

# Level of Job Satisfaction among Nurses at a Private Tertiary Care Hospital In Karachi, Pakistan

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**Abstract:** Job satisfaction among nurses promotes effective and safe patient care. The aim of this study was to determine the level of job satisfaction and analyze the demographic associations among nurses at a private tertiary care hospital in Karachi, Pakistan. Following a cross sectional study, 154 female nurses were recruited via stratified simple random sampling technique. The data was collected by using the self-administered modified structured tool that was originally used by Mueller and McCloskey (1990). The mean job satisfaction level among nurses was  $3.53 \pm 0.688$ . Around 54% nurses were satisfied, with about 4.5% nurses being very satisfied, with their job and 49.4% were found to be moderately satisfied with their job. Furthermore, 40.9% were found to be neither satisfied nor dissatisfied with their job. Nurses who were younger in age and less clinical experienced were more satisfied as compared to the mature and experienced nurses. Nurses who were unmarried, had Matric qualification, had both Diploma in Nursing and Midwifery, reported a moderate level of job satisfaction. Participants working in the critical care areas were more satisfied as compared to those working in other areas. Those having a salary of 11,000-20,999/month PKR were more comfortable with their job than those who had a higher salary, more than 20,999/month PKR. The current study revealed a moderate level of job satisfaction and it confirmed that there is no significant relationship between the demographic and the level of job satisfaction among nurses. The study disclosed that attractive salary, fringe benefits, promotion plan, conducive working environment, supportive staff, and opportunity for career growth are the key to enhance the job satisfaction among nurses. Ultimately, this also assists in retaining the experienced and qualified nursing staff for quality patient care.

**Keywords:** job satisfaction, nurses, job satisfaction among nurses, private hospitals, job satisfaction and factors, Pakistan.

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## 1. INTRODUCTION

Job satisfaction of an employee is essential and crucial to the accomplishment of specified goal. The main advantage of employee job satisfaction is related to a lower turnover rate of employees. Moreover, it also enhances the quality of care and customer satisfaction. Thus, keeping employees satisfied with their job ought to be a major concern of the administration nowadays. Though, this is a distinguished fact in management study but, due to current economic recession, the management gives these issues the least priority (Gazioglu & Tansel, 2002). El-jardali et al., (2009) conducted a cross-sectional study, using a survey approach, to explore the intent of leaving job and the extent of job satisfaction amongst nurses in Lebanon. A total of 1793 nurses were recruited from 69 hospitals to examine the phenomena. Factors affecting job satisfaction were explored by asking questions about demographic factors, intention to leave the job, using the McCloskey Mueller Satisfaction Scale. The findings of the study demonstrated that nurses in

