# Factors influencing job retention and satisfaction among nurses in tertiary level hospital

**Mana Maya Rana\*, Nona Shakya**

Manipal College of Medical Sciences, Pokhara, Nepal

## ABSTRACT

**Introduction:** Retention of nurses in any health care facilities is essential for maintaining quality nursing care. Nurses' job satisfaction is an important issue to retain nurse in same organization. The study aimed to assess factors influencing job retention and satisfaction among nurses. **Methods:** The descriptive cross-sectional study was done among 125 nurses working in Manipal Teaching Hospital. Purposive sampling technique was used to select the sample. The semi structured self-administered questionnaire was used to collect data. The collected data was analysed by using descriptive and inferential statistic. **Results:** Majority (90.4%) of nurses were in age group 21 to 39 years, 78.4% of nurses wanted to continue their job in current organization. All the nurses agreed on timely payment of salary followed by good working relationship with colleagues (93.6%), feeling proud to tell name of organization (89.6%), adequate supplies and equipment (83.2%), safe working environment (80.6%), opportunity to develop many job skill (81.6%), supportive matron (75.2%), the financial incentives such as bonus and allowance (67.2%), higher salary compared to similar organization (64.8%) are important factors to motivate nurses to retain in current organization. Only half of the nurses (50.4%) were satisfied with their job. The significant correlation was seen between factors influencing job retention and their satisfaction level. **Conclusion:** The study concluded that timely payment of salary, image of organization, safe working environment and adequate equipment and supplies are important factors to retain in this organization.

**Key words:** Factors, Job retention, Nurses, Satisfaction

**\*Correspondence:**
Ms Mana Maya Rana
Lecturer, Manipal College of Medical Sciences, Pokhara, Nepal
Email: ranamanamaya@ymail.com

## INTRODUCTION

The retention is the ability of an organization to retain its employees in its service. The retention of nurses in the healthcare organization is essential for the provision of quality nursing care.[1] Good retention strategies enhance nurses' job satisfaction, promote professionalism, and improve quality of patient care. A healthcare institution can retain workers through various strategies such as supportive management systems and constructive leadership. In order to deliver quality healthcare, the health care organizations should identify different factors associated with nursing staff retention.[2]

Employee motivation and job satisfaction has been one of the single most important factors that determine work output in any organization.[3] The compensation, work-life-balance, working environment and superior-subordinate relationship were identified as major factor affecting employee retention. Evidence also showed that the presence of job-autonomy, positive feedback and innovative and supportive organization culture too have a positive relationship with employee retention.[4] If organization pays no attention to the working environment, it will adversely affect employee satisfaction and performance, resulting in falling of retention level.[5]

The annual turnover rate of staff nurses in Hospitals across Nepal is considerably high. But there is no exact data on turnover rate of nurses in Nepal. According to Nepal Nursing Council a total number of 4155 Nepalese nurses migrated abroad till 2013 mostly to UK, Australia and US.[6]

Nurses are the major part of the human resources in any health sector. They play the vital role and are accountable for taking challenging responsibilities in health services. But most of the hospitals are facing the problem in turnover of nurses. Excessive nurses' turnover is costly as well as decreased quality of services in any health organization. Job satisfaction is one of the most vital factors to retain nurses in same organization. Adequate number of well-trained and competent nurses are key to deliver high quality and safe patient care. So, the hospital management must understand the factors that motivate nurses to remain in same health organization. However, there were very few research studies concerning on motivating factors and job satisfaction of nurses. Therefore, this study aimed to assess factors that affect nurses' retention and level of satisfaction among nurses.

## METHODS

The descriptive cross-sectional study was carried out to assess factors influencing job retention and satisfaction among nurses working at Manipal Teaching Hospital, Pokhara. This hospital is one of the tertiary level hospitals in Gandaki province which provide multiple inpatient and outpatient services. More than 260 nurses are working in this organization. So, to get varieties of responses from nurses, researcher preferred this hospital for study.

