



Faculty of Cognitive Sciences and Human Development

**FACTORS INFLUENCE THE LEVEL OF JOB SATISFACTION AMONG
REGISTERED NURSES: A CASE STUDY IN SARAWAK GENERAL
HOSPITAL, KUCHING**

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Bachelor of Science with Honours
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Teng Mei Sin
20120

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ABSTRACT

FACTORS INFLUENCE THE LEVEL OF JOB SATISFACTION AMONG REGISTERED NURSES: A CASE STUDY IN SARAWAK GENERAL HOSPITAL, KUCHING

Teng Mei Sin

The aim of this study is to identify factors that influence the level of job satisfaction among registered nurses in general hospital. The factors concerned are career advancement, compensation and benefits, organizational commitment and work-life balance. Besides, this study also aims to investigate the dominant factor that influences the level of job satisfaction among registered nurses. A quantitative survey approach by using questionnaires had been carried out as instrument for data collection. 120 sets of questionnaires were distributed to the registered nurses at Sarawak General Hospital. However, only 85 sets of valid questionnaires were being returned and used for the analysis. Pearson Correlation “r” had been used to identify the relationship between the variables while Multiple Regression Linear was used to identify dominant factor that influences the level of job satisfaction among the registered nurses. The findings revealed that the level of job satisfaction among the registered nurses is in the average level and there are significant relationships between the independent variables and the dependent variable. Furthermore, career advancement is identified as the dominant factor that influences the level of job satisfaction among the registered nurses. Thus, it is recommended that the management of the hospital should listen to the needs of the nurses and provide more career advancement for them in order to enhance the level of job satisfaction among the registered nurses.

ABSTRAK

FAKTOR-FAKTOR YANG MEMPENGARUHI TAHAP KEPUASAN KERJA DI KALANGAN JURURAWAT: SATU KAJIAN KES DI HOSPITAL UMUM SARAWAK

Teng Mei Sin

Kajian ini bertujuan untuk mengenal pasti faktor-faktor yang mempengaruhi tahap kepuasan kerja dikalangan jururawat-jururawat di hospital. Faktor-faktor yang diutarakan adalah kerjaya, pampasan dan faedah, komitmen terhadap organisasi dan keseimbangan antara kerja dengan kehidupan. Selain daripada itu, kajian ini juga bertujuan untuk mengenal pasti faktor dominan yang mempengaruhi tahap kepuasan kerja di kalangan jururawat. Satu kajian kuantitatif dengan menggunakan kaedah borang soal selidik telah dijalankan untuk mendapatkan data. Sebanyak 120 set borang soal selidik telah diagihkan kepada jururawat-jururawat di Hospital Umum Sarawak, akan tetapi, hanya 85 set sahaja yang dikembalikan dan digunakan untuk analisis. Pearson Korelasi “r” telah digunakan untuk mengkaji hubungkait antara pemboleh ubah dan Multiple Regrasi Analisis bagi mengenal pasti faktor dominan yang mempengaruhi tahap kepuasan kerja di kalangan jururawat. Kajian mendapati bahawa tahap kepuasan kerja di kalangan jururawat-jururawat adalah pada tahap sederhana. Selain itu, kajian juga mendapati bahawa terdapat perkaitan yang signifikan di antara pemboleh ubah. Kerjaya telah dikenal pasti sebagai faktor dominan yang mempengaruhi tahap kepuasan kerja di kalangan jururawat. Oleh yang demikian, adalah dicadangkan kepada pihak pengurusan hospital supaya sentiasa mengambil berat akan keperluan jururawat-jururawat. Di samping itu, pihak pengurusan hospital juga haruslah menyediakan lebih banyak peluang kerjaya kepada jururawat-jururawat demi meningkatkan tahap kepuasan kerja di kalangan mereka justeru meningkatkan pencapaian kerja mereka.

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CHAPTER 1

INTRODUCTION

1.0 Introduction

Recently, Ministry of Health Malaysia has produced an advertisement to invite suitable candidates from Association of South East Asian Nations (ASEAN) and Commonwealth countries to fill up the positions of nurses either with specialization or without specialization to work as government servants in our country. According to World Health Organization (WHO), there should be one nurse to every 5000 people of population. The shortage of medical staff, especially nurses, had become a crucial problem in our country. Health Ministry statistics showed that our country is losing an average of 1700 registered nurses to the Middle East countries, especially Saudi Arabia, as those countries offer salaries which are much higher than what is being offer in Malaysia.