Lebanon had low satisfaction with regard to extrinsic rewards. A general interpreter of intent to leave the hospital and the country was least satisfaction with extrinsic rewards. Demographic factors of intent to leave (country or hospital) included younger age, male gender, university degree type, unmarried nurses and dissatisfaction with scheduling, interaction opportunities, and control and responsibility. Khaliq et al., (2011) conducted a study in Pakistan regarding the role of human resource management and nurses' job satisfaction in medical service organizations. The study was conducted on 110 female nurses, using the non-probability sampling technique, from three government hospitals. The findings of the study revealed that only 41.8 % of the nurses were satisfied with their jobs, 10.9% had neutral feelings, and 47.3% nurses had low job satisfaction. Extrinsic job factors were found to be having a greater association with job satisfaction. Independent variables such as age, education, gender, experience, job characteristics, and fairness opinions had a significant effect on the dependent variables that is job satisfaction among nurses. Another study, using a descriptive cross sectional design has been reported by Bahalkani et al., (2011) regarding the level of job satisfaction and factors affecting among nurses in a government hospital of Islamabad, Pakistan. The study data was collected from 56 qualified nurses, through the purposive sampling technique, using a self-administered prepared questionnaire. The study found no significant relationship between the socio-demographic factors and the factors affecting job satisfaction. The findings of this study reveal that 86% respondents were dissatisfied, with about 26% being highly dissatisfied with their job. The majority of the nurses were dissatisfied due to workplace self-worth, assignment of inappropriate tasks, and lack of autonomy. Sultana et al., (2011) also conducted a study in Rawalpindi, Pakistan, regarding the level of job satisfaction among nurses. Nurses n=70 were recruited from three Government Hospitals, through the convenience sampling technique. Data was collected through self-administered structured questionnaires. The study reported that the majority of the nurses were dissatisfied with their job. Only 48.57% nurses were satisfied with their salary. 65.71% and 80% nurses were satisfied with the attitude of male and female patients respectively. Only 34.29% nurses were found to be satisfied with their job. Azmi et al., (2011) also conducted a study titled factors and demographic factors associated with nursing workplace satisfaction: perception of nursing care providers at tertiary care hospitals in Karachi, Pakistan. Nursing professionals n=200 were recruited through the convenient sampling technique. The nursing workplace satisfaction (NWS) questionnaire was utilized as a tool to collect data. The study revealed that the overall satisfaction score was  $56.05 \pm 6.812$ . Satisfaction with job, mental relaxation, and workplace learning environment, workplace communication, workplace support, and workplace dependency were the most significant factors related to satisfaction among nursing professionals. Females and unmarried nurses had lesser workplace support. Those having a low income were more satisfied with their job than those who had a handsome salary. Younger respondents were least content with the working environment. Nurses with advanced degrees were least happy with the job and had felt that there was a communication gap. Improving the retention of the nurses is a continuing global challenge to the administrators in today's competitive healthcare environment. The high turnover among nurses has led to a shortage of qualified and experienced nurses in many hospitals. Statistics suggests that the nurses' shortage were found to be higher in third-world countries as compared to developed nations. Data reveal that international nurses turnover rate at the private hospitals in USA was estimated to be 15% as compared to the nurses at private hospitals in Pakistan has remained above 30% (Khowaja et al., 2005). The average turnover at a Private Hospital is approximately 25-30% per year (ZH, 2011). Therefore, there is a dire need for qualified and trained nurses because of the increasing demands of patients and the developing intricacies of the healthcare industry. In order to provide high quality care to patients with latest technology, qualified and experienced nurses must be retained through consideration of satisfaction of nurses, as a top priority. In view of the above information, it is not only important to monitor the nurses' level of job satisfaction, but to assess and analyze the factors which affect job satisfaction among nurses. Hence, this study was conducted in a private tertiary care hospital in Karachi, Pakistan, with the aim of making nursing administrators aware about the factors which influence job satisfaction among nurses in a private tertiary care hospital. It is hoped that the information that has been gained from this research study will make the nursing administrators realize the importance of job satisfaction among nurses and will encourage them to work out plans and develop policies to improve nurses' job satisfaction and enhance nurses' retention. The purpose of the study is to determine the level of job satisfaction among nurses working in a Private Tertiary Care Hospital in Karachi, Pakistan.

This study was designed to address the following questions:

1. What is the level of job satisfaction among nurses working in a private tertiary care hospital in Karachi, Pakistan?

2. What is the relationship between nurses' job satisfaction and the demographic characteristics of nurses in a private tertiary care hospital in Karachi, Pakistan?