Purposive sampling technique was used to select sample. Nurses who completed ANM or PCL or BN/BSc and worked at least one year in Manipal hospital were included in the study. Nurses who were under job training were excluded. There were altogether 262 nurses, among them 125 who met inclusion criteria were included in the study. Sample size was calculated based on prevalence.[7] The data was collected in the month of August 2020.

Data collection was done with a semi-structured, self-administered questionnaire developed by researcher based on reviewed literature and consulting with subject experts. Instrument consisted of 4 parts. Part I related to socio demographic characteristics, part II focused on factors that might contribute to nurses' retention comprised of 30 items graded on a 4 Point Likert Scale (strongly agree, agree, disagree and strongly disagree). These items were further arranged into remuneration (5

items), promotion and evaluation system (4 items), work environment (11 items), training (3 items) and leadership style (7 items). Part III consisted of satisfaction (19 items) graded on a 5 Point Likert Scale (very dissatisfied, moderately dissatisfied, neutral, moderately satisfied and very satisfied). Part IV consisted of open-ended question which was related to most important factors to be improved to increase retention of nurses in this organization.

Validity of instrument was maintained by extensive review of related literature and consulting subject expertise. The tool was pretested among 10% of sample. Reliability in terms of consistency of tool was tested by calculating Cronbach's alpha value which was 0.91. Data analysis was done using SPSS version 16. Descriptive statistics (frequency, percentage, mean and standard deviation) and inferential statistics such as Karl Pearson's coefficient correlation were used for data analysis. In the descriptive analysis of part II, categories strongly agree and agree were combined as positive response. Similarly, disagree and strongly disagree were combined as negative response. Only positive responses are displayed in table 1, 2 and 3. Level of satisfaction was categorized based on mean score.[15]

Ethical approval was taken from institutional review committee of Manipal College of Medical Science (Ref no- MEMG/ IRC/359/GA). Prior to data collection verbal permission was obtained from the participants.

## RESULTS

Out of 125 participants, majority (90.4%) were in age group 21 to 39 years, 71.4% of them had completed proficiency certificate level, 62.4% of them were married, 76% were working in inpatient unit. Regarding responsibility, 89.6% of them were working as staff, 65% were temporary employee, 52.8% participants had work experience of 1 to 5 years in current organization. Majority (78.4%) of the nurses want to continue their job in the current organization.

Table 1 shows that all the nurses agreed on timely payment of salary as one of the most important factors to retain in current organization followed by the financial incentives such as bonus and allowance (67.2%), higher salary compared to similar organizations (64.8%). However, only 21.6% of them mentioned that timely permanent and promotion policy as motivator to retain in this organization.

**Table 1:** Distribution of remuneration and promotion factors affecting nurse retention (n=125)

| Factors | Strongly Agree n (%) | Agree n (%) | Total agree n (%) |
|---|---|---|---|
| **1. Remuneration Statement** | | | |
| The salary I earn is adequate to meet my desired and needs and aspiration | 2 (1.6) | 70 (56.0) | 72 (57.6) |
| Salary raises are regular in this hospital | 4 (3.2) | 25 (20.0) | 29 (23.2) |
| The financial incentives such as bonus and allowance are fair and transparent | 4 (3.2) | 80 (64.0) | 84 (67.2) |
| The salary is higher in this organization compared to other similar hospital | 5 (4.0) | 76 (60.8) | 81 (64.8) |
| Timely payment of salary in this organization | 98 (78.4) | 27 (21.6) | 125 (100) |
| **2. Promotion and Evaluation system** | | | |
| Timely permanent and promotion policy in my organization | 1 (0.8) | 26 (20.8) | 27 (21.6) |
| Promotion are always based on merit in this organization | 0 | 30 (24) | 30 (24.0) |
| I feel my work is evaluated based on a fair system of performance standards | 3 (2.4) | 45 (36) | 48 (38.4) |
| Reward and recognition for outstanding performance is given in this organization | 2 (1.6) | 45 (36) | 47 (37.6) |

