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College Of Graduate Studies

Deanship of Development and Quality

Factors Affecting Job Satisfaction Among Nursing Staff

(A Case Study: Ahmed Gasem Cardiac Center and Renal Transplantation)

العوامل المؤثر على الرضا الوظيفي لطاقم التمريض بالمستشفيات الحكومية : (دراسة حالة:

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DEDICATION

I dedicate this work to the light of my heart and eyes to my mother and my
brother

to my sister and brother who I love

To my dear friends who have given me a moral boost since I started working tomy colleagues
who encouraged me in batch 19 BSc chemistry labs and also
batch 15 MSctotal quality management and excellence.

إستهلال

قال تعالى:

وَقُلِ اعْمَلُوا فَسَيَرَى اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ إِلَىٰ عَالِمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُم بِمَا كُنتُمْ تَعْمَلُونَ ﴿105﴾

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Abstract

The aim of this study is to evaluate of the job satisfaction among nursing in Ahmed Gasem Cardiac Center and Renal Transplantation , identify the factors which influencing the job satisfaction, and measuring the relationship between socio - demographic characteristics and job satisfaction, It is a descriptive analytical study ,The study population was 135 and the sample size 70 participants. Self-administered questionnaires were used to collect data from the participants. Data was analyzed using statistical software SPSS 24, Factors such as social Characteristics, opportunity to develop , time pressure, work environment, relation with management, relation with workers , and wages were found to be significantly influencing job satisfaction and in Ahmed Gasem Cardiac Center Renal Transplantation there was a significant positive result in term of opportunity to develop , time pressure, work environment, relation with management, relation with workers and negative result in term of wages Which means that the nursing staff is satisfied with the job Excluding wages and there is negative relation between socio demographic characteristic and job satisfaction ,Therefore the study recommended several recommendations, including creating a suitable work environment, distributing work hours in a balanced manner, making a clear plan for training and improving the relationship of workers with management, and the relationship between colleagues and wages should be sufficient and appropriate with the effort.

المستخلص

هدفت هذه الدراسة إلى تقييم الرضا الوظيفي لدى طاقم التمريض بمستشفى أحمد قاسم وتحديد العوامل المؤثرة على الرضا الوظيفي وقياس العلاقة بين الرضا الوظيفي والخصائص الاجتماعية وكانت هذه الدراسة وصفية تحليلية، مجتمع البحث مكون من عدد 135 وحجم العينة 70 ممرض تم استخدام الاستبيان لجمع البيانات من المشاركين وكان الاستبيان مكون من 7 عوامل (الخصائص الاجتماعية، ضغط العمل ، بيئة العمل ، العلاقة بين الزملاء ، العلاقة بين العاملين والادارة، بيئة العمل والأجور) وتم تحليل البيانات بواسطة برنامج SPSS24 الإحصائي.

وفي مستشفى أحمد قاسم كان هنالك نتيجة ايجابية للرضا من حيث فرصة التطوير، ضغط الوقت، بيئة العمل ، والعلاقة مع الإدارة ، العلاقة مع العمال ، والنتيجة سلبية من حيث الأجور وكانت هنالك علاقة سلبية بين الرضا الوظيفي والخصائص الاجتماعية مما يعني طاقم تمريض راضي وظيفياً من كل العوامل عدا الأجور لذلك أوصت الدراسة بعدة توصيات منها تهيئة بيئة عمل مناسبة وتوزيع ساعات العمل بصورة متوازنة وعمل خطة واضحة للتدريب وتحسين العلاقة للعاملين مع الادارة والعلاقة بين الزملاء والأجور يجب أن تكون كافية ومناسبة مع المجهود.

CHAPTER ONE

Overview

1.1 Introduction:

Job satisfaction is one of the main issues of modern management. It takes interest in improving employee productivity and efficiency through the satisfaction they receive from their job attributes. Any health care organization that wants to consistently achieve high-quality patient outcomes should take a good hard look at their nursing staff. Because of the importance of job satisfaction, a number of researchers and graduate students addressed the subject of measuring job satisfaction and the factors affecting it.

Through reviewing the previous studies there are a number of factors affecting the job satisfaction of workers which include:

1-Working Environment: It is essential to provide employees with a work environment which is conducive to their overall development.

2-Appreciation: Human race loves to be appreciated. Even for the smaller job that does one seek to have an appreciation, from colleagues, boss, and seniors. When one gets acknowledged in front of everyone, it gives up a boost to their morale.

3-Pay :Wages and salaries are recognized to be a significant but cognitively complex (Carragher, & Buckley, 1996) and multidimensional factor in job satisfaction.

4-the opportunity to develop and training

5-Dealing between colleagues

6-Relationship with Supervisors

7-Time pressure

1.2 Problem statement:

Nursing is one of the most important sectors affecting the quality of health service provided to the patient and the satisfaction of the patient as well. The nurse must be fully satisfied with his work in the hospital in terms of the environment in which she works, the wage she receives, the responsibility entrusted to her, the way the manager deals with her colleagues and also training And evolution through rotation on different sections to gain experience This is to be an excellent performance and therefore the quality of health

service provided high. This study measures the job satisfaction of nurses and identifying the most important factors that affect job satisfaction.

1.3 RESEARCH QUESTIONS:

- 1-What is the level of job satisfaction of nurses in Ahmed gasem Hospital?
- 2-What are the most influential factors in the job satisfaction of nurses? 3-What is the relation between the socio demographic characteristics and the job satisfaction?

1.4 Objectives:

The study objectives of this study are to

- 1- Evaluate of job satisfaction among nursing staff in Ahmed Gassem Cardiac Center and Renal transplantation.
- 2- identify factors influencing the job satisfaction.
- 3-measure the relation between socio demographic characteristic and job satisfaction.

1.5 Hypothesis:

- 1-There is a positive relationship between job satisfaction and work environment.
- 2-There is a positive relationship between job satisfaction and appreciation.
- 3-There is a positive relationship between job satisfaction and wages.
- 4-There is a positive relationship between job satisfaction, development and training.
- 5-There is a positive relationship between job satisfaction and interaction between colleagues.
- 6-There is a positive relationship between job satisfaction and the sociodemographic characteristics of the nurses.
- 7-There is a positive relationship between job satisfaction and dealings between nurses and management.

1.6 Significant of the study:

Nurses, as the largest group of professionals, play an important role in determining the quality of health care. The job satisfaction of the nursing staff affects their performance and affects the quality of the service provided to the patient. Knowing

the extent of job satisfaction and the factors influencing it can improve the job satisfaction of the dismissal and thus improve the service received by the patient.

1.7 Limits of the study:

1.7.1 Spatial Boundaries : Ahmed Qassem Hospital for Cardiology and Kidney

1.7.2 Targeted group : Nurses 1.7.3 Timeline

: August 2021

1.8 Terms and definitions:

1.8.1 Reliability: the probability that a product, system, or service will perform its intended function adequately for a specified period of time, or will operate in a defined environment without failure.

1.8.2 validity: the extent to which a concept is accurately measured in a quantitative study.

Chapter Two

Literature review & previous studies

2.1 The Nursing

Nursing is a profession within the health care sector focused on the care of individuals, families, and communities so they may attain, maintain, or recover optimal health and quality of life. They are different types of nurses: Registered nurse (RN), Licensed practical nurse (LPN), Medical-surgical nurse, Intensive care unit (ICU) registered nurse, Nurse practitioner (NP), Travel nurse, Emergency room nurse, Operating room (OR) nurse, Neonatal intensive care unit (NICU) nurse, Dialysis nurse. mentioned in (<https://www.rasmussen>), In a field as varied as nursing, there is no typical answer. Responsibilities can range from making acute treatment decisions to providing inoculations in schools. The key unifying characteristic in every role is the skill and drive that it takes to be a nurse. Through long-term monitoring of patients' behavior and knowledge-based expertise, nurses are best placed to take an all-encompassing view of a patient's wellbeing.