The scarcity of nurses may affect the daily operation in hospital as nurses play important role to assist doctors and taking care of the patients. Besides, nurses also known as important “front-line” staff or human resource in delivering effective healthcare to nation population. The aim of this study was to identify the factors that lead to job satisfaction among nurses in general hospital. It was

vital to know the nurses' job satisfaction in order to think of the ways to attract more Malaysian citizens, especially those who just graduated from secondary school or universities to involve in this career and retain them.

Registered nurses (RNs) works were to promote good health and prevent illness. They educated patients and the public about various medical conditions, treat patients and help in rehabilitation, provide advice and emotional support to patients' family (Committee of State University, 2009).

“Job satisfaction is a person's evaluation of his or her job and work context. It is an appraisal of the perceived job characteristics, work environment and emotional experiences at work,” (McShane and Von Glinow, 2008). Overall, job satisfaction is the collection of attitudes or behaviors with various perspectives towards a person's work. If the registered nurse felt comfortable with the job, workplace ambience, and come across well with colleagues, it was assumed that the registered nurse is satisfied with her work. However, different people had different perspectives on job satisfaction and it depended on their attitudes towards it.

The aim of this chapter was to introduce the background of this study. Then, it was followed by the statement of problem, objectives of the research, research questions, research hypotheses and research framework of this study. Later, in this chapter there was a brief discussion on the significance of the study as well as limitation of this study.

1.1 Background of the Study

There are 21 government general hospitals in Sarawak. In other word, a lot of nurses were needed in order to take good care of all the patients and to help doctors during patients' treatment. In Malaysia, most of the nurses are those whose age ranged from 21 to 56 years old.

The advertisement that was posted by the Ministry of Health on its own website to invite suitable candidates from other countries to fill in the positions of nurses in our country indicated that we were lack of specialization or without specialization nurses in general hospitals. In this case, specialization nurses are also known as registered nurses (RNs). Registered nurses are general-duty nurses whose work are mainly on taking good care of patients, helping doctors with medication administration and supervising licensed practical nurses.

According to Robbins, Millett and Waters-Marsh (2004), job satisfaction is an individual's general attitude towards his or her job. A registered nurse job satisfaction might be affected either by intrinsic factors or extrinsic factors. These factors will determine the registered nurses' job performance as employees that dissatisfied with their jobs are intended to be low performers in their work.

“Extrinsic factors were defined as those external benefits provided to the professional by the facility or organization. Intrinsic factors were divided intrinsic-context and intrinsic-content. Intrinsic-context factors are controlled by outside forces but affect the professional's internal satisfaction” (Randolph, Doisy & Margaret, 2005). These factors are those that will influence one's self-efficacy and job satisfaction.

Therefore, this study aimed to investigate the factors that affect job satisfaction of registered nurses based on research methodology that would be developed in this study.

1.2 Statement of the Problem

The literature review showed that job satisfaction of registered nurses (RNs) had become a global issue in health profession, either in United State of America, Finland, Sweden, Saudi Arabia, Taiwan or other Asian Countries. The level of job satisfaction among the RNs would have direct impact or influence on their job performance, burnout, stress at work and turnover intention.

Past researches which had been done by various researchers reported that there were various reasons that recognize as factors that contributed to the nurses' job dissatisfaction. Work situation, lack of support given for professional opportunities, extensive workload, family and work balance, praise and recognition, extrinsic rewards as well as control and responsibility were among the factors that influence the level of job satisfaction among the nurses.

Apart from that, there was also studied which stated when nurses felt dissatisfied due to the working environment where the unit that they work were understaffed, they would have low level of satisfaction and create a "vicious circle" phenomenon. When there is high levels of dissatisfaction from nurses due to work environment, the tendency for them quitting their job is high (Sammons, 2009).