**Table 2:** Distribution of work environment factors affecting nurse retention (n= 125)

| Factors | Strongly Agree n (%) | Agree n (%) | Total Agree n (%) |
|---|---|---|---|
| **3. Work environment  statement** | | | |
| I feel I have job security | 7 (5.6) | 79 (63.2) | 86 (68.8) |
| I have accurate written job description. | 2 (1.6) | 63 (50.4) | 65 (52.0) |
| I have learned many job skills in this hospital | 5 (4) | 97 (77.6) | 102 (81.6) |
| I have feeling of self-respect or self esteem | 9 (7.2) | 56 (44.8) | 65 (52.0) |
| Doctors and nurses respect and recognize each other as colleagues in this organization | 5 (4) | 67 (53.6) | 72 (57.6) |
| I have good working relationships with my colleagues | 16 (12.8) | 101 (80.8) | 117 (93.6) |
| I am proud to tell people what organization I'm working at | 23 (18.4) | 89 (71.2) | 112 (89.6) |
| My organization provides adequate  equipment and supplies | 8 (6.4) | 96 (76.8) | 104 (83.2) |
| I feel, safe working environment in this organization | 6 (4.8) | 95 (76) | 101 (80.8) |
| Flexible work schedule is in this organization | 2 (1.6) | 44 (35.2) | 46 (36.8) |
| There is  good relationship between  inter-department in this organization | 20 (16) | 88 (70.4) | 108 (86.4) |

Table 2 shows that in working environment, the highest percentage of participants (93.6%) agreed on good working relationship with colleagues is important factor to retain followed by proud to tell name of organization (89.6%), good relationship between inter-department (86.4%), adequate supplies and equipment (83.2%), opportunity to learn many job skill (81.6%), safe working

environment (80.8%). However, only 36.8% of them mentioned that flexible schedule is also motivating factor in current organization.

**Table 3:** Distribution of  leadership and training  factors affecting nurse  retention    (n=125)

| Factors | Strongly Agree n (%) | Agree n (%) | Total agree n (%) |
|---|---|---|---|
| **4. Training Statement** | | | |
| This organization provides regular in-service education and training for all staff | 1 (0.8) | 42 (33.6) | 43 (34.4) |
| This organization also provides training   for new  and advanced technology  for all staff | 0 | 28 (22.4) | 28 (22.4) |
| This organization has good training opportunities compared with other organization | 4 (3.2) | 43 (34.4) | 47 (37.6) |
| **5. Leadership style** | | | |
| My matron treats every one fairly | 10 (8) | 76 (60.8) | 86 (68.8) |
| Matron communicates to staff regularly on matters important them | 6 (4.8) | 97 (77.6) | 103 (82.4) |
| Our matron is supportive | 7 (5.6) | 87 (69.6) | 94 (75.2) |
| The leaders of this organization listens and address staff issues promptly | 1 (0.8) | 45 (36.0) | 46 (36.8) |
| I have the opportunity to interact with management | 2 (1.6) | 41 (32.8) | 43 (34.4) |
| The management of this organization is supportive | 1 (0.8) | 42 (33.6) | 43 (34.4) |
| Good relationship between supervisor and matron in my organization | 6 (4.8) | 83 (66.4) | 89 (71.2) |

Table 3 indicates that majority (82.4%) of the participants agreed that matron communicate to staff regularly on important matters followed by supportive matron (75.2%), good relationship between supervisor and matron (71.2%), matron treats every one fairly (68.8%) are important factors to motivate to retain.  However, the lowest percentage (22.4%) of them agreed that organization provides training for new and advanced technology is also influencing factors to stay in this organization.

**Table 4:** Mean and SD of  factors affecting job retention (n=125)

| Factors | Mean ±SD |
|---|---|
| Remuneration | 13.77±1.68 |
| Promotion | 8.49±2.15 |
| Working environment | 28.16±3.74 |
| Leadership Style | 17.63±3.26 |
| Training | 6.42±1.77 |

Table 4 indicates that there is highest mean score in working environment factors (28.16±3.74),   whereas lowest  mean score in training factors (6.42±1.77).