<https://www.nursingworld.org/practice-policy/workforce/what-is-nursing/>

2.2 Job satisfaction

Job satisfaction is one of the key goals of all HR personnel irrespective of what their individuals are. Happy employees are more loyal to the company and its objectives, they go the extra mile to achieve goals and take pride in their jobs, their teams and their achievements. <https://confluencehr.com>

2.2.1 Job satisfaction definition :

various researchers and practitioners have provided their own definitions of what job satisfaction is. However, the two most common definitions describe job satisfaction as: "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values; The Nature and Causes of Job

Satisfaction'. In Chicago: Rand McNally, 1976Dunnette, M.P. (Ed.) Handbook of Industrial and Organizational Psychology.

In general, most definitions cover the affective feeling an employee has towards their job. This could be the job in general or their attitudes towards specific aspects of it, such as: their colleagues, pay or working conditions . (Barriball, *no date*) 'Job satisfaction among nurses: a literature review', International Journal of Nursing Studies, defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al., 1985). Job satisfaction is a worker's sense of achievement and success on the job. My view is the most comprehensive definition is (Hoppock, 1935). because it includes all the different factors and therefore can be measured on all persons and all fields.

2.2.2 Theories of Job Satisfaction :

Job satisfaction has been treated as a complex set of variables. There have been various attempts to explain job satisfaction in different ways reflection on these theories will show that in the discussion it is very difficult to consider motivation different from job satisfaction, even though there are both theoretical and practical differences between the two concepts. Nevertheless, the two are closely related and as the procedures used in the analysis of work motivation are remarkably similar to these used in the studies of job satisfaction. The various theories of job satisfaction are subsumed under two categories namely content theories and process theories. The former category emphasizes the specific factors which motivate the individual towards job, while the latter category deals with dynamics of this motivational process.

2.2.2.1 Classifications of the theories:

Either on the nature of theories or chronological appearance these theories. For example Shajahan & Linu Shajahan (2004:90-99) give nature-based grouping as Content theories (Maslow's Needs Hierarchy, Herzberg's Two Factor theory, Theory X and Theory Y Alderfer's ERG theory, and Mc

Clelland's theory of Needs) and Process- theories (Behavior Modification, Cognitive Evaluation Theory, Goal Setting theory, Reinforcement theory, Expectancy theory, and Equity theory).

2.2.2.1.1 content theories:

The content theory of job satisfaction rests on identifying the needs and motives that drive people. The theory emphasizes the inner needs that drive people to act in a particular way in the work environment. These theories therefore suggest that management can determine and predict the needs of employees by observing their

2.2.2.1.1.1 Maslow's Need Hierarchy Theory (1943):

Abraham Maslow proposed his hierarchical theory of five important needs more than 74 years back in 1943. The theory gained ground over the years and because of its innate logic it became widely accepted and part of compulsory reading for every management student and Human Resource Professional. Over the years it has been questioned, analyzed and thought by later thinkers to be inadequate in certain respects but there is no denying its basic merit in understanding human and employee behavior in the workplace. His basic premise concerns the meeting of human needs which progressively move up the value chain as simpler and more basic needs are met. The five need sets that are in sequential order are physiological needs, safety and security needs, love and belonging needs, status and prestige needs and actualization needs. Humans work to satisfy these needs and as people and societies move up in life their need set also changes. This is true of all people, it could apply to the situations, individuals in group progressively larger groups and also to whole countries as well. Growth of the individual or causes the needs to shift upwards whereas the opposite causes downward movement in need fulfillment desire. The safety needs can be broken up into physical safety, family security, monetary security and employment security and love; belonging needs can be broken up into parental love, love between partners, sibling and children. It is easy to understand why these needs were classified as hierarchical, with physiological needs at the base and actualization needs at the apex of a hierarchical pyramid. Using this classification Maslow reasons that as a person

moves up in life his need changes and if a person is unable to access needs appropriate to him he will basically be dissatisfied, even though he may not know

2.2.2.1.1.2 Herzberg's two-factor theory

In the late 1950s Frederick Herzberg developed a theory that there are two dimensions to job satisfaction, "motivation" and "hygiene". The work characteristics associated with dissatisfaction (hygiene factors) vary from those pertaining to satisfaction (motivators) in that motivators lead to satisfaction, although their absence may not lead to dissatisfaction. The motivators include achievement, recognition and intrinsic interest in the work itself. The continuing relevance of Herzberg is that there must be some direct link between performance and reward, whether extrinsic as in recognition or intrinsic as in naturally enjoyable work, to motivate employees to perform and improve their job satisfaction. The current study will be based upon this theory.

2.2.2.1.2 process theories:

2.2.2.1.2.1 Goal Setting theory :

Theory of Edwin Locke Instead of giving vague tasks to people, specific and pronounced objectives help in achieving them faster. A goal orientation also avoids any misunderstandings in the work of the employees. The goal setting theory states that when the goals to be achieved are set at a higher standard, the employees are motivated to perform better and put in maximum effort. It revolves around the concept of 'self-efficiency' that is individual's belief that he or she is capable of performing a hard task.

2.2.2.1.2.2 equity theory:

In the equity theory of motivation, employee's motivation depends on their perception of how fair is the compensation and treatment for their work input. Equity Theory states that the employees perceive what they get from a job situation (outcomes) about what

they put into it(inputs) and then compare their inputs- outcomes ratio with the inputs- outcomes ratios of others.

The equity theory of motivation describes the relationship between the employee's perception of how fairly is he being treated and how hard he is motivated to work. J. Stacy Adams developed equity theory.

2.3 Important of job satisfaction :

1-Increased productivity levels : When the management of the firm along with the immediate manager or supervisor of the employee that vital steps in understanding the Importance of Job Satisfaction, the employee will work with utmost agility and motivation. He will make sure to complete his work well on time plus will also maintain the parameters of quality.

2-Retain quality and expert employees :It is a universal fact in the world of corporate and management that the firm cannot make progress just with the help and support of a few members of the management. It does require the help and support of the employees that are expert and talented in various areas and aspects.

3-Positive word of mouth :There are so many examples of corporate firms that are known for earning bad and negative reviews from their past and current employees. And the main reason behind the same is that the firm doesn't really care about the job satisfaction of the employees. And the employees discuss their issues with family, friends, and loved ones that showcase the firm and its management in a negative light.

4-Positive work environment:Along with understanding and following the Importance of Job Satisfaction, the management of the firm also has to understand the fact that personal bias towards any specific employee has a direct or indirect effect on the job satisfaction levels of other employees. This result in the factor of insecurity, affecting the overall work environment of the firm with the further reduction in the productivity levels

5-Safety of the confidential data:The management of the firm needs to share some of the confidential information pertaining to legal and financial aspects with the employees related to those specific tasks. And there is a lot of trust and faith involved

as information or data leak can have hazardous effects on the growth and progress of the firm. And if the employees are highly satisfied and motivated, they will never share the confidential information outside especially with the competitors of the firm.

6-Growth and glory of the firm:As discussed, the success and growth of the firm do not lie alone in the hands of key members of the management only. It is with the help and support of the staff that is expert, experienced, and talented to conduct the various tasks of the firm in an efficient and effective manner. And all this results in the growth and glory of the firm in the market beating the competition and changing dynamics of the market.

7-Innovation:When the employees are motivated and valued at their workplace and are rewarded for their work, they put extra efforts. They come up with the ideas and strategies that are novel and innovative in nature. Plus they execute the same in the finest possible manner as they are absolutely happy and satisfied.

2.4 Impact of dissatisfaction:

The impact of dissatisfied employees can range from high turnover and low productivity to a loss in revenue and poor customer service. While a company's philosophy, mission and values are fundamental to success, human capital is an organization's most valuable asset.(<https://bizfluent.com>

The most important effects The Impact of Dissatisfied Employees are

1.Customer Retention: Customer loyalty declines when employees are dissatisfied with their jobs. Employee satisfaction is one of the points HCL Technologies CEO VineetNayar explains in his Forbes website article titled "Why I Put My Employees Ahead of My Customers." Nayar states that "Employees First, Customers Second is a management approach. It is a philosophy, a set of ideas, a way of looking at strategy and competitive advantage." Satisfied employees, according to Nayar, are excited about doing their jobs. Employees who enjoy what they do especially employees in the customer service arena -- are more likely to interact with customers and clients in a

much more positively and cheerfully. An oft-used business tenet is that happy employees equal happy customers.

