	My job is challenging.	1.8
C	I don't have problem working in shifts.	2.1
D	I get appreciation from the patient.	2.1
E	My job gives a sense of accomplishment.	2.2
F	There are many non-clinical tasks entrusted to me.	2.3
G	I have freedom to decide how I do my work.	2.6
H	I receive recognition for task well done.	2.6
I	There is a congenial working condition in the hospital.	2.8
J	I don't like working in night shift.	3.3
K	My job is simple.	3.8
L	My job is routine and boring.	4.1

Table 5: Nature of Work

Source: Primary Survey

The above table represents the attitude of the respondents towards the nature of work. Majority of the respondents in these hospitals have favorable attitude towards work. Most of the respondents believe that they take great responsibilities in job with the least mean score 1.6. They also feel the job as challenging which is also evident from disagreement with the statement "My job is routine and boring". Most of them do not have any problem working even in night shifts. This shows loyalty of the nurses towards their profession which calls for round the clock patient care. Regarding the statements like appreciation from patient, sense of accomplishment, non-

clinical task, freedom, recognition most of the respondents are either undecided or agree to some extent. These imply that they are not so satisfied in few areas. However it can be concluded that majority are quite satisfied with shift duties, responsibilities and the nature of job undertaken in these hospitals.

Sl. No	Statement	Mean
A	I have a good working relationship with duty doctors.	1.8
B	I have a pleasant relationship with them.	1.9
C	My colleagues are responsible.	2.0
D	There is a strong feeling of team work and cooperation.	2.0
E	I can depend on my colleagues for support.	2.1
F	There is a clear channel of communication.	2.2
G	They can take prompt action.	2.2
H	They don't have narrow interest.	2.4
I	My colleagues talk too much.	2.8
J	I hardly get opportunity to talk to them.	3.1

*Table 6: Co-Workers
Source: Primary Survey*

The above table shows the attitude of the respondents towards co-workers. Under these facet 10 items were selected to get the level of agreement or disagreement of them. The mean scores ranging from 1.8 to 3.1 imply positive and friendly relation of nurse's with colleagues. Majority have agreed that they maintain good working relationship with duty doctors. According to them colleagues are responsible, cooperative, supportive, ready to communicate and active. Regarding the statements whether colleagues have narrow interest or talkative their reactions vary from undecided to agree level. The least mean score 3.1 for the statement opportunity to talk to colleagues shows that nurses work in a congenial work environment with required interaction with colleagues.

Sl. No	Statement	Mean
A	He has a good knowledge about the job.	2.1
B	He is intelligent and tactful.	2.3
C	He is around when needed.	2.3
D	My supervisor encourages my development.	2.5
E	My supervisor praises good job.	2.6
F	His attitude is annoying sometimes.	2.6
G	He tells me where I stand.	2.8
H	He leaves me on my own.	2.8
I	It is hard to please him.	2.9
J	He doesn't supervise much.	3.1
K	He always asks my opinion.	3.2
L	He is stubborn and impolite.	3.3

*Table 7: Supervision in present Job
Source: Primary Survey*

Supervision on present job can positively or negatively influence job satisfaction. Too much supervision makes the employees shaky, irritated and dependent for petty affairs. Similarly without any check on the job there can be misuse of freedom and authority which can lead to negative results. Hence there should be reasonable level of supervision. As the third facet of JDI the above table shows the level of agreement or disagreement of the nurses with respect to supervision in present job. Majority of the respondents agree to the facts that their supervisors have good knowledge about the job, intelligence, easy access whenever required. The mean scores ranging from 2.5 to 2.8 imply that nurses need more encouragement, recognition, freedom, updates regarding where they stand. Majority are undecided about the statement whether it is hard to satisfy him /her which further calls for recognition and appreciation from the supervisors.