## 2. METHODOLOGY

An Analytical Cross-Sectional study design was used to identify the level of job satisfaction, along with the factors influencing job satisfaction, among nurses in private territory care hospital in Karachi, Pakistan. The study also examined the association of the nurses' job satisfaction with their demographic characteristics. The study setting in the current study was a Private Territory Care Hospital in Karachi, Pakistan. The study population consists of female nurses, with at least six months of clinical experience. The actual data has been collected from the bedside nurses who are involved in direct patient care and excluded the management and teaching nurses. The research paradigm for conducting this research was deductive and the approach was positivist. This study utilized quantitative methods or measures. To collect the data and to carry out this research study, the stratified simple random sampling technique was used. In stratified simple random sampling, the population is divided into strata, and a proportionate number of people are selected randomly from each stratum (Polit & Beck, 2004). Sample size of 146 was calculated by using the 95% confidence interval, power of 80%, and the standard deviation ranges of 0.62 maximum and 0.37 minimum, based on previous studies of similar nature (Jardali, 2009). The response rate is 85%, which is a strong response rate for carrying out this kind of a research study. A self-structured questionnaire with some modifications was adapted to explore job satisfaction among nurses. The questionnaire was derived from the study measurement characteristics that were reported in a 1990 publication (Mueller & McCloskey) based on 5 point Likert Scale. Moreover, the post hoc Cronbach's alpha was reported as 0.64. This Cronbach's alpha showed that the tool was reliable. Double data entry was done; the two data files were then matched for discrepancies through the Epi Info validation tool. After double checking, the data was transferred into SPSS version 20. In terms of ethical considerations, first, the approval for the study was taken from the University Ethical Review Committee (ERC). In addition, permission for conducting the study was obtained from the Deputy Medical Director of the respective Hospitals. Only those participants were recruited in the study who signed the written consent form. The participants were assured that their information would be protected in every possible way. The participants were informed about the right to withdraw from the study at any time. The respondents' right to self-determination, anonymity, and confidentiality was maintained throughout the study.

## 3. RESULT

Overall, 154 questionnaires were included for data analysis. All the nurses who participated in the study were females. The age of the participants ranged from 20 to 56 years ( $27.67 \pm 7.122$ ), with median age being 25 years. The maximum experience was 34 years and the minimum experience, as a nurse, was 6 months ( $6.05 \pm 5.84$ ). The median for the years of working experience reported is 4 years. The details in Table 1, majority (53.9%) of the nurses had an experience of 1-5 years. Out of 154 in the sample 28 (18.2%) nurses were from the Medical Ward, 20 (13%) nurses were from the Surgical Ward, 51 (33.1%) nurses were from the Critical Care Areas (CCU, ICU, NICU, HDU), 28 (18.2%) nurses were from the Gynecological, Pediatrics and Labor Room, 14 (9.1%) nurses were from the Emergency Room, 03 (1.9%) nurses were from Angiography, and 10 (6.5%) nurses were from OT. With regard to the Marital Status of the respondents, 40 (26%) were married, 111 (72.1%) were unmarried, 02 (1.3%) were separated, and 01 (0.6%) were divorced. Majority of the respondents, 79 (50%), were from the Diploma in Nursing, the second majority, 75 (47.4%), was from the category of Diploma and Midwifery in Nursing. Majority nurses have monthly salary around 88 (57.1%) i.e. 11,000 to 20,999 PKR.

The overall job satisfaction among sampled nurses is 07 (4.5%) showed that their job satisfaction level was very high, i.e. they were very satisfied; 76 (49.4%) nurses were moderately satisfied with their job; only 1 (0.6%) nurse was found to be very dissatisfied with her job; and 7 (4.5%) nurses were moderately dissatisfied. On the other hand, the number of nurses who were not very clear about job satisfaction was 63 (40.9%). The details in Table 2.

Nurses who were from 20-30 years in age were 60 (49.58%) moderately satisfied and who have clinical experienced from 6month to 1 year of experience, the majority 12 (60%) were more satisfied as compared to the mature and experienced nurses. Nurses who were unmarried 53 (48%), had Matric qualification 56 (51.8%), had both Diploma in Nursing and

Midwifery, reported a moderate level of job satisfaction. Participants working in the critical care areas 26 (51%) were more satisfied as compared to those working in other areas. Those having a salary of 11,000-20,999/month PKR 88, (57.1%) were more comfortable with their job than those who had a higher salary, more than 20,999/month PKR.