2. Employee Turnover: When employees are terminated or resign, turnover analyses reveal that overall dissatisfaction is the cause for poor performance or the decision to leave. Consumed with looking for work that motivates them and finding a company that appreciates their efforts, employees slip into patterns of poor performance or simply quit. Turnover is costly. As turnover rates increase, dissatisfaction can spread throughout the workplace, encouraging others to find employment elsewhere. Employee retention, a workplace measurement related to turnover, can be extremely difficult in an environment where employees are frequently dissatisfied with their jobs or working conditions.

3. Business Reputation: Employees are the face of your organization, which means your business reputation depends on employees' behavior, actions and performance. Improving employee satisfaction can work wonders for the way your business is viewed by competitors, customers, clients and people interested in working for you. Employee dissatisfaction impacts your ability to reach certain business markets as well as your ability to recruit qualified applicants. Business failure can be linked to variables such as financial distress or economic hardship; however, employees who are dissatisfied with their jobs and the company they work for can have a tremendous impact on your reputation and success.

2.5 Measuring of Job Satisfaction :

Usually job satisfaction is measured by using general scientific research methods such as the questionnaire. Some of the most commonly used techniques for measuring job satisfaction include: Minnesota satisfaction questionnaire and Job description index. The Minnesota Satisfaction Questionnaire is a paper-pencil type of a questionnaire and can be implemented both individually and in group, but it does not take sex differences into consideration. This questionnaire has one short form and two long forms that date from 1967 and 1977. In fact 20 work features in five levels are measured with this questionnaire. <https://psychology.iresearchnet>.

2.6 The Tools of measuring job satisfaction:

There are many tools to measure job satisfaction and the most commonly used is the questionnaire and can be seen from the table **below**:

Table (1) :Tools of measuring job satisfaction:

The References	The tool of measuring
(Nilufar et al .,2009) A Study of Job Stress on Job Satisfaction among University Staff in Malaysia Empirical Study	a survey instrument in the form of close-ended questionnaire
3- (Ramsodi, 2010) factor influencing job satisfaction among health care professionals at south rand hospital	a structured self-administered questionnaire was used to collect data from the participants.
2-(Ferman et al .,2013) Job satisfaction among nurses working in the private and public sectors: a qualitative study in tertiary care hospital in Pakistan	Individual interviews were carried out
5- (Tirhas et al., 2015) Assessment of factors influencing job satisfaction among health care providers, federal police referral hospital, Addis Ababa, Ethiopia	Self -administered and pre tested questionnaire

Source :prepared by researcher from the feld study 2020 - 2021

From the previous table the most common tool was used is questionnaire it is used in (Nilufar et al .,2009) A Study of Job Stress on Job Satisfaction among

University Staff in Malaysia Empirical Study Factors Influencing Job

Satisfaction Among Healthcare Professionals At South rand hospital, (Ramsodi, 2010)

factor influencing job satisfaction among health care professionals at south rand

hospital and (Tirhas et al .,2015) Assessment of factors influencing job satisfaction) and (Ferman et al., 2013) study the individual survey is used in Job satisfaction among nurses working in the private and public sectors: a qualitative study in tertiary care hospital in Pakistan .

2. 7 The method of measuring job satisfaction :

There are several methods to measure re job satisfaction, especially if we use the questionnaire tool is usually used statistical analysis and inside there are several methods shown in the table below: **table (2): several methods of measuring job satisfaaaction**

The references	The method of measuring job satisfaction
(Nilufar ,2009) A Study of Job Stress on Job Satisfaction among University Staff in Malaysia: Empirical Study	Analysis and regression analysis. Each method has used to analysis the relationship of different variables.
3-(Ramsodi,2010) factor influencing job satisfaction among health care	Statistics were based on percentages and frequencies.
professionals at south rand hospital	Using the ‘chi-square’ test of t association. Factors influencing job satisfaction were also determined using the student test. The relationship between dimensions of job satisfaction was measured using Pearson correlations.

4- (Tirhas et al., 2015) Assessment of factors influencing job satisfaction among health care providers, federal police referral hospital, Addis Ababa, Ethiopia	. descriptive statistics and a multivariate logistic regression analysis
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Source :prepared by researcher from the feld study 2020 - 2021

2.8 FACTORS OF JOB SATISFACTION:

Through the previous research we find that there are factors influencing job satisfaction are repeated in a number of research and are the most important factors affecting it

In the table (3) below we illustrate a number of factor of job satisfaction

table (3) FACTORS OF JOB SATISFACTION

No	The References	The factors affecting job satisfaction
1	(Alharbil et al.,2017)Causes of Absenteeism Rate among Staff Nurses at Medina Maternity and Child Hospital.	Career ladder room type culture social condition in working socio demographic characteristic

2	(Emmanuel et al.,2014) Job Satisfaction among Nurses and Doctors in a Tertiary Hospital in North-West Nigeria: A Cross Sectional Study	Nurses educational degree Sociodemographic characteristic
3	(Somayeh,2018) Job Satisfaction and Related Factors among Intensive Care Nurses in Governmental Hospitals at Khartoum State Sudan	Salary Sociodemographic characteristic
4	(Ramsodi,2010) factors influencing job satisfaction among healthcare professionals at south rand hospital	Opportunity to develop Responsibility Time pressure Staff relation socio demographic characteristic
5	(Tirhas et. al ,.2015) Assessment of factors influencing job satisfaction among health care providers, federal police referral hospital, Addis Ababa, Ethiopia opportunity to develop time pressure	staff relation socio demographic characteristic

6	(Beyazi et al., 2015) Health professionals' job satisfaction and associated factors at public health centers in West Ethiopia	Salary incentive recognition by management developmental opportunities patient appreciation socio demographic characteristic
7	(Sultana, 2011) Level of job satisfaction among nurses working in tertiary care hospitals of Rawalpindi	Sex of the employee
		Experience socio demographic characteristic treatment supervisor work environment and emotional intelligence

8	(Kapur,2018)factors Influencing Job Satisfaction	Job Security Pay Supervisor Support WorkingEnvironmental Conditions Educational Qualifications job Duties socio demographic characteristic
9	(Chung et al., 2018) Factors Influencing Employee Job Satisfaction: A Conceptual Analysis	job stress lack of communication pay socio demographic characteristic

Source :prepared by researcher from the feld study 2020 - 2021

From the previous table, it was found that there are seven recurring factors in several researches the socio demographic data is repeted in all research and the Salary factor is repeated in research (Somayeh,2018) and(Beyazin et al., 2015)Health professionals' job satisfaction and associated factors at public helth centers in West Ethiopia) ,(chung et al 2018) Factors Influencing employee Job Satisfaction: A Conceptual Analysis), (Ramsodi,2010) factors influencing job satisfaction among healthcare professionals at south rand hospital the opportunity to develop repeated in (Beyazin et al ., 2015) Health professionals' job satisfaction and associated factors at public helth centers in West Ethiopia) and (Ramsodi, 2010) factors influencing job satisfaction among

healthcare professionals at south rand hospital) , (Tirhas et al., 2015)Assessment of factors influencing job satisfaction among health care providers, federal police referral hospital, Addis Ababa, Ethiopia) , the time pressure repeated in (Ramsodi , 2010) factors influencing job satisfaction among healthcare professionals at south rand hospital) , (Tirhas et al ,.2015)Assessment of factors influencing job satisfaction among health care providers, federal police referral hospital, Addis Ababa, Ethiopia) , the work environment repeated in (Narayanan,. 2011)Factors influencing job satisfaction among young software professionals in India) , (Kapur ,.2018) factors Influencing Job Satisfaction) The staff relation factor is repeated in (Ramsodi,. 2010 factors influencing job satisfaction among healthcare professionals at south rand hospital) ,(Somayeh,2018) Job Satisfaction and Related Factors among Intensive Care Nurses in Governmental Hospitals at Khartoum State Sudan (Tirhas et al., 2015)Assessment of factors influencing job satisfaction among health care providers, federal police referral hospital, Addis Ababa, Ethiopia) And (Kapur,. 2018) factors Influencing Job

Satisfaction) .

2.9 Factors of job satisfaction definitions:

1-Working Environment:It is essential to provide employees with a work environment that is conducive to their overall development.

