



## Assessment of job satisfaction among nursing staff in a tertiary care hospital of Central Gujarat, India – a cross-sectional study

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**Abstract.** In a hospital setting, nurses are ground-line workers who take care of patients round the clock, and therefore it is crucial that they are satisfied with their work. The purpose of the present study was to assess job satisfaction among nursing staff from personal, interpersonal, and job perspectives. This cross-sectional questionnaire-based study was conducted using pre-validated and free to use Muthayya's job satisfaction questionnaire. A total of 195 nurses were included in the study, while 192 – consented to take part and filled out the given form. Study population was predominantly female and had over 20 years of work experience. It was established that 70.31% of participants were satisfied in the job aspect, 84.38% – in personal aspect, and 76.56% – in interpersonal aspect. The study showed overall satisfaction of 80.20%. Greater levels of satisfaction were noted among individuals with over 20 years of experience and General Nursing and Midwifery (GNM) qualifications ( $p < 0.001$ ). Gender and job satisfaction, however, had no significant association ( $p = 1$ ). Less facilities at workplace, less authority to nursing staff for effectively carrying their job responsibility, getting lesser remuneration, pressure from patients' relatives' sides were the predictors adversely affecting the job satisfaction level among nursing

### Suggest Citation:

Bambhava M, Patel S, Parmar V, Shah S, Verma A. Assessment of job satisfaction among nursing staff in a tertiary care hospital of Central Gujarat, India – a cross-sectional study. *Int J Med Med Res.* 2025;11(1):57–65. DOI: 10.63341/ijmmr/1.2025.57

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staff. Most of the surveyed nursing staff of the tertiary care hospital of Vadodara were satisfied. Provision of adequate facilities, ensuring equitable remuneration, and fostering a positive working environment significantly enhanced job satisfaction among nursing staff, ultimately leading to improved performance and higher-quality patient care in hospitals

**Keywords:** healthcare worker; burnout; mental health; job responsibilities; personal satisfaction

## Introduction

It is essential to evaluate job satisfaction among the nursing staff as it directly correlates with the efficiency and performance of employees on the job which would further improve the quality of the services provided to the patients [1]. Nurses are crucial links between the physicians, therapists, patients' family, and other paramedical staff in hospitals. Job satisfaction in nursing profession is increasingly being recognised as a measure to include in quality improvement programs whereas low job satisfaction, work accidents, low work engagement, burnout, work related stress of nurses can result in increased attrition rate and absenteeism, affecting the efficiency and effectiveness of healthcare services. Furthermore, job dissatisfaction at workplace can affect mental health of employees. However, research on job satisfaction among nurses in India, particularly in tertiary care hospitals like those in Vadodara city, is still limited. Understanding the factors that influence job satisfaction in this demographic is essential to address gaps in workplace policies and improve the overall healthcare provision system.

Y.K. Almualm *et al.* [2] investigated job satisfaction among nurses in governmental and private healthcare settings, emphasising recruitment and retention challenges. Positive influences on job satisfaction included autonomy, salary, professional interactions, task clarity, supervision quality, collegial relationships, and organisational policies. Conversely, dissatisfaction arose from heavy workloads, inadequate pay, limited professional development opportunities, poor supervisory support, lack of autonomy, and insufficient resources and benefits. A. Ayed *et al.* [3] investigated the relationship between work environment factors and professional quality of life (ProQoL) among ICU nurses, identified key determinants of job satisfaction such as demographic variables (e.g., age, gender, education, and experience) and workplace dynamics, including decision-making involvement, leadership support, and nurse-physician collaboration. P. Ozdoba *et al.* [4] found analogous correlations between socio-demographic and occupational characteristics with professional values and job satisfaction among nurses in the eastern part of Poland. R. Topchyan & C. Woehler [5] found that job experience and female gender were significant predictors for level job satisfaction among teachers. T. Yuan *et al.* [6] highlighted the mediating roles of job satisfaction and work engagement in the relationship between ProQoL profiles and outcomes like turnover intentions and life satisfaction, and H. Wei *et al.* [7] also confirmed these findings. B.J. Ali & G. Anwar [8] concluded that recognition and respect from employers, promotions, engagement of employees in decision-making, and compensation were some

factors enhancing job satisfaction. Y. Ejigu *et al.* [9] identified inadequate pay and benefits, limited career advancement opportunities, heavy workloads, unsupportive supervision, and inflexible workplace policies as major factors undermining job satisfaction.