The last three statements with regard to supervision highlight some sort of dissatisfaction towards authoritative approach of superiors towards their subordinates. Hence the supervisors are expected to give more freedom, seek opinion, and become polite and flexible to improve level of job satisfaction of nurses. However no one has directly shown their dissatisfaction.

Sl. No	Statement	Mean
A	My income doesn't provide luxuries.	2.4
B	My salary is less than what I deserve.	2.5
C	I can barely live on my salary.	2.8
D	My salary is adequate for normal expenses.	3.0
E	I am satisfied with the payment for overtime work.	3.0
F	With this salary I feel insecure.	3.0
G	I am happy with allowance and benefits provided.	3.1
H	I am satisfied with my annual increment.	3.3

Table 8: Pay
Source: Primary Survey

Salary is the most important factor influencing job satisfaction for any profession. The above table shows the level of job satisfaction of nurses with respect to pay package. The mean scores ranging from 2.4 to 2.8 for few statements imply that majority of the respondents are not so satisfied with basic salary provided to them. Whether salary is sufficient for luxuries, less than what they deserve most of them are either undecided or agreed to some extent. However, most of them are not so satisfied with the payment for extra work, allowance and benefits; annual increment etc. This further implies that management of these hospitals should improve upon pay package to provide more security to its staff.

Sl. No	Statement	Mean
A	Promotion depends on experience and ability of the staff.	2.8
B	I have adequate opportunities for professional growth in this hospital.	3.0
C	Promotion policy is more or less fair.	3.0
D	The staff having good rapport with the superior gets frequent promotion.	3.0
E	There exists good chance for promotion and advancement.	3.2
F	There are regular promotions in the hospital.	3.2

Table 9: Opportunity for promotion
Source: Primary Survey

Promotion is the motivating factor influencing job satisfaction as well as performance. The attitude of the respondents towards promotion policy and opportunities for promotion were enquired on a five point scale. The least mean score 2.8 for promotion criteria suggests that majority of the respondents are undecided about the statement that promotion depends on experience and abilities. This clearly shows some amount of grievance in this area. Regarding career development from present job, respondents are also undecided. The mean scores above three for few statements infer that promotion policies are not satisfactory to the nurses. It can be noted that most of them have not strongly revealed their dissatisfaction towards promotion opportunities but their indecisiveness towards most of the statement related to promotion, calls for revaluation of existing policy.

Sl. No	Statement	Mean
A	I enjoy the status in the community as healthcare professional.	1.9
B	I feel proud to make a contribution to the hospital.	2.1
C	The vision gives me a sense of purpose.	2.1
D	I am satisfied with the scope of using my skills in the job.	2.2
E	In general I am satisfied with my existing job.	2.2
F	I can take independent decision to do my job effectively.	2.3
G	My superior communicates clear, consistent expectations.	2.4
H	I receive the training needed to do my job effectively.	2.7
I	My job gives me opportunity to take leave.	2.7
J	My recommendations are well accepted.	2.7

Table 10: Overall Job Satisfaction
Source: Primary Survey

The second objective of the study was to assess the level of job satisfaction of nurses in kingdom of Bahrain. Five facets of job satisfaction were identified based on JDI and all together 48 statements were evaluated on a five point scale showing average agreement or disagreement level for each. The above table further presents statements regarding overall job satisfaction of nurses. Even if there are few sensitive issues the overall job satisfaction comes out high. The mean scores ranging from 1.9 to 2.7 clearly explain overall job satisfaction of nurses. More specifically, average responses were agreed to undecided for all the statements related to overall satisfaction. Majority of the nurses enjoy the status in the community, take pride in contributing to the hospitals, believe in vision. They are also satisfied with the scope of using professional skills in these hospitals.

However, regarding independent decision, communication of expectation from superiors, training, opportunity to take leave most of them are either undecided or agreed to some extent. Even if they are not so satisfied with pay and promotion the mean score 2.2 for the statement clearly indicates overall job satisfaction of nurses in these hospitals.