They need an environment which is healthy and safe and which caters to both personal comforts and facilitates doing a good job. If the working conditions are good (clean, attractive surroundings), the personnel will find it easier to carry out their jobs.on the other hand, if the working conditions are poor (hot, noisy surroundings), personnel will find it more difficult to get things done. Hence, it can be said that having a friendly, and supportive environment can lead to increased job satisfaction.

2- Pay Wages and salaries are recognized to be a significant but cognitively complex (Carrier, & Buckley, 1996) and multidimensional factor in job satisfaction. Money not

only helps people attain their basic needs but is also instrumental in providing upper-level need satisfaction.

Employees often see pay as a reflection of how management views their contribution to the organization. Fringe benefits are also significant, but they are not as influential. One reason undoubtedly is that most employees do not even know how much they are receiving in benefits. Moreover, most tend to undervalue these benefits because they do not realize their significant monetary value.

3-Time pressure: This suggests that when an employee is given a bigger responsibility it makes him or her conscious about the fact that the employers think him or her as a capable and trustworthy candidate.

Jobs where responsibility is involved always carry a higher level of satisfaction. The idea of responsibility and the feel that one gets when the responsibility gets accomplished cannot be traded for anything in the world.

If an employee is not given any responsibility to handle, ultimately the result is that the person

4-Respect from Co-Workers

Employees seek to be treated with respect by those they work with. A hostile work environment with rude or unpleasant coworkers is one that usually has lower job satisfaction. Managers need to take a step and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be reminded of what behaviors are considered inappropriate when interacting with coworkers.

5-Relationship with Supervisors: one of the major reasons employees think about quitting a company is that their supervisor does not care about them. A participative climate created by the supervisor seems to have a more substantial effect on workers' satisfaction than does participation in a specific decision. Effective managers know their employees need recognition and praise for their efforts and accomplishments. Employees also need to know their supervisor's door is always open

for them to discuss any concerns they have that are affecting their ability to do their jobs. It will lead to their satisfaction in the office.

6-Age:age is one of the factors affecting job satisfaction. Various studies carried out in this field have shown that job satisfaction tends to increase with age.

That is older employees tend to report higher satisfaction, and younger employees say the lowest job sat Job satisfaction is always higher wherever creativity is involved. The creative freedom gives a sense of fulfillment whenever any project is complete.

It makes an employee feels as if the project belongs to them for their creativity is there. Even if it is just a creative sentence that they have put in, it means a lot to them.

7-Opportunity to develop:job satisfaction is always higher wherever creativity is involved. The creative freedom gives a sense of fulfillment whenever any project is complete.It makes an employee feels as if the project belongs to them for their creativity is there. Even if it is just a creative sentence that they have put in, it means a lot to them.on the other hand, in jobs that are monotonous, the employee won't feel like he or she belongs to the project. The alienation takes place, and hence the job satisfaction level falls drastically.

2.10 previous studies:

1-(Abdelazeez, and Taher.,2018) Job Satisfaction and Related Factors among Intensive Care Nurses in Governmental Hospitals at Khartoum State Sudan to determine the overall level of job satisfaction and to relate socio-demographic characteristic of ICU nurses with overall level of job satisfaction. The Study designwas an observational descriptive, cross-sectional hospital based study was done to all intensive care unit nurses study conducted in Al-Shaab Teaching Hospital (open cardiothoracic surgery ICU). National Center of Neurological Sciences ((NCNS) neurosurgery ICU).Omdurman

Teaching Hospital ICU. Khartoum North Teaching Hospital ICU and Ahmed Gasim for cardiac and renal transplantation ICU. Khartoum, Questionnaire with liker type scale was used to collect necessary data Spss was used to analyses data The Results was Results revealed high overall level of job satisfaction (mean 85.3 ± 13.1 on 5 points scale). There was significant association between overall level of job satisfaction and monthly salary ($P = 0.025$). Significant association also found between age group and chance for suggestion and recreation ($P = 0.018$). And significant association found between

qualifications and workload ($P = 0.025$).

2-(Elsherbeny and Almasrey, 2018) job satisfaction among nursing working in mansorauniversity hospital The objective of he study was assess the level of job satisfaction and its associated sociodemographic and workplace factors among nurses working in Mansoura University Hospital (MUH).the study was A cross-sectional study was conducted among Mansoura University Hospital nurses The data was collected using self-administered questionnaire and population was nurses working in ICU (67), outpatient department

(55), operating room (OR) (18) laboratory (19) and specialized unit (50) were included. A total of 174 out of 209 nurse The result of this study was A total of 346 nurses were included Regarding the socio-demographic features, most of our nurses were females (85.3%), aged 20-30 years (44.8%) with mean age 32.7 ± 8.2 , living in rural setting (76.6%) and married (70.8%) with high school nursing education (69.7%) Regarding work characteristics, most of the studied group were staff nurse (79.2%) with >10 years working experience (59.5%), working in the inpatient wards (46.7%), with ordinary shift (69.4%), having day working the Recommendation was Achievement of high level of job satisfaction is recommended to provide high-quality health care system.

3-(Alharbiet al.,2017)Causes of Absenteeism Rate among Staff Nurses at Medina Maternity and Child Hospital The Objectives of this study was Evaluating the factors associated with high rates of absenteeism among staff nurse in Medina Maternity and Child Hospital (MMCH)This is a descriptive study that was conducted among a

working at MMCH. The study tool included a questionnaire sheet of 2 parts as demographics and causes of absenteeism. All the nurses were interviewed and asked to fill up the questionnaire sheet. Sample size was 405 nurses and the sample population was Staff Nurses at Medina Maternity and Child Hospital Most of the included nurses had Diploma degree and about 5 years of experience (50.4%). The majority of nurses had good knowledge about the effects of absenteeism on work performance. The most common etiological factors associated with absenteeism were no overtime payment (75.6%) and social reasons among 77.8 % of nurses. The increasing rates of absenteeism among nursing staff working in MMCH were because of not founding the payment for overtime work followed by social reasons for nurses. Thus, considering over-time and working status as shift times and numbers of nurses per shift are important motivators that could decrease the rates of absenteeism among nursing staff and increase the rates of nurses satisfaction to their jobs.

4-(simsaa et al ., 2017) Job Satisfaction among Sudanese Community physicians It aimed to assess the degree of job satisfaction of the Sudanese community physicians the Study design : is a descriptive cross-sectional, institutional- based study. The Study population was It includes all Sudanese community physicians who are registered at Sudan Medical Council and currently working in Sudan ministries of health. Data collection tool was Self-administered questionnaire was used to collect the required data. Data was analyzed using the SPSS statistical package. Chi-square test as statistical tool was used for measuring the significance of the study results-71.6% of the community physicians have the tendency to leave their governmental jobs. only 34.6% the community physicians were found to be satisfied with their jobs. different levels of job satisfaction among the community physicians- There is no significant a statistical relationship between age and job satisfaction - There is no significant a statistical relationship between marital status and job satisfaction There is a highly significant statistical relationship between gender and job satisfaction There is a significant statistical relationship between having subspecialty and job satisfaction There is a highly significant statistical relationship between the availability of continuous education and job satisfaction

5-(Ebrahim ,2017) Job Satisfaction among Nursing Staff Working at Oncology Centers in Basra City, Iraq: Extent and Related Factors ,The objectives of this study was to estimate satisfaction rate among nursing staff working at oncology centers and the relation with socio demographic characteristics and to identify factors influences nursing job satisfaction

The method deasiegen was cross sectional study including 78 nurses working at oncology centers, data collection was carried out from December 2015 through February2016; direct interview was used for data collections Setting of the study was Oncology centers in Basra governorate south of Iraq

Sample of the study was78 nurses working in the two oncology centers in Basra governorate south of Iraq questionnaire was used for the purpose of the data collectionThe questionnaire contains two parts the first part consist of questions related to Socio-demographic characteristics of the nurses, the second part consist of questions summarized to 7 aspects related to nurse job satisfaction estimate

Overall level of satisfaction was reported by (34.6%) of the participants.This study identified factors related to job satisfaction among nursing staff working at oncology centers only, the study was include nurses from other hospitals in Basra city which may explore other factors influencing job satisfaction among nurses.