The present study focused on evaluating the job satisfaction of nurses by assessing various factors including job related aspects, personal factors, and interpersonal dynamics. By identifying these factors and evaluating the association of demographic variables such as experience and qualifications with job satisfaction levels, this study offered actionable recommendations for improving the work environment.

## Materials and Methods

This was a cross-sectional questionnaire-based study. The primary study tool was Muthayya's job satisfaction questionnaire [6, 10], a pre-validated and free to use survey questionnaire used to study staff satisfaction, which is applied to measure job satisfaction in a variety of sectors, including healthcare (nursing). Questionnaire included demographic basic details of participants, job satisfaction related to such aspects as job, personal, and interpersonal. The original scale contained 34 questions, but after adapting to the hospital setting, 32 questions were used for the present study. The questions were translated into local language and the questionnaire was validated using the Spearman-Brown prediction formula (1), producing the value of 0.80 (2), which was indicative of the satisfactory reliability of the scale:

$$\text{New Reliability} = \frac{kr}{1+(k-1)r}, \quad (1)$$

where  $k$  – the factor by which the number of items in the test is increased or decreased (new number of items divided by the original number of items (in the present study,  $k$  was  $32/34 = 0.941$ );  $r$  – the observed reliability of the original test.

$$\text{New Reliability} = \frac{0.941 \cdot 0.81}{1+(0.9411-1)0.81} = \sim 0.80. \quad (2)$$

The job aspect encompassed information regarding remuneration, employment opportunities, absence of technical expertise, promotional prospects, facilities for work, workload, conflicting work roles at the place of employment, monotonous nature of work, work expectations of superiors, and the authority vested in the job. The personal aspect covered a range of information pertaining to inadequacy, security, non-acceptance within the department, under-employment, the desire to change jobs, and a perceived lack of authority. The interpersonal aspect encompassed the pressure at one's work and attitude towards

superiors. Questions had answer options in the form of Agree (2), Not sure (1), and Disagree (0). Maximum score each respondent could reach was 64. The cut-off value for satisfied and dissatisfied was maintained at 32, with higher scores indicating lower levels of satisfaction.

The data was collected through the implementation of self-administered questionnaires, which were filled out by each member of the nursing staff. Prior to taking part in the study, the participants were clearly explained the purpose of the study, emphasising the voluntary nature of participation. Participants were assured of their anonymity and confidentiality throughout the study, and it was explicitly communicated that no harm would result from the participants' involvement. The present study was conducted in November 2021 to May 2022 at government tertiary care hospital, Vadodara. Pilot study was conducted among 15 nurses. The pilot study established the prevalence of job satisfaction at 86%, as ascertained using the open Epi software. The calculation of the required sample size was determined by the 86% prevalence of job satisfaction and a 95% confidence interval. The calculated sample size was thus established at 185. However, this figure was augmented by a further 5% to account for subjects who were lost to follow-up, thereby bringing the total sample size to 195. The inclusion criterion was the nursing staff of tertiary care hospitals who had completed their probation period. The exclusion criteria were nursing staff who did not consent to

take part and members of the nursing staff with any pending or ongoing disciplinary proceedings. Out of 195 nurses, three nurses did not give consent for taking part in study, and therefore only 192 nurses were included in the analysis. Informed consent was obtained from each participant, and the study was approved by the institutional ethics committee (IECBHR/04-2021).

Summary statistics were employed to describe the sociodemographic characteristics of the samples. Chi-square/Fisher's exact test analysis was employed to observe the relationship between factors like years of work experience, gender of nursing staff, and educational qualification with job satisfaction. Coefficient correlation was used to find any relationship between job, personal, and interpersonal aspects. Statistical analysis and entry of data was performed by Data Analysis tool in Microsoft Excel 2021 and Jamovi version 2.4.14. A significance level of 95% ( $p < 0.05$ ) was considered statistically significant throughout the study.