It was concluded after Mann Whitney U test and Kruskal Wallis H test Analysis respectively that there was no significant difference between the mean score of overall job satisfaction in married and unmarried nurses (P-value =0.507). No significant difference was observed with regard to the monthly income (P-value=0.333). Regarding professional qualifications, Diploma in Midwifery and Diploma in Nursing had no significant difference between their mean score of overall job satisfaction (P-value= 0.361). P-Value for education, household income, campus, and numbers of years working in Ziauddin Hospital were computed as 0.373, 0.382 & 0.457, respectively. The P value depicts that there is no difference in the mean score of overall job satisfaction between the different categories of education, monthly income and numbers of years working in Ziauddin Hospital. Overall, the findings of the study showed no significant relationship between the demographic and the level of job satisfaction among nurses

#### 4. DISCUSSION

These findings present higher satisfaction level in comparison to the study by Khaliq et al., (2011), who reported a 41.8% satisfaction rate among nurses in Islamabad, Pakistan. The higher rate of satisfaction in the current study may be due to the difference in study sampling and the study setting. The present study utilized stratified random sampling with 154 nurses from one private hospital, while the study by Khaliq et al., (2011) included the non- probability sampling technique with 110 female nurses, from three different government settings. Secondly, in the current study 5% respondents were dissatisfied with their job, which is comparatively lower than the findings reported by Bahalkani et al., (2011), who found that 86% nurses were dissatisfied, with about 26% being highly dissatisfied, with their job in Islamabad, Pakistan. The lower rate of dissatisfaction in the current study may be articulated to the difference in the sampling methodology, sample size, and the study setting. The present study was based on stratified random sampling, with 154 nurses, from three campuses of a private hospital, while the study by Bahalkani et al., (2011) included the non-probability sampling technique with 56 female nurses and from a government tertiary care hospital. Furthermore, 40.9% nurses were found to be neutral in this study, may be due to fact that they were doing their bond with the hospital which is three years after Diploma in Nursing and 1 year after Diploma in Midwifery. Therefore, they may think, they were neither satisfied nor dissatisfied with their job. This finding has its significance in terms of providing quality care to the patients.

Shah, Enezi, Chowdhury, and Otabi (2003) conducted a Cross Sectional study to explore the determinants of job satisfaction among nurses in Kuwait. The findings of the study revealed that the older nurses and nurses working in the Medical and Surgical department or ICU were found to be more satisfied with their job. These findings are inconsistent with the current study that identified that younger nurses, between the age of 20-30 years n= 60 (49.5%) were moderately satisfied with their job. It also identified that nurses who were younger and had experience between 1-5 years were more satisfied as compared to the older and experienced nurses.

This finding can be attributed to the fact that the experienced and mature nurses need additional attractions, including extrinsic rewards (salary and benefits), to continue in a private hospital. Moreover, older or experienced nurses try to move where they feel more secure with regard to prospective benefits (Shah, Enezi, Chowdhury, & Otabi, 2003). This shows that for the retention of the more qualified nurses, with the related organizational memory retention, and training of novice nurses, as this aspect will have to be given due importance (Pillay, 2009).

Consistent with the previous research of Shah, Enezi, Chowdhury, and Otabi, (2003), it was reported in the current study that the nurses working in Medical and Surgical Wards (53.6%) were neither satisfied nor dissatisfied with their job. A majority of the nurses working in critical care areas (51%), Gyne, Peads, and Labor room (42.9%), Angiography (66.7%), Emergency (71.4%), and Operating room (60%), were moderately satisfied with their job. Probably these results are due to the fact that nurses have a greater sense of control in these areas. In addition, the nurse patient ratio in the Critical Care Areas is usually on a one to one basis, as compared to the Medical and Surgical Areas (Lankshear, Sheldon, & Maynard, 2005).

With regard to the number of years of working in this hospital, 45.8% nurses who had worked till 5 years were reported as being moderately satisfied with their job, with about 4.8% nurses being very satisfied. Moreover, the working experience

as a nurse was also found to be negatively correlated with overall job satisfaction. These findings were found to be inconsistent with the previous findings of Shah, Enezi, Chowdhury, and Otabi (2003) and Khaliq et al., (2011) who reported that nurses with more clinical experience were more satisfied with their job than the less experienced nurses in Kuwait and Pakistan, respectively.

Nurses having a Diploma in Nursing and Midwifery with Matric qualification were found to have a moderate level of satisfaction as compared to those holding Diploma in nursing only. These findings were inconsistent with the previous study in Kuwait (Shah, Enezi, Chowdhury, & Otabi, 2003), where Diploma holder nurses had showed a higher level of job satisfaction. The possible reason for these findings could be that they were being given a higher salary, having both the Diplomas, as compared to the nurses who had only Diploma in Nursing.