6-(Farmanet al , 2017)Impact of Job Satisfaction on Quality of Care Among Nurses on the Public Hospital of Lahore, Pakistan Research aim was assess the association of nurses' job satisfaction on the quality care in the Public and assess the factors which effects

Hospital Lahore, Pakistan satisfaction and Quality of care in the Jinnah Hospital of Lahore, Pakistan The method of this research was cross – sectional study questionnaire was used and study sample size was 222 Nurses Sample population was Nurses in Jinnah hospital Lahore, Pakistan The finding of this study concluded that there was a positive correlation relationship between nurses' job satisfaction and quality of care they deliver.

7-(H.Khunou, Davhana and Maselesele.,2016) Level of job satisfaction amongst nurses in the North-West Province, South Africa Post occupational specific dispensation The study had two objectives to describe the level of job satisfaction amongst professional and other category nurses (OCNs) at a public hospital in the North-West Province describe the perceptions of nurses about OSD and their intention to continue working in the hospital a quantitative descriptive cross-sectional design was used Stratified random sampling was used to select a sample of 92 professional nurses (PNs), 90 enrolled nurses and enrolled nursing assistant total of 182 participants The population was made up of 335 nurses who received OSD and were working at a public hospital in the NWP. Data were collected using the Minnesota Satisfaction Questionnaire The majority of PNs (79.3%, n = 73) and OCNs (86.7%, n = 77) were dissatisfied with the working conditions and salary the study recommended that Unit managers should be actively involved in strategic planning on human resource issues, for example, making inputs with regard to the number of nurses required for specific units by looking at the types of patients nursed in particular units.

8-(Saad and Elballa,2014). The Effect of Motivation on Productivity in the Sudanese Construction industry The overall objective of this study is to enhance the productivity of construction industry in Sudan. This study is trying to measure the relationship between the productivity of construction industry in the Sudan and motivation The Study design was cross sectional study ,Study population was Data collection tool: Questionnaire was designed and distributed to numbers of respondents Sample size A sample of 77 companies drawn randomly from stratified samples, to represent the Population of the industry's companies and work names s

tatistical package for social science (SPSS) used to analyze the collected data. the Result was The majority of workers said that they did not have any types of motivation. Most labors do not know the legalizations and laws of buildings in the state of Khartoum.the recommendation was making the construction field more appealing to labors by providing reasonable motivations.

Developing an integrated program of motivation to deal with the different situations in order to maintain the level of the staff from dropping out and raise their

productivity. University of Limpopo job satisfaction of nursing staff This study examined the job satisfaction of nursing staff (N = 109) at a government hospital some specific factors could positively influence decisions of nursing staff to stay at the hospital The Research approach was cross-sectional, survey design was employed to collect job satisfaction data from the target population within relatively a short time frame Data was gathered at a government hospital located in the South Capricorn District of the Limpopo Province, Africa. 50% (200 subjects) of all nursing specialties (excluding higher-level managerial staff) was selected. Data collecting tool questionnaires Sample size 400 nurses. nursing staff was only 40 per cent against 85 per cent of the regular staff.

9-(Emmanuel et al.,2014)Job Satisfaction among Nurses and Doctors in a Tertiary Hospital in North-West Nigeria: A Cross Sectional Study This study was undertaken to assess the levels and correlates of job satisfaction among nurses and doctors in Amino Kano Teaching Hospital (AKTH), and to compare job satisfaction level between nurses and doctors The Methods In a cross-sectional study the Sample population was Nursing & doctors in Amino Kano Teaching Hospital Sampling tool:- using questionnaire. Data was analyzed by Using spss statistical The finding that nurses in the surveyed hospital are more satisfied with their job compared with doctors is interesting because the nurses are generally thought to have more difficult work conditions and lower wages. Hence, further research worth to be conducted to identify the relevant reasons Recommendation of this study was improvement of job satisfaction and working conditions could be achieved through effective regulation of working hours and improvement of recognition for me Industry AS Hassan, BEA Salim 2014 The Effect of Motivation on Productivity in the Sudanese Construction The overall objective of this study is to enhance the productivity of construction industry in Sudan. This study is trying to measure the relationship between the productivity of construction industry in the Sudan and motivation The Study design was Cross sectional study, Study population was Data collection tool: Questionnaire was designed and distributed to numbers of respondents Sample size A sample of 77 companies drawn randomly from stratified samples, to represent the Population of the industry's companies and work names Statistical package for social science (SPSS)

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10-(Mondal et al.,2012) Job Satisfaction Among The NursesRajshahi City, Bangladesh the aim of the study was assess the job satisfaction level among the nurses in Rajshahi City, Bangladesh This sample survey was performed on nurses at three healthcare organizations chosen randomly from Rajshahi City, Bangladesh The sample group consisted of 200 nurses of them 39 were male and 161 were female Data collected by Using Survey to collecting data Data analyses by using the statistical software SPSS 7.5 it is observed that the effect of length of service has been found to be the first strongest influential factor to be explained the variation on job Satisfaction among all other selected variables It is clear that job satisfaction is decreasing with increasing their age up to 40 years but later it is increasing very high The effect of salary of the respondents is the third strongest influential factor for explaining the variation on job satisfaction as well as the proportion of variance the Recommendation of this study was increase the job satisfaction level in health sector, annual increment, promotion timely, and increasing salary have to be ensured.

11-(sultana et al ,.2011)Levelof Job Satisfaction among nurses working in tertiary care hospitals of Rawalpindi the aim of study was assess the job satisfaction of nurses, their work environment, dealing of health care professionals with nurses, attitude of the patients and their attendants towards nurses and to find out the problems of boarder nurses sample size was 70 nurses data was collected by using structured questionnaire Of the total 70 nurses, 24.28% were satisfied with salary of <10,000 Rs. Among 70 nurses, 65.71%, 80% and 47.14% respondents were satisfied with the attitude of male patients, female patients and patients' attendants, respectively.

The Recommendation was Quality of health care delivered to the patients can be improved not only by strengthening the interpersonal relationship of nurses but also by facilitation of their capacity.

12-(Nilufar et al.,2009) A Study of Job Stress on Job Satisfaction among University Staff in Malaysia Empirical Study The Objective of this study was determinants of job stress Investigates the relationship between job stress and job satisfaction This study was conducted in a public university in Klang Valley selecting sample size. Using the non-probability sampling technique, a total of 300 respondents were selected as a sample of the study from that university Data collecting tool was A survey instrument in the form of close-ended questionnaire was developed for the purpose of collecting the main data for the study statistical methods have been employed to compare the data collected from 500 respondent These methods include cross-sectional analysis, description analysis and regression analysis. The results show there is a significant relationship between four of the constructs tested. The results also show that there is significant negative relationship between job stress and job satisfaction .

13- (Chung,Michael and Judith.,2003)Factors that influence nurses' job satisfaction to examine factors affecting the job satisfaction of registered nurses (RNs) A cross-sectional study of secondary data was designed to identify the individual, work, and geographic factors that impact nursing job satisfaction two-page double-sided 27-item survey was developed for this study To maximize the sample size with each variable measured, all usable data were analyzed For about two thirds of the RNs, job satisfaction remained the same or had lessened over the past 2 years The study of system plan to improve the work environment Administrators should spend more time in communicating with their nursing staffs Hospital administrators need to talk to the nurses, especially staff nurses and charge nurses, regarding what is happening in their organization and what needs to happen to keep nurses satisfied over the long-term

14-(Farner et al., 2001)An empirical Assessing Of Internal Customer Satisfaction as a means for satisfy external customer the objective of the study To Promote Sense Of The Institution Of The Importance Of Internal Satisfaction To Its Customers To Achieves Its Fundamental Objectives The Study designwas Descriptive Analytical

Approach Is Used Be Cause It Able For Such Study There Are Two Method Of Collection Questionnaire And Literature Review And the Study population was Khartoum state private basic schools the Result of the study was Feeling boredom during work 3.25 7% of them feel boredom while working and 6% not feel that Feeling happiness and satisfaction in my work53% do not feel happy and are not satisfied doing the job in the school The Recommendation of the studythe spread of the concept of quality through the organization in general and the educational ones in particular .