Numerically the data shows about 53% of the respondents agree to the statement that in general he is satisfied with the job. Another 18% strongly agree with the notion. Only few are undecided or not satisfied with the present job. Hence it can be noted that, significant 71% of the respondents are satisfied with the existing job. This clearly signifies overall job satisfaction of the nurses and relates to the second objective of the study.

Sl. No	Facet	Mean
1.	Nature of work	2.6
2.	Co-workers	2.2
3.	Supervision	2.7
4.	Pay	2.9
5.	Opportunity for promotion	3.0
	Over all job satisfaction	13.4/5= 2.6

Table 11: Average score for JDI

Source: Primary Survey

The above table summarizes the results obtained from five facets of JDI. The mean scores for nature of work and coworkers show that the nurses are quite satisfied. However supervision, pay and promotion are the facets where they have not directly revealed dissatisfaction but indecisiveness for few statements implies these are the grey areas. However combined mean score 2.6 suggests overall job satisfaction of nurses in these hospitals.

4.4. Relationship between Job Performance and Satisfaction

The relationship between job satisfaction and job performance is a debatable issue. The third objective of the study is to understand whether job satisfaction and performance are positively related or not. To understand this, following factors were identified affecting job performance.

Sl. No	Factors	Mean	S.D	Rank
1.	Motivation	1.3	0.63	1
2.	Quality of Work	1.4	0.64	2
3.	Observance of rules and regulation	1.5	0.61	3
4.	Ability to organize and schedule work loads	1.5	0.61	4
5.	Willingness to perform	1.6	0.69	5
6.	Adaptability	1.6	0.64	6
7.	Amount of work performed	1.7	0.75	7
8.	Competence	1.8	1.26	8
9.	Propensity to leave	1.9	0.92	9
10.	Dependability	1.9	1.25	10

Table 12: Factors affecting job performance

Source: Primary Survey

Despite the confusion over how job performance should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Among the most commonly accepted theories of job performance, John P. Campbell describes job performance as an individual level variable. The above table shows motivation is the most significant factor to job performance. Quality of work, observance of rules and regulation and ability to organize and schedule workloads are other important factors affecting job performance based on mean score. Willingness to perform and adaptability also play important role influencing job performance. Dependability gets the lowest rank in importance with the mean score 1.98. This clearly depicts that all the above listed factors are either highly important or important to job performance. None of the respondents have rated these factors as unimportant.

Motivation	1									
Competence	.220	1								
Adaptability	.365	.207	1							
Willingness to perform	.228	.303	.204	1						
Dependability	.145	-.065	.092	.072	1					
Amount of work performed	.200	.204	.276	.351	.163	1				
Propensity to leave	-.074	.134	.277	.096	.057	.577	1			
Quality of Work	.023	.200	.194	.304	.077	.413	.463	1		
Ability to organize and schedule work loads	.031	.164	.284	.162	.110	.186	.358	.528	1	
Observance of rules and regulation	.268	.147	.443	.256	.051	.108	.218	.229	.427	1

Table 13: Correlation between factors influencing job performance
Source: Primary Survey

It is evident from the table, that there exists highest positive correlation between propensity to leave and amount of work performed. The next higher association is between ability to organize work load and level of work performed. This is obvious that those who can manage work load better can produce better results. There exists negligible negative correlation between propensity to leave and motivation; dependability and competence. However most of the variables are not highly correlated. Many medical organizations are facing the problem of turnover and absenteeism which creates inconveniences and threat to common people. The respondents were asked regarding their perception of the effect of dissatisfaction.