## Results and Discussion

According to demographic data (Table 1), a total of 195 nurses were included in this study, out of which 192 nurses consented to take part in the study. Of the total sample, 11.45% were males and 88.55% were females with age ranging from 21 to 58 years, with a mean age of 45.1 years. Most participants (64.06%) had over 20 years of experience, with the average work experience at 19.1 years.

**Table 1.** Demographic data

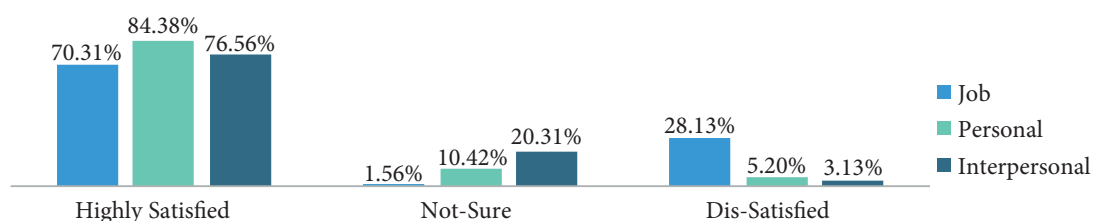
Age (M = 45.1; SD = 9.11; range = 21-58)	N (%)
<b>Gender</b>	
Male	22 (11.45)
Female	170 (88.55)
<b>Nursing Seniority</b>	
<5 years	16 (8.30)
6-10 years	11 (5.72)
11-15 years	25 (13.02)
16-20 years	17 (8.90)
>20 years	123 (64.06)

**Notes:** M – mean; SD – standard deviation

**Source:** compiled by the authors of this study

Overall, 80.20% of the nursing staff were satisfied with their job. About 84.38% of nurses (CI: 78.46-89.21%) expressed satisfaction with the personal component of their jobs, followed by the interpersonal aspect (76.56%; CI: 69.92-82.36%), and the job aspect (70.31%;

CI: 62.98-76.39%). Only 10.76% of nurses were unsure about their level of job satisfaction (Fig. 1). Table 2 demonstrates that the job aspect had moderate positive correlation with personal and interpersonal aspect, whereas personal and interpersonal aspects correlated poorly with each other.



**Figure 1.** Job satisfaction level according to domains

**Source:** compiled by the authors of this study

**Table 2.** Correlation model of three domains

	Job aspect	Personal aspect	Interpersonal aspect
Job aspect	Spearman's rho	-	-
	df	-	-
	p-value	-	-
Personal aspect	Spearman's rho	0.671	-
	df	190	-
	p-value	<0.001	-
Interpersonal aspect	Spearman's rho	0.610	0.530
	df	190	190
	p-value	<0.001	<0.001

**Notes:** df – degree of freedom; rho – rank correlation coefficient

**Source:** compiled by the authors of this study

Table 3 shows that nurses with over 20 years of experience were more satisfied (about 90.24%) compared to those with under 20 years of experience (about 69.56%), and the difference was statistically significant ( $p < 0.001$ ). There was no statistically significant difference between job satisfaction and gender of nursing staff ( $p = 1$ ). The educational qualification of the respondents was divided into two categories: Bachelor of Science in nursing (BSc nursing) and General Nursing and Midwifery (GNM).

Nurses who qualified in GNM were more satisfied (about 85.63%) than those nurses who had BSc nursing qualification (about 36.36%), and the difference was statistically significant ( $p < 0.001$ ).

The findings suggested that improving workplace facilities can significantly enhance job satisfaction for most nurses (98.43%). Interestingly, only a small proportion (0.52%) of nurses reported that a reduced workload contributed to boredom in the workplace (Table 4).

**Table 3.** Job satisfaction related with level of experienced, gender and qualification

Variable	Group	Dissatisfied	Satisfied	Frequency (n = 192)	X <sup>2</sup> test/ Fisher's exact test	p-value	95% CI
Years of experience	>20 years of experience	12	111	123	13.3	<0.001	8.233-33.773
	<20 years of experience	21	48	69			
Gender	Female	29	141	170	0.0173	1	-13.409-23.867
	Male	4	18	22			
Qualification	BSc Nursing	7	4	11	17.7	<0.001	15.896-75.158
	GNM	26	155	181			