2.11 Differentness and similarities :

All these studies agreed that there is a positive effect of job satisfaction on the performance of nurses and the socio demographic characteristic affect satisfaction and These studies differed in the way they deal with the subject of job satisfaction, some of which studied the impact of satisfaction on the performance of nursing nurses and some studied its impact on the quality of health service as a whole.

2.12 case study :

Ahmed Gassem Cardiac Center and Renal Transplantation

2.11.1 History of the hospital: At the initiative of the Ministry of Health and with the generous support of some bodies and organizations, in 1998, the Center for Cardiac Surgery and Kidney Transplantation at Ahmed Qasim Hospital in Khartoum North was opened to be the first of its kind in the history of Sudan.

2.11.2 vision: Contribute to building a healthy society free of heart and kidney disease for a better life.

2.11.3mission : Providing distinguished and sustainable specialized care for heart and kidney patients and promoting the health awareness of the community with empowered cadres, coping techniques and smart partnerships.

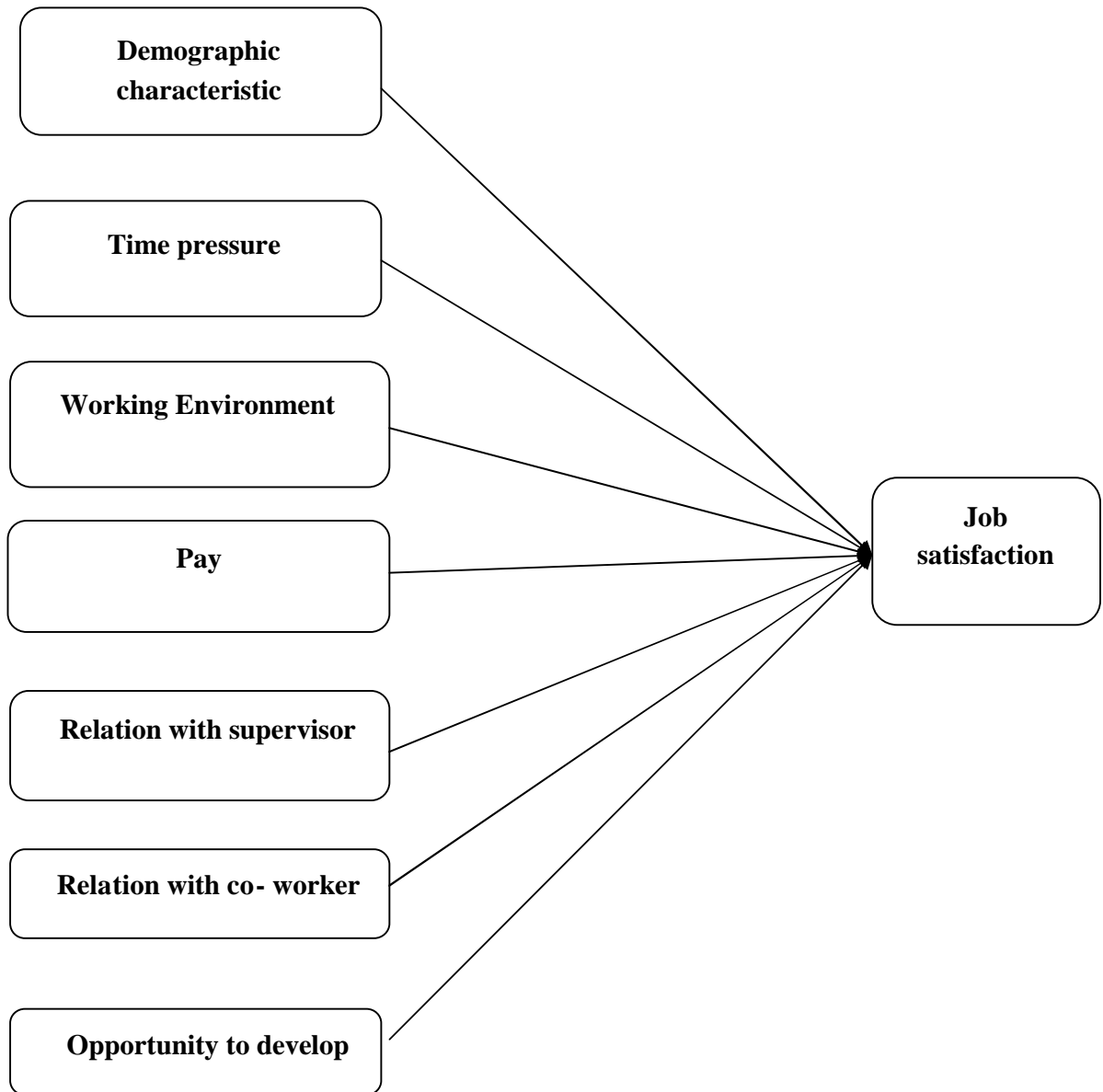
2.11.4 objective : Localize the treatment of heart disease and kidney disease and make the hospital a number at the regional and global level

2.13 Conceptual Framework:

Figure (1): Relation between job satisfaction the factors affecting job satisfaction

In dependable factor

dependable factor



Source :prepared by researcher from the field study 2020 - 2021

Chapter Three

Research methodology

3.1 Introduction:

The second chapter had talked about the theoretical side of job satisfaction, the theories, its essence and the factors affecting it, as well as previous international, national and local studies, and in this chapter we will present the research method of collecting and analyzing data and the statistical method

Used for analysis

3.2. Research design:

Based on research researcher developed the objective and the frame work of the research , Ahmed Gasem hospital was chosen as research area

According to objective of the study seven hypothesis are assumed to identify the factors which affected job satisfaction.

Questionnaire was conducted and data was analyzed by using spss software program

3.3 Research area:

The study was conducted in Ahmed Gasim Hospital Khartoum Bahry – Almazad during 2019 to 2021

3.4 Population and sample of the study :

The target population of this study including nursing from all department in ahmed gasem hospital which consist of 135 employee and the sample of target population was 70 nurse

3.5 Sampling technique:

The sample size was calculated by Simple random sample equation (Retchaerd equation) this equation was chosen because society is homogenous.

$$n_0 = \frac{z_{\alpha}^2 * p * q}{e^2}$$

$n = n_0 / (1 + (n_0 / N))$ Where that's n_0 = Primary

sample size n = Final sample size z = fixed value

p = The ratio of the characteristic selected q =

Complementary grade ratio e = The error

3.6 Data collection method :

The data was collected by a questionnaire of 7 paragraphs (factors) is personal data and is made up of 6 questions of the type of age of the job experienced and qualified and the state of the data was collected by a survey of 7 paragraphs (factors) is personal data and is made up of 6 questions of the type of age of the job, the experience, qualification and social status. The second factor is the opportunity to develop and here are three phrases that revolve around The possibility of develop , third factor is the pressure of time, which is a three-part that revolves around the suitability of time for effort. The fourth factor is the wage and consists of two phrases that talk about the occasion of the wage for the factor effort fifth is the relationship with the administration and consists of three phrases that talk about extent of equality and justice. The sixth factor is the relationship between the employees and it consists of three phrases that revolve around the way colleagues deal, The seventh factor is the working environment and it consists of three axes revolving around the safety of the work environment and equipping it with equipment and equipment

3.7 Data analysis:

After data collection has finished the researcher used spsssoftware for the analysis of collected data by using Frequencies, Percentage , Cranach's alpha,

Chi-square test, Median and Significant

3.8 Ethical consideration:

The participants were treated fairly, their opinions were taken with transparency, and the information taken by the participants was dealt with in complete confidentiality.

3.9 Reliability and validity of the study :

The reliability and validity has been calculate by Cranbach's alpha method:

Reliability coefficient = $n/(N-1) * (1 - \text{Total variations questions})/(\text{variation total grades})$

$$\text{Validity} = \sqrt{\frac{n}{N-1} * \frac{1 - \text{Total variations questions}}{\text{variation total grades}}}$$

Cranbach's alpha coefficient = (0.89), a reliability coefficient is high and it indicates the stability of the scale and the validity of the study

Validity coefficient is the square of the root so reliability coefficient is (0.94), and this shows that there is a high sincerity of the scale and that the benefit of the study.