**Table 5:** Nurses' level of satisfaction
(n=125)

| Level of satisfaction | Frequency (%) | Mean |
|---|---|---|
| Satisfied (>mean score) | 63 (50.4) | |
| Dissatisfied (≤mean score) | 62 (49.6) | 49.41 |

Table 5 shows that more than half (50.4%) of nurses were satisfied with their job.

This study also assessed correlation between factors of job retention with nurses' satisfaction and found a significant positive correlation between influencing factors of job retention and their satisfaction. Among, five factors, leadership style has the highest significant relationship with satisfaction (p<0.01, r=0.545), followed by work environment(r=0.488) and promotion (r=0.444) and remuneration (r=0.342).

Respondents' opinion to improve retention of nurses in their organization were high salary compared to other similar organization (76%), opportunity for in-service education and training for all (91.2%), proper performance evaluation system (92%), introduce fixed and timely permanent and promotion policies (93.6%), training on new and advanced technology (87.2%), adequate staffing (85.6%), involvement in decision making (88.8%).

## DISCUSSION

The present study attempted to identify factors that influence nurses in retaining job and their satisfaction. The finding revealed that majority (65%) of nurses were temporary employee, 52.8% participants had work experience of 1 to 5 years in current organization. Majority (78.4%) of the nurses wanted to continue their job in this organization.

The present study revealed that only half (50.4%) of the nurses are satisfied with their job which is similar with other studies conducted by Poudel[8] and Gyang[9] in which 57.85% and 64.8% were satisfied respectively. This might be due to common issues related to salaries and staff welfare they have faced. However, job satisfaction was found higher (80.6%) among the nurses working in Dhulikhel hospital[14] and 74% in national Medical College in Birgunj.[10] This difference in findings might be due to difference in organizational policies and allowance facilities for staff of these two study settings.

Regarding correlation, in this study, there was significant positive correlation between motivating factors to retain such as remuneration, leadership style, promotion, work environment, training with nurses' satisfaction. This result is consistent with finding.[3] It indicates increase of motivating factors to retain in organization with increase satisfaction of nurses and vice versa.

Regarding remuneration factors influencing in retaining job, present study has shown that all the nurses agreed on timely payment of salary is the most important factor to motivate to retain in current organization, followed by financial incentives(67.2%), higher salary compared to other similar hospitals(64.8%).This result is consistent with previous studies conducted by Shrestha[11] in which 62% nurses were motivated with financial factors and Monoka[12] in which nurses were influenced with competitive salary (88%), annual revision of salary (81.5%). However, present finding is in contrast with finding[11] in which only 20% of nurses working in private hospital took financial factor as motivator in retaining their organization. These different rates could be due to variation in work characteristics and economic level in addition to different organizational resources.

Similarly, in work environment factors, in current study, 93.6% of them agreed that good working relationship with colleagues is important influencing factor to retain current organization followed by adequate equipment and supplies (83.2%), safe working environment (80.6%) which is consistent with previous study conducted by Monoka[12] in which 72.2% and 64.8% of nurses were motivated by adequate supplies and equipment and safe working environment respectively. However only 36.8% of them took flexible schedule as motivator to remain in current organization.

In addition, regarding leadership style factors, in current study, 82.4% and 75.2% of nurses took good communication and supportive matron as motivating factors to retain their organization respectively which is contrast with study by Haidari[13] whereas only 30.4% of nurses got support from head nurse. Nursing manager could be one of the back support of nursing staff so she can enhance their retention.