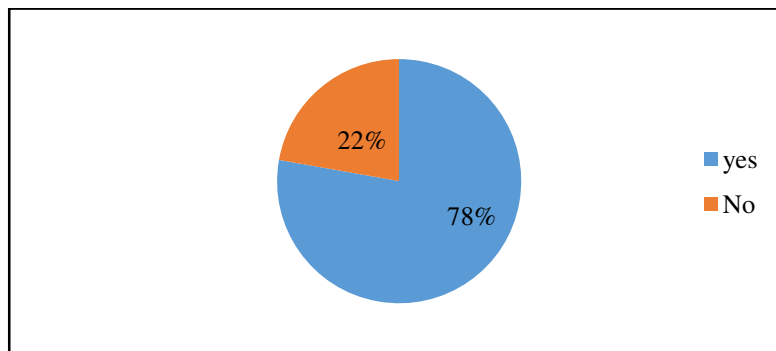


Figure 1: Whether dissatisfaction leads to turnover and absenteeism
Source: Primary Survey

The above pie chart represents that around 78% of the respondents believe that dissatisfaction leads to turnover and absenteeism. Hence the hospitals should make sure that nurses are not unhappy about their job, not demoralized and out of focus about important issues. This is because dissatisfied nurses may avoid responsibilities by resorting to turnover and absenteeism. A holistic contingency approach can only take into account the needs of workers, the characteristics of work environment and the requirements of the organization for evaluating job performance. Relevant research results imply that the relationship between satisfaction and performance is complex. To understand nurses' perception regarding the relation between job satisfaction and performance, respondents were asked to tick for the correct option to cover the third objective of the study.

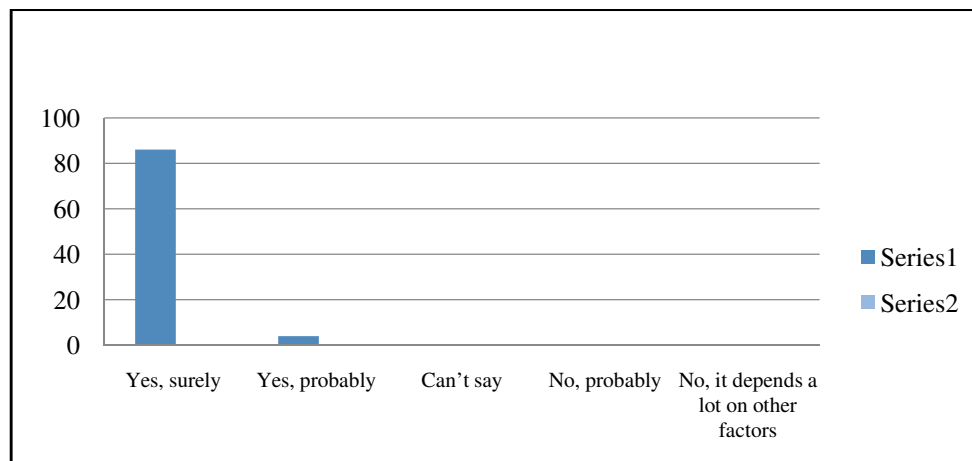


Figure 2: Relation between Job performance and Satisfaction
Source: Primary Survey

The above bar chart clearly shows that majority (96%) of the respondents believe that job satisfaction and performance are positively related. This implies given the right environment, facilities, motivation, recognition, good pay satisfied nurses are going to perform better in these hospitals.

Hence it can be noted that salary and education are most important factors of job satisfaction. Majority of the nurses are highly satisfied with the nature of work and support from coworkers. They are not so satisfied with attitude of supervisors, pay and promotion even if they have not openly negated the statements regarding these facets. However the overall level of satisfaction of nurses is high in these hospitals. The findings resemble to Hygiene theory and Disposition theory which states some satisfaction or dissatisfaction is inherent in the nature of each individual worker, some satisfaction comes from the content of the work and some dissatisfaction comes from the way they are treated (Kevin Scheid). Finally it can be highlighted that research findings can be related to existing literature and resemblance are established. Here lies the significance of the findings of the present study.