Around 54.5%, 54.6% nurses, who were getting a salary and monthly income of 11,000-20,999 PKR, were moderately satisfied with their job. Possibly these results are due to the fact that mostly nurses were from low socio-economic background and they may be the breadwinner for their families. However, these findings are similar with the study by Sultana, Riaz, Mehmood, and Khurshid (2011), which reported that 48.57% nurses were satisfied with their salary of greater than 20,000 PKR. In addition, Azmi et al., (2011) identified that nurses who had a low salary enjoyed the job and were more satisfied than those nurses who had higher salaries. In contrast, some researchers have proven that the salary of nurses had no direct relation with their performance in the ward (Khaliq et al., 2011).

## 5. CONCLUSION

The current study revealed a moderate level of job satisfaction and also confirmed that there is no significant relationship between the demographic factors and overall job satisfaction among nurses. The results showed that extrinsic work values, salary and fringe benefits, conducive environment, promotion plan and career growth do major impact upon job satisfaction. Hence, the indication was that the nurses' salary and benefits should be raised at the market compatible rates to retain the qualified and experienced staff more as compared to other factors. In addition, workload was high in their wards which should be balanced therefore their morale become low, and it was decreasing day by day. Job satisfaction among nurses needs to be improved further so that experienced nurses can be retained, with high morale, and they do not leave the hospital and the country, which leads to migration of nurses inside, to other reputed hospitals, and outside the country. The major recommendations from this research study were to emphasize developing Human Resource policies and retention policies to keep hold of qualified and experienced staff. The management needs to work on a providing better market compatible perks and benefits and should make efforts to improve the career structure, including capacity building and also need to ensure the dignity of the bonded staff and should treat them equally in terms of salary, fringe benefits and career opportunities. The quality assurance department can play a vital and significant role by establishing a complete scrutiny system while employing novice nurses and staff and they should ensure a proper appraisal system for the nurses and seek ongoing productive feedback so that the nurses can be motivated within the challenging environment also needs to organize orientation programs for the novice nurses, including a session on ways to improve nurses' job satisfaction, which could motivate nurses from the beginning of their career. The management needs to put in extra efforts for maintaining a safe and secure climate because it is very essential for overall job satisfaction. Also the co-workers, behavior should be supportive and encouraging. The management needs to organize the ongoing educational sessions or certificate courses for the nursing staff to create motivation and opportunities for their professional growth. In order to do in depth analysis, future research can be conducted by using qualitative means. For that purpose it is important to conduct in depth interviews with the nurses and then translate them into themes and sub categories. Those can be used to generalize the results of this study.

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**APPENDIX - A**

**LIST OF TABLES**

**Table 1: Socio-demographic characteristics of nurses (n=154)**

Variables	n (%)
<b>Specialty</b>	
Medical ward	28 (18.2)
Surgical ward	20 (13)
CCU, ICU, NICU, HDC	51 (33.1)
Gyne, Peads and Labor Room	28 (18.2)
Emergency Room	14 (9.1)
Angiography	03 (1.9)
OT	10 (6.5)
<b>Marital Status</b>	
Married	40 (26)
Unmarried	111 (72.1)
Divorced	1 (0.6)
Separated	2 (1.3)
<b>Professional Qualification</b>	
Diploma in Nursing	79 (51.3)
Diploma and Midwifery in Nursing	75 (48.7)
<b>Monthly Income</b>	
Below 10,999	65 (42.2)
11,000 – 20,999	88 (57.1)
21,000 – 30,999	01 (0.6)

**Table 2: Level of overall job satisfaction among sampled Nurses (n=154)**

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<b>Satisfactory Level</b>	<b>N (%)</b>
Very satisfied	07 (4.5%)
Moderately Satisfied	76 (49.4%)
Neither satisfied nor dissatisfied	63 (40.9%)
Moderately Dissatisfied	07 (4.5%)
Very Dissatisfied	01 (0.6%)

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