## CONCLUSION

The study concluded that there were various factors that affect nurses retention in current organization. The common factors that were taken as motivators to retain are timely payment of salary, financial incentives, opportunity to learn job skill, good working relationships with colleagues, adequate equipment and supplies, safe working environment, supportive matron. The significant

positive correlation was seen between factors influencing job retention and satisfaction. It indicates that increase of motivating factors increase the nurses' satisfaction. There was only half of nurses who were satisfied with job. So, still organization has to concern about retaining factors such as higher salary, training of new advanced technology, adequate staff, proper evaluation system and recognition rewards system to satisfy and retain the nurses in current organization.

## REFERENCES

1.  Buffington A, Zwink J, Fink R, DeVine D, Sanders C. Factors affecting nurse retention at an academic Magnet® hospital. JONA: The Journal of Nursing Administration. 2012 May 1;42(5):273-81. DOI: 10.1097/NNA.0b013e3182433812 PMID: 22525291.

2.  Noufa A, Alonazi, Maye A. Omar. Factors affecting the retention of nurses. Saudi Med J. 2013; 34(3):288-94. PMID: 23475094.

3.  Lilly-West, Buloala R. Motivation and job satisfaction among hospital nurses working in Port-Harcourt, Rivers State Texila. Int J of Nursing. 2016;2(2):1-17. DOI: 10.21522/TIJNR.2015.02.02.Art005

4.  Irshad M. Factors affecting employee retention: evidence from literature review. Abasyn Journal of Social Sciences. 2014;4(1):84-97.

5.  Raziq A, Maulabakhsh R. Impact of working environment on job satisfaction. Procedia Economics and Finance. ScienceDirect. 2015;23(1):717-25. DOI: 10.1016/S2212-5671(15)00524-9

6.  Adhikari R. From aspirations to "dream-trap": nurse education in Nepal and Nepali nurse migration to the UK. 2011; Available from: https://era.ed.ac.uk/bitstream/handle/1842/6199/Adhikari2011.pdf?sequence=6&isAllowed=y [Accessed 13th August 2020].

7.  Shrestha GK, Singh B. Job satisfaction among nurses in a Hospital. J Nepal Health Res Counc. 2010;8(17):82-5. DOI: /10.33314/jnhrc.v0i0.231

8.  Paudel S, Sharma K. Factors affecting job satisfaction among nurses working in Teaching hospital Chitwan Nepal. Journal of Chitwan Medical College. 2019;9(29):62-8. DOI: 10.3126/jcmc.v9i3.25785

9.  Gyang MD, Dankyau M, Gidado S, Gyang BA, Madaki AJ. Job satisfaction among healthcare workers at a district hospital in Plateau State, Nigeria. Journal of Medicine in the Tropics. 2018 Jul 1;20(2):111-6. DOI: 10.4103/jomt.jomt_1118

10. Singh B, Chhetri M, Singh R. Job satisfaction: An issues among nurses of National Medical College and Teaching Hospital, Birgunj. Int J of current research. 2015;7(11):630-2.

11. Shrestha A, Joshi R. Factors affecting job retention among nurses working in selected hospitals, Nepal. Int J Health Sci & Res. 2017;7(12):141-5.

12. Mokoka KE, Ehlers VJ, Oosthuizen MJ. Factors influencing the retention of registered nurses in the Gauteng Province of South Africa. Curationis. 2011 Jan;34(1):1-9. DOI: 10.4102/curationis.v34i1.16. PMID: 23327714.

13. Heidari M, Seifi B, Gharebagh ZA. Nursing staff retention: Effective factors. Annals of Tropical Medicine and Public Health. 2018;10(6):1467-3. DOI: 10.4103/ATMPH.ATMPH_353_17

14. Shrestha GK, Singh B. Job satisfaction among nurses in a Hospital. J Nepal Health Res Counc. 2010; 8(17):82-5. DOI: 10.33314/jnhrc.v0i0.231

15. Poudel S, Sharma K. Factors affecting job satisfaction among nurses working in Teaching Hospital, Chitwan, Nepal. Journal of Chitwan Medical College. 2019;9(29):62-8. DOI: 10.3126/jcmc.v9i3.25785