5. Conclusion and Suggestion

5.1. Conclusion

The findings of the study were critically interpreted to cover the objectives of the study. Salary and education were perceived as very important factors affecting job satisfaction. However, all the intrinsic and extrinsic factors were considered important determinants of job satisfaction. Job satisfaction among the hospital nurses was measured and analyzed on the basis of job descriptive index. Nurses seemed to have favorable attitude towards their work in hospitals. With regard to co-workers the findings pointed out positive and friendly relation of nurse's with colleagues. According to them colleagues are responsible, cooperative, supportive, ready to communicate and active. The supervisors seemed to have good knowledge about the job, intelligence, easy access whenever required. The analysis further explored that nurses need more encouragement, praises, freedom, updates regarding where they stand, which calls for recognition and appreciation from the supervisors. Even if they are not so satisfied with pay and promotion policy overall job satisfaction is high among the nurses in these hospitals. Motivation, Quality of work, observance of rules and regulation and ability to organize and schedule work-loads are important factors affecting job performance. Willingness to perform and adaptability also play important role in job performance. Dissatisfaction leads to turnover and absenteeism. Respondents believed that job satisfaction and performance are positively related. Given the right environment, facilities, motivation, recognition, good pay, satisfied nurses are going to perform better in these hospitals.

5.2. Suggestion

- The management of these hospitals should work on effective, transparent promotion policy, training and development for career advancement in order to improve morale of the employees.
- There should be better pay packages with lucrative allowances and benefits to provide more security and maintain decent life style.
- The superiors should encourage subordinates, communicate role expectation and update where one stands.
- More freedom and collaborative relation between nurse and supervisors will definitely enhance the performance of the hospitals and provide better health care to society.

6. References

- i. Ebrahim Moradi, Dhaifallah Obaid Almutairi, Prof.Dr. Durrishah Idrus, Farshid Moghadam, 2011. Factors Influencing Job Satisfaction among Malaysian Nurses: A Literature Review. Fourth Annual International Business Conference, July 14-16, 2011
- ii. Jitendra Kumar Singh, Dr. Mini Jain, 2013. A Study of Employees' Job Satisfaction and Its Impact on their Performance. Journal of Indian Research (ISSN: 2321-4155) Vol.1, No.4, October-December, 2013, 105-111.
- iii. Lise M. Saari and Timothy A. Judge, 2004. Employee Attitudes and Job Satisfaction, Wiley Online Library
- iv. Locke, E. A. (1976). The nature and causes of job satisfaction. M. D. Dunnette (Ed.), Handbook of industrial and organizational psychology (pp. 1297-1349). Chicago: Rand McNally
- v. Martha C. Pennington and P. Vincent Riley, (nd) Measuring Job Satisfaction in ESL Using the Job Descriptive Index. www.ibrarian.net/navon/
- vi. Mahmoud AL-Hussami, RN, 2008. A Study of Nurses' Job Satisfaction: The Relationship to Organizational Commitment, Perceived Organizational Support, Transactional Leadership, Transformational Leadership, and Level of Education. European Journal of Scientific Research ISSN 1450-216X Vol.22 No.2 (2008), pp.286-295
- vii. Mosammod Mahamuda Parvin, M M Nurul Kabir, 2011. Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector. Australian Journal of Business and Management Research Vol.1 No.9 [113-123] | December-2011
- viii. Ms Javaria Khaliq, Muhammad Zia-ur-Rehman, Majed Rashid, 2011. The role of human resource management and nurses' job satisfaction in medical service organizations. African Journal of Business Management Vol. 5(3), pp. 974-986, 4 February, 2011
- ix. Nakakis Konstantinos, Ouzouni Christina, 2008. Factors Influencing Stress and Job Satisfaction of Nurses Working In Psychiatric Units: A Research Review. Health Science Journal, Volume 2, Issue 4 (2008)
- x. Nezaam Luddy, 2005. Job Satisfaction amongst Employees at a Public Health Institution in the Western Cape. Mini-thesis submitted in partial fulfilment of the requirements for the degree of Magister Commerci in the Department of Industrial Psychology, Faculty of Economic and Management Science, University of the Western Cape