**Source:** compiled by the authors of this study

**Table 4.** Survey respondents who expressed agreement with questions on the job aspect

Questions related to the job aspect	Respondents (n = 192)	%
1. You are dissatisfied with promotion opportunities	36	18.75
2. Due to lack of technical knowledge, you are at disadvantage	76	39.58
3. You are overloaded with work	57	29.68
4. You are forced to do things at your workplace which are against your better judgment	69	35.93
5. You are confused about the role you must play when doing your job	14	7.29
6. You feel that the patients do not care about your suggestions	74	38.54
7. You should be provided with better facilities for decent work	189	98.43
8. You are paid less than employees in another department	109	56.77
9. Having less work causes you to feel boredom at workplace	1	0.52
10. You have fewer opportunities to do your best in this job	71	36.97
11. You are not getting required administrative information to carry out job	89	46.35
12. Each day of work appears as though it will never end	79	41.14
13. You feel that your progress at your job is not what it could be	84	43.75
14. You feel that your job does not give you the chance to do things that you could do best	26	13.54
15. You have clear idea of expectations from seniors regarding your work performance	36	18.75

**Source:** compiled by the authors of this study

A considerable proportion of respondents (63.02%) reported that perceiving a limited ability to execute their assigned responsibilities adversely affected their job satisfaction.

Notably, 7.29% of nurses expressed agreement with the sentiment that their role is not perceived as valuable within their department (Table 5).

**Table 5.** Survey respondents who expressed agreement with questions on the personal aspect

Questions related to the personal aspect		Respondents (n = 192)	%
1.	You think you could have done a better job in a different department	64	33.33
2.	You feel like you are not fully capable of handling your job	22	11.45
3.	You do not feel secure at your workplace	43	22.39
4.	You feel disliked and rejected by your co-workers	14	7.29
5.	You feel that your department is only given secondary consideration by the government	85	44.2
6.	You would be happy if your current job lasted for a long time	23	11.97
7.	You feel that your current job is not suitable for people like you	17	8.85
8.	You feel that your job is not valuable in your department	14	7.29
9.	You think you should have gotten a better job for your qualifications	66	34.3
10.	You feel that you lack the opportunity to think and work independently in your job	61	31.77
11.	You think you should change your current job	19	9.89
12.	You feel that you have little power to carry out the responsibilities assigned to you	121	63.02

**Source:** compiled by the authors of this study

Nearly half (49.47%) of nurses reported that pressure from patients' relatives negatively affected their work efficiency. Furthermore, 9.89% of nurses reported limited

opportunities for career advancement and inadequate remuneration, highlighting significant concerns regarding job satisfaction and professional development (Table 6).

**Table 6.** Survey respondents who expressed agreement with questions on the interpersonal aspect

Questions related to the interpersonal aspect		Respondents (n = 192)	%
1.	Your superiors appreciate the arduous work you put in	52	27.08
2.	Your superiors encourage you to give suggestions for improvement in your department	39	20.31
3.	You feel that pressure from patient's relatives affects the efficiency of your work	95	49.47
4.	You feel that whenever you have a problem you cannot talk to anyone better experienced than you in your department	33	17.18
5.	You feel like you do not have a good chance to move on in life and make enough money	19	9.89

**Source:** compiled by the authors of this study

One crucial aspect of organisational behaviour that is often considered and discussed is job satisfaction. The goal is to promote both mental and physical health from a wide perspective that includes organisational and human resource management perspective. Organisational productivity and profitability have a positive relationship with job satisfaction. Basically, individuals that are highly satisfied with their workplace are found to perform better at job [11]. Although during the 2010-2020, lots has changed in the healthcare system, affecting the way nurses work in their organisations and treat patients. Strong teamwork and communication among healthcare professionals can lead to better patient health outcomes, while continuous education and training can empower nurses to provide more effective care. In the present study, participants had a relatively wide age range from 21 to 58 years, were predominantly female and most had over 20 years of experience. Findings of the current study indicated that level of job satisfaction was not influenced by the gender of the nursing staff. H. Tsuchihashi *et al.* [12] investigated analogous demographic

characteristics of nurses in Japan, concluding that male nurses were highly engaged at job and therefore satisfied compared to female nurses. In contrast to that, N. Panchal *et al.* [13] observed that female nurses were more satisfied than male nurses.