According to Shwu-Ru (2007) in the United States, many health care organization employers had tried to overcome the shortage of nursing problem by recruiting nurses from overseas. The growth rate also showed that Asian nurses represent the largest proportion. These nurses were being offered salaries which are much higher than what they could get in their own countries. The attraction on compensation had even attracted doctors from Philippines who chose to be a nurse in the United States instead of being a doctor in his own country. "Money is a major factor. A nurse in the Philippines makes \$150 to \$250 a month; doctors

make \$300 to \$800. But the average registered nurse in the United States earns \$4,000 a month” (Geller, 2007).

Since our country, Malaysia, was heading for the Vision of 2020 and is expanding our health care services to all the people, including those that opt for medical tourism in our country, therefore, there is a need to have adequate nurses to provide excellent services for those who seek medical services in Malaysia. Datin Fatimah Abdullah (Sarawak Assistant Minister in the Chief Minister Department) had said in the opening of *First UNIMAS Nursing Students Conference 2010* that the Ministry of Health required 174,000 nurses by the year 2020 and Malaysia is aimed to achieve the norm of one staff to 200 persons. The issue here indicated that Malaysia still need more registered nurses in order to achieve Vision 2020 (Borneo Post Online, February 7, 2010).

As the shortage of nurses has become crucial in many countries, there is a need to identify which factors have dominant impact on the level of job satisfaction among the registered nurses. Besides, the researcher also felt that it was vital to let others know and concern about registered nurses’ job satisfaction as the health care cost is increasing and people began to expect quality of patient’s care and services from the nurses. Thus, the stakeholders needed to understand factors that influence registered nurses’ level of job satisfaction in order to recruit and retain these registered nurses to work in our country. These reasons had led the researcher to conduct a research and survey on the factors that influence the level of job satisfaction among RNs in general hospitals.

1.3 Research Objective

1.3.1 Main Objective:

The aim of this study is to identify the factors that influence the level of job satisfaction among registered nurses in general hospital in Malaysia.

1.3.2 Specific Objectives:

The specific objectives of this study are as follow:

- a) To identify the relationship between career advancement and level of job satisfaction among registered nurses.
- b) To identify the relationship between compensation and benefits and the level of job satisfaction among registered nurses.
- c) To identify the relationship between organizational commitment and level of job satisfaction among registered nurses.
- d) To identify the relationship between work-life balance and level of job satisfaction among registered nurses.
- e) To identify the dominant factor that influences the level of job satisfaction among registered nurses.

1.4 Research Questions

The research questions for the present study are listed as below:

- a) Is there a relationship between career advancement and level of job satisfaction among registered nurses?
- b) Is there a relationship between compensation and benefits and level of job satisfaction among registered nurses?
- c) Is there a relationship between organizational commitment and level of job satisfaction among registered nurses?
- d) Is there a relationship between work-life balance and level of job satisfaction among registered nurses?
- e) What is the dominant factor that influences the level of job satisfaction among registered nurses?

1.5 Research Hypotheses

The hypotheses of this study were developed based on the problem statements and the objectives. The hypotheses of this study are shown as follow:

- H_a1: There is a significant relationship between career advancement and level of job satisfaction among registered nurses.
- H_a2: There is a significant relationship between compensation and benefits and level of job satisfaction among registered nurses.
- H_a3: There is a significant relationship between organizational commitment and level of job satisfaction among registered nurses.
- H_a4: There is a significant relationship between work-life balance and level of job satisfaction among registered nurses.
- H_a5: There is a dominant factor in influencing the level of job satisfaction among registered nurses.

1.6 Research Framework

The purpose of this study was to investigate factors that influence the level of job satisfaction among registered nurses in general hospitals in Sarawak. Independent variables refer to factors that would influence the level of job satisfaction of registered nurses in general hospitals. The factors consisted of four variables: career advancement, compensation and benefits, organizational commitment and work-life balance.

Dependent variable was the variable that was affected by the control variable (independent variable). Dependent variable was being measured in a research or study in order to determine the effect of the control variable. The dependent variable of this study was the level of job satisfaction among registered nurses towards their work. *Figure 1.1* showed the research framework of the study, the main independent and dependent variables of the study.