3.10 Limitation of the study:

The research coincided with the Corona pandemic, which led to a delay in the distribution of the questionnaire

Chapter Four

The Results

4.1 Field study procedures

This chapter deals with the field study procedures under the following sections

First: population and sample of the study

Table (4) the frequency and percentage for the Gender

Gender	Frequencies	Percentage
Male	15	21.4%
Female	55	78.6%
Total	70	100.0%

Source : prepared by researcher from the field study 2020 - 2021

Table (4) the views of the distribution of the Gender sample by male by (%21.4) and female by (%78.6).

Table (5) the frequency and percentage for the age

Age	Frequencies	Percentage
20-25 years	42	60.0%
26-30 years	13	18.6%
31-35 years	6	8.6%

36-40 years	4	5.7%
41-45 years	2	2.9%
Over 45 years	3	4.3%
Total	70	100.0%

Source : prepared by researcher from the field study 2020 -2021

Table(5) the views of the distribution of the age sample by 20-25 years by (%60.0) and 26-30 years by (%16.6) and 31-35 years by (%8.6) and 36-40 years by (%5.7) and 41-45 years by (%2.9) and Over 45 years by (%4.3).

Table (6) the frequency and percentage for the marital status

Marital status	Frequencies	Percentage
Single	56	80.0%
Married	14	20.0%
Divorced	0	0.0%
Total	70	100.0%

Source : prepared by researcher from the field study 2020 -2021

Table (6) the views of the distribution of the marital status sample by Single by (%80.0) and Married by (%20.0) and Divorced by (%0.0).

Table (7) the frequency and percentage for the job title

job title	Frequencies	Percentage
Nurse	52	74.3%
Head nurse	18	25.7%
Total	70	100.0%

Source : prepared by researcher from the field study2020 -2021

Table (7) the views of the distribution of the job title sample by Nurse by (%74.3) and Head nurse by (%25.7)

Table (8) the frequency and percentage for the experience

Experience	Frequencies	Percentage
Less than 1 year	17	24.3%
1-5 years	40	57.1%
6-10 years	6	8.6%
11-15 years	3	4.3%
More than 15 years	4	5.7%
Total	70	100.0%

Source : prepared by researcher from the field study2020 -2021

Table (8) the views of the distribution of the experience sample by Less than 1 year by (%24.3) and 1-5 years by (%57.1) and 6-10 years by (%8.6) and 1115 years by (%4.3) and More than 15 years by (%5.7) .

Table (9) the frequency and percentage for the qualification

Qualification	Frequencies	Percentage
Bachelor	55	78.6%
Diploma	8	11.4%
Master	7	10.0%
Higher diploma	0	0.0%
Doctorate	0	0.0%
Total	70	100.0%

Source : prepared by researcher from the feld study2020 -2021

Table (9) the views of the distribution of the qualification sample by Bachelor by (%78.6) and Diploma by (%11.4) and Master by (%10.0) and Higher diploma by (%0.0) and Doctorate by (%0.0) .

4.2 Reliability and validity

Cranbach's alpha method: -

$$\text{Reliability coefficient} = \frac{n}{N-1} * \frac{1 - \text{Total variations questions}}{\text{variation total grades}}$$

$$\text{Validity} = \sqrt{\frac{n}{N-1} * \frac{1 - \text{Total variations questions}}{\text{variation total grades}}}$$

Cranbach's alpha method

Table (10): reliability and Validity

No	Value	reliability	Validity
1	Opportunity to develop	0.80	0.89
2	Time pressure	0.86	0.93
3	Pay	0.81	0.90
4	Relation with supervisor	0.89	0.94
5	Relation with co- worker	0.75	0.87
6	Work environment	0.83	0.91
Total		0.90	0.95

Source : prepared by researcher from the field study 2020 -2021 Statistical methods using:

1-Frequencies

2-Percentage

3-Cranach's alpha

4-Chi-square test

5-Median

6-Graph 7-Significant

value

Sample size:

$$n_0 = \frac{z_{\alpha}^2 * p * q}{e^2} n = \frac{n_0}{1 + \frac{n_0}{N}}$$

$$n_0 = \frac{1.96^2 * 0.1 * 0.9}{0.05^2} = 138$$

$$n = \frac{138}{1 + \frac{138}{135}} = 70$$

4.3 View and analyze data

Table (11) the frequency and percentage for opportunity to develop

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	I have enough freedom to decide how I do my work	22	24	10	11	3
		31.4	34.3	14.3	15.7	4.3
2	My work is interesting	25	29	8	6	2
		35.7	41.4	11.1	8.6	2.9
3		17	32	7	11	3

	Existence of training courses to acquire knowledge and develop skills	24.3	45.7	10.0	15.7	4.3
4	There is a rotation of all departments to gain different experiences	17	21	8	19	5
		24.3	30.0	11.4	27.1	7.1

Source : prepared by researcher from the field study2020 -2021

From the above table result shows:

I have enough freedom to decide how I do my work by the strongly agree (%31.4) and agree by (%34.3) and neutral by (%14.3) and disagree by (%15.7) and strongly disagree by (%4.3).

My work is interesting by the strongly agree (%35.7) and agree by (%41.4) and neutral by (%11.4) and disagree by (%8.6) and strongly disagree by (%2.9).

Existence of training courses to acquire knowledge and develop skills by the strongly agree (%24.3) and agree by (%45.7) and neutral by (%10.0) and disagree by (%15.7) and strongly disagree by (%4.3).

There is a rotation of all departments to gain different experiences by the strongly agree (%24.3) and agree by (%30.0) and neutral by (%11.4) and disagree by (%27.1) and strongly disagree by (%7.1)

Table (12) chi-square test results for opportunity to develop

No	Phrases	Chi-square value	Df	Sig.	Median	Interpretation
1	I have enough freedom to decide how I do my work	22.14	4	0.000	4.00	Agree

2	My work is interesting	42.14	4	0.000	4.00	Agree
3	Existence of training courses to acquire knowledge and develop skills	36.57	4	0.000	4.00	Agree
4	There is a rotation of all departments to gain different experiences	14.28	4	0.000	4.00	Agree

Source : prepared by researcher from the field study 2020 -2021

The results of table (12) Interpreted as follows:

1-The value of chi – square calculated to signify the differences between the I have enough freedom to decide how I do my work was (22.14) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

2-The value of chi – square calculated to signify the differences between the My work is interesting was (42.14) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

3-The value of chi – square calculated to signify the differences between the Existence of training courses to acquire knowledge and develop skills was (36.57) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4-The value of chi – square calculated to signify the differences between the There is a rotation of all departments to gain different experiences was (14.28) with P-value (0.000) which is lower than the level of significant value (5%)

These refer to

Table (13) the frequency and percentage for Time pressure

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	I have sufficient time for each patient	17	27	8	16	2
		24.3	38.6	11.4	22.9	2.9
2	There are many non-clinical tasks that I have to do	21	29	10	6	4
		30.0	41.4	14.3	8.6	5.7
3	There is a suitable time for rest during working hours	12	31	9	15	3
		17.1	44.3	12.9	21.4	4.3

Source : prepared by researcher from the field study 2020 -2021

From the above table result shows:

I have sufficient time for each patient by the strongly agree (%24.3) and agree by (%38.6) and neutral by (% 11.4) and disagree by (%22.9) and strongly disagree by (%2.9).

There are many non-clinical tasks that I have to do by the strongly agree (%30.0) and agree by (%41.4) and neutral by (%14.3) and disagree by (%8.6) and strongly disagree by (%5.7).

There is a suitable time for rest during working hours by the strongly agree (%17.1) and agree by (%44.3) and neutral by (%12.9) and disagree by (%21.4) and strongly disagree by (% 4.3).