The correlation between the three domains – job aspect, interpersonal aspect, and personal aspect – was statistically significant, with  $p < 0.001$ . The findings indicated that job satisfaction levels were strongly influenced by years of professional work experience. This may suggest that more years of experience serves as a proxy for age. T. Bonsaksen *et al.* [14] also suggested a positive relationship between older age and job satisfaction, although this relationship was not observed by Y. Pang *et al.* [15] in Korean nurses. The present study also identified a significant difference in job satisfaction levels based on the qualification of nursing staff, with General Nursing and Midwifery (GNM)-qualified nurses reporting higher satisfaction compared to Bachelor of Science in Nursing (BSc Nursing)-qualified staff. This difference might be attributed to

fact that BSc Nursing qualification is considered superior to GNM in India, and therefore nurses with BSc Nursing qualification might feel underutilised in their roles.

Most nurses working at the tertiary care hospital reported a pronounced level of job satisfaction in the present study. Analogously, a study conducted by Abdullah *et al.* [16] in a tertiary care hospital of Khyber Pakhtunkhwa found that over three-fourths of the nursing staff were overall satisfied with their jobs, and self-administered questionnaires were used to assess satisfaction levels. Previous studies on job satisfaction employed various standardised questionnaires, such as the Mueller and McCloskey Satisfaction Scale (MMSS) used by Y. Zhong *et al.* [17] to study nursing staff in China, and the Job Satisfaction Scale (JSS) and Speakman Job Satisfaction Scale (SJSS) used by M.K. Rosenberg & T. Bonsaksen [10] to evaluate physiotherapists in Norway, Job Satisfaction Survey (JSS) by Spector was used by N. Panchal *et al.* [13] to assess job satisfaction in Uttarakhand, India. However, these questionnaires were often lengthy, time-consuming, and focused more on the stress levels of healthcare staff, which could introduce bias into the findings. To mitigate potential biases, the study utilised the semi-structured B.C. Muthayya's Job Scale, which evaluates nurses' experiences in relation to their jobs, relationships, and personal lives.

The findings suggested that most nurses reported strong levels of satisfaction across the personal, interpersonal, and job aspects. These findings were comparable with a study conducted among Employees of Grameen Bank [18], which concluded that most of the employees were satisfied with their regular duties, overall job security, and responsibilities. Another study conducted in Czech Republic also found greater level of satisfaction among employees in organisational and supportive culture [19]. However, these findings were at odds with those of a study conducted in several regions of Ethiopia among community health workers, which revealed that only 48.6% of workers were satisfied overall [9]. This figure is lower than that of the current study.

Highly influential factor of job satisfaction is suitable work environment and better facilities, also the present study showed less boredom during working hours which lightened the work-load of nurses. By prioritising the creation of a supportive work environment, offering better facilities, and implementing strategies to reduce boredom, healthcare institutions can effectively lighten the workload of nurses. This not only enhances job satisfaction and retention rates, but also ultimately improves the quality of patient care. This finding aligns with those of A. Nurmeksela *et al.* [20], who suggested focusing on improving nursing practices by managing and organising nurses' work in a way that makes their employees feel supported, motivated, and secure. In their study among Jordanian nurses, A.H. Al-Nawafleh *et al.* [21] highlighted the fact that interpersonal relations play a vital role in retention of nurses, thereby affecting job satisfaction, which can be improved by providing supportive environment at

workplace. Y.M. Yasin *et al.* [22] identified factors influencing job satisfaction, such as positive leadership styles, supervisory support, recognition of achievements, streamlined job responsibilities, a sense of ownership in work, and strong peer support. These factors were found to enhance job satisfaction and reduce staff turnover.

Nurses may feel disadvantaged if they lack technical knowledge, overload with work, do things against better judgement, feel unappreciated by patients, lack required administrative information, perception of endless work-days, sense of stagnant progress, feel undervalued in job qualification, lack independence in work, appreciation from superiors, and encouragement for suggestions and improvement. These were moderately influential factors that adversely affected the job satisfaction of nursing staff in the present study. T. Woo *et al.* [23] investigated factors that adversely affected job satisfaction, such as work overload, interrelationship with peers, and boredom at workplace. Additionally, S.A. Bhat & P. Patni [24] found that several factors negatively affected job satisfaction, including a lack of support, feeling undervalued, a lack of recognition, a poor work-life balance, and limited growth opportunities. H. Shao *et al.* [25] found that job security, low pay, unfavourable work environments, workload, and a lack of promotion or career advancement, lack of recognition were among the elements contributing to job dissatisfaction.