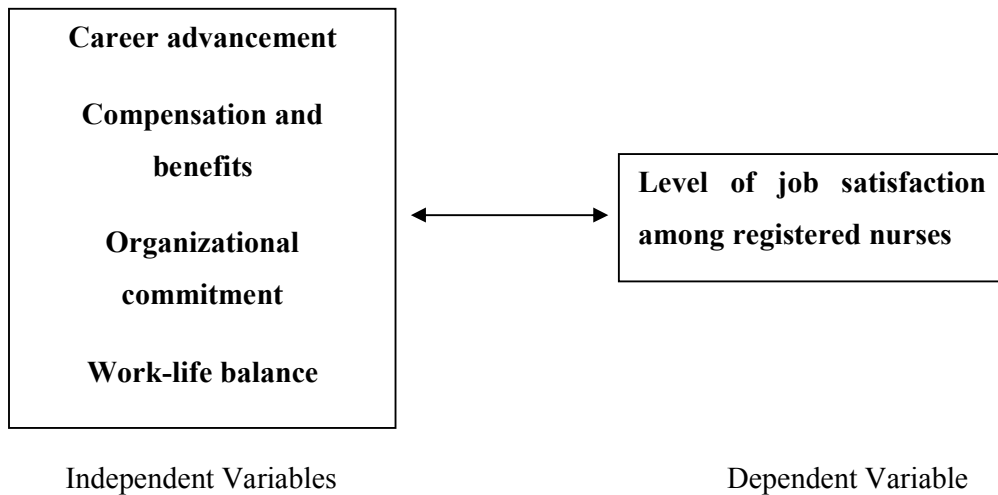


Figure 1.1 The research framework of the study

1.7 Significance of the Study

This study was important because of the scarcity of research conducted to investigate the level of job satisfaction among registered nurses in our country. The aim of this study was to identify the factors that influenced level of job satisfaction among registered nurses. This study was significant because nurses were identified as the largest group of health care personnel in providing support services in health care industry (Damit, 2007). Ma, Lee, Yang and Chang (2009) also had mentioned in their research that the quality of patient care would be affected if there was high nursing turnover because nurses are the largest professional group in the health care organization and critical to the provision of health care. Therefore, it was important to identify the factors that might give impact to the nurses' level of job satisfaction as workers that were satisfied with their job would be able to provide good health care services to patients and high job performance and commitment to their organization.

Besides, it was also important for all to know that the reducing number of registered nurses in the hospital might give impact to health care service in our country. As cited in the Borneo Post Online (February 7th, 2010), Datin Fatimah Abdullah, our Sarawak Assistant Minister in the Chief Minister's Department (Human Resource and Training) had mentioned that our country would require 174,000 nurses by the year 2020. Furthermore, she also added that nursing is a noble profession which would have tremendous impact on human lives. According to Lee (2008), the aging of baby boomer generation will affect the health care as their health care needs would increase. In addition, there would be significant sign on losses of health care workforce in the future due to the baby boomer generation who near retirement age. These issues had stressed the importance of identification of registered nurses' level of job satisfaction in order to attract more suitable nursing candidates to involve in this career.

This study was important as it was hoped that the findings of this study can provide an overview to the Ministry of Health and the public on the level of job satisfaction among registered nurses (RNs) in Malaysia, thereafter raise the awareness on the needs of the RNs and the solutions to recruit and retain nurses. In addition, this study may also give an overview to the Ministry of Health and the management or human resource of general hospitals to think of the solutions on the problems of resignation and decrease in work performance of RNs in general hospitals.

1.8 Limitation of the Study

There were a few limitations conducting this study. First of all, this study was only carried out at a selected general hospital, in Sarawak General Hospital (SGH) only. This was because the researcher found difficulty to collect data from all the general hospitals in Malaysia as the population is too huge. Thus, the results obtained only reflected the level of job satisfaction of registered nurses (RNs) in Sarawak only. Therefore, the comparison that been done to identify the level of job satisfaction among RNs in general hospitals in Malaysia could not be accurately carried out.

Another limitation of this study was the comparison of the culture and lifestyle of Sarawak residents with other states. The culture and lifestyle in Sarawak might be simpler and not busyness if compare with other places like Kuala Lumpur, Johor or Selangor. Therefore, this limitation also affected the results of this study.

Apart from above limitations, factors that suggested in this study also limit the study of this research. There might have other factors that would affect the level of job satisfaction of RNs in general hospitals instead of career advancement, compensation and benefits, organizational commitment and work-life balance. Other factors that might influence the level of job satisfaction might