The study highlighted that job satisfaction among nurses is strongly influenced by years of professional experience, qualification levels, and workplace conditions. A supportive environment, adequate facilities, and reduced workload contribute significantly to higher job satisfaction and retention rates, ultimately improving patient care quality. However, factors such as work overload, lack of recognition, and limited career growth opportunities negatively affect overall job satisfaction, emphasising the need for organisational improvements.

## Conclusions

The present study was conducted to assess job satisfaction among nursing staff in terms of personal, interpersonal, and job-related aspects, with the purpose of identifying factors that influence their satisfaction. By addressing these factors, any organisations can create a work environment that fosters employee contentment and enhances job satisfaction, ultimately helping the organisation achieve its objectives. The findings of this study revealed that most of the members of the nursing staff were satisfied with their job. Most nurses surveyed were more satisfied with the personal aspect compared to interpersonal and job aspects, although factors like work experience, better facilities at work, authorisation to perform individual responsibility, and pressure from the relatives' side affected the quality of work in nursing profession. The provision of adequate facilities, fair pay, and a positive work atmosphere all significantly affect the satisfaction of the members of the nursing staff with their jobs. Consequently, this enhances their performance and elevates the standard of patient care in hospitals.

Building an adaptive healthcare workforce and long-lasting improvements in patient outcomes depends on addressing these variables, highlighting how significant they are in healthcare management and policy initiatives. However, the present study was conducted in a single healthcare facility, which may have affected the generalisability of the findings to other settings or regions. The cross-sectional design also restricts the ability to establish causal relationships between job satisfaction factors and their impact on performance and patient care quality. Future research could benefit from longitudinal studies and broader sampling to

address these limitations and provide a more comprehensive understanding of the issue.

### Acknowledgements

None.

### Funding

None.

### Conflict of Interest

None.

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## Оцінка задоволеності роботою медсестринського персоналу в лікарні третинного рівня в Центральному регіоні штату Гуджарат, Індія – перехресне дослідження

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**Анотація.** У лікарняних умовах медичні сестри є первинним персоналом, який цілодобово піклується про пацієнтів, і тому важливо, щоб вони були задоволені своєю роботою. Метою даного дослідження було оцінити задоволеність роботою серед середнього медичного персоналу з особистої, міжособистісної та професійної точок зору. Це перехресне дослідження на основі анкетування проводилося з використанням попередньо валідизованого та вільного для використання опитувальника задоволеності роботою. Загалом у дослідженні взяли участь 195 медичних сестер, з яких 192 дали згоду на участь і заповнили анкету. У дослідженні брали участь переважно жінки зі стажем роботи понад 20 років. Встановлено, що 70,31 % учасників були задоволені робочим аспектом, 84,38 % – особистим аспектом і 76,56 % – міжособистісним аспектом. Дослідження показало загальну задоволеність на рівні 80,20 %. Вищий рівень задоволеності спостерігався серед осіб з досвідом роботи понад 20 років та кваліфікацією «сестринська справа та акушерство» ( $p < 0,001$ ). Однак між статтю та задоволеністю роботою не було значущого зв'язку ( $p = 1$ ). Менше зручностей на робочому місці, менше повноважень для ефективного виконання своїх обов'язків, менша оплата праці, тиск з боку родичів пацієнтів – все це предиктори, що негативно впливають на рівень задоволеності роботою серед медперсоналу. Більшість опитаних медичних сестер лікарні третинного рівня у Ваходарі були задоволені своєю роботою. Надання належних умов, забезпечення справедливої компенсації та створення позитивного робочого середовища значно підвищили рівень задоволеності роботою серед медперсоналу, що в кінцевому підсумку призвело до покращення показників роботи та підвищення якості обслуговування пацієнтів у лікарнях

**Ключові слова:** медичний працівник; вигорання; психічне здоров'я; посадові обов'язки; особиста задоволеність