Table (14) chi-square test results for Time pressure

No	Phrases	Chi-square value	Df	Sig.	Median	Interpretation
1	I have sufficient time for each patient	25.85	4	0.00	4.00	Agree
2	There are many non-clinical tasks that I have to do	32.42	4	0.00	4.00	Agree
3	There is a suitable time for rest during working hours	31.42	4	0.00	4.00	Agree

Source : prepared by researcher from the field study 2020 -2021

The results of table (14) Interpreted as follows:

1-The value of chi – square calculated to signify the differences between the I have sufficient time for each patient was (25.85) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

2-The value of chi – square calculated to signify the differences between the There are many non-clinical tasks that I have to do was (32.42) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

3-The value of chi – square calculated to signify the differences between the There is a suitable time for rest during working hours was (31.42) with Pvalue (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

Table (15) the frequency and percentage for pay

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Salary is sufficient for basic needs	3	9	6	23	29
		4.3	12.9	8.6	32.9	41.4
2	The salary is proportional to the effort	3	12	3	27	25
		4.3	17.1	4.3	38.6	35.7

Source : prepared by researcher from the field study 2020 -2021 From the above table result shows:

Salary is sufficient for basic needs by the strongly agree (%4.3) and agree by (%12.9) and neutral by (%8.6) and disagree by (%32.9) and strongly disagree by (%41.4).

The salary is proportional to the effort by the strongly agree (%4.3) and agree by (%17.1) and neutral by (%4.3) and disagree by (%38.6) and strongly disagree by (%35.7)

Table (16) chi-square results for pay

No	Phrases	Chi-square value	Df	Sig.	Median	Interpretation
1	Salary is sufficient for basic needs	36.85	4	0.000	2.00	Disagree
2	The salary is proportional to the effort	38.28	4	0.000	2.00	Disagree

Source : prepared by researcher from the field study 2020 -2021 The results of table (16) Interpreted as follows:

1-The value of chi – square calculated to signify the differences between the Salary is sufficient for basic needs was (36.85) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

1-The value of chi – square calculated to signify the differences between the salary is proportional to the effort was (38.28) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

Table (17) the frequency and percentage for Relation with supervisor

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	All employees are treated fairly	8	24	13	20	5
		11.4	34.3	18.6	28.6	7.1
2	Commits to staff development issues	9	35	11	11	4
		12.9	50.0	15.7	15.7	5.7
3	All employees are respected	18	31	10	9	2
		25.7	44.3	14.3	12.9	2.9
4	It deals firmly when errors occur and works to solve them	15	31	12	9	3
		21.4	44.3	17.1	12.9	4.3

Source : prepared by researcher from the field study 2020 -2021

From the above table result shows:

All employees are treated fairly by the strongly agree (%11.4) and agree by (%34.3) and neutral by (%18.6) and disagree by (%28.6) and strongly disagree by (%7.1).

Commits to staff development issues by the strongly agree (%12.9) and agree by (%50.0) and neutral by (%15.7) and disagree by (%15.7) and strongly disagree by (%5.7).

All employees are respected by the strongly agree (%25.7) and agree by (%44.3) and neutral by (%14.3) and disagree by (%12.9) and strongly disagree by (%2.9).

It deals firmly when errors occur and works to solve them by the strongly agree (%21.4) and agree by (%44.3) and neutral by (%17.1) and disagree by (%12.9) and strongly disagree by (%4.3).

Table (18) chi-square test results for Relation with supervisor

No	Phrases	Chi-square value	Df	Sig.	Median	Interpretation
1	All employees are treated fairly	18.14	4	0.00	3.00	Neutral
2	Commits to staff development issues	41.71	4	0.00	4.00	Agree
3	All employees are respected	35.00	4	0.00	4.00	Agree
4	It deals firmly when errors occur and works to solve them	31.42	4	0.00	4.00	Agree

Source : prepared by researcher from the field study 2020 -2021 The results of

table (18) Interpreted as follows:

1-The value of chi – square calculated to signify the differences between the All employees are treated fairly was (18.14) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

2-The value of chi – square calculated to signify the differences between the Commits to staff development issues was (41.71) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

3-The value of chi – square calculated to signify the differences between the All employees are respected was (35.00) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4-The value of chi – square calculated to signify the differences between the It deals firmly when errors occur and works to solve them was (31.42) with Pvalue (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

Table (19) the frequency and percentage for Relation with co- worker

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The staff are helpful	33	24	5	6	2
		47.1	34.3	7.1	8.6	2.9
2	Mutual respect	30	29	7	4	0
		2.9	41.4	10.0	5.7	0.0
3	work as one team	27	28	9	2	4
		38.6	40.0	12.9	2.9	5.7
4	There is a clear channel of communication at my workplace	18	34	14	4	0
		25.7	48.6	20.0	5.7	0.0

Source : prepared by researcher from the field study2020 -2021

From the above table result shows:

The staff are helpful by the strongly agree (%47.1) and agree by (%34.3) and neutral by (%7.1) and disagree by (%8.6) and strongly disagree by (%2.9). Mutual respect by the strongly agree (%2.9) and agree by (%41.4) and neutral by (%10.0) and disagree by (%5.7) and strongly disagree by (%0.0). Work as one team by the strongly agree (%38.6) and agree by (%40.0) and neutral by (%12.9) and disagree by (%2.9) and strongly disagree by (%5.7). There is a clear channel of communication at my workplace by the strongly agree (%27.5) and agree by (%48.6) and neutral by (%20.0) and disagree by (%5.7) and strongly disagree by (%0.0).

Table (20) chi-square test results for Relation with co- worker

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
1	The staff are helpful	53.57	4	0.00	4.00	Agree
2	Mutual respect	33.20	4	0.00	4.00	Agree
3	work as one team	45.28	4	0.00	4.00	Agree
4	There is a clear channel of communication at my workplace	26.68	4	0.00	4.00	Agree

Source : prepared by researcher from the field study2020 -2021

The results of table (20) Interpreted as follows:

1-The value of chi – square calculated to signify the differences between the staff are helpful was (53.57) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

2-The value of chi – square calculated to signify the differences between the Mutual respect was (33.20) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

3-The value of chi – square calculated to signify the differences between the work as one team was (45.28) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4-The value of chi – square calculated to signify the differences between the

There is a clear channel of communication at my workplace was (26.68) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

Table (21) the frequency and percentage for Work environment

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Work tools and devices are complete	7	16	11	25	11
		10.0	22.9	15.7	35.7	15.7
2	The work environment is safe	6	24	12	18	10
		8.6	34.3	17.1	25.7	14.3
3	The work environment is comfortable and healthy	5	23	14	17	11
		7.1	32.9	20.0	24.3	15.7

Source : prepared by researcher from the field study2020 -2021

From the above table result shows:

Work tools and devices are complete by the strongly agree (%10.0) and agree by (%22.9) and neutral by (%15.7) and disagree by (%35.7) and strongly disagree by (%15.7).

The work environment is safe by the strongly agree (%8.6) and agree by (%34.3) and neutral by (%17.1) and disagree by (%25.7) and strongly disagree by (%14.3).

The work environment is comfortable and healthy by the strongly agree (%7.1) and agree by (%32.9) and neutral by (%20.0) and disagree by (%24.3) and strongly disagree by (%15.7).

Table (22) chi-square test results for Work environment

No	Phrases	Chi-square value	Df	Sig.	Median	Interpretation
1	Work tools and devices are complete	13.71	4	0.000	2.00	Disagree
2	The work environment is safe	14.28	4	0.000	3.00	Neutral
3	The work environment is comfortable and healthy	12.85	4	0.000	3.00	Neutral

Source : prepared by researcher from the field study 2020 -2021

The results of table (22) Interpreted as follows:

1-The value of chi – square calculated to signify the differences between the Work tools and devices are complete was (13.71) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

2-The value of chi – square calculated to signify the differences between the work environment is safe was (14.28) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

3-The value of chi – square calculated to signify the differences between the work environment is comfortable and healthy was (12.85) with P-value (0.000) which is lower

than the level of significant value (5%) These refer to the existence of differences statistically.

4.4 Test of Hypotheses

Table (23) chi-square test results for there is a statistical significant different for the job satisfaction (work environment)

No	Chisquare	Df	Sig.	Median	Scale	Statistical significant
70	31.60	3	0.000	4.0	Agree	Significant

Source : prepared by researcher from the field study 2020 -2021

Table (23) shows that the Value of the Chi- square test (31.60) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction (work environment) for the agree answer

Table (24) chi-square test results for there is a statistical significant different for the job satisfaction (time pressure)

No	Chisquare	Df	Sig.	Median	Scale	Statistical significant
70	53.28	4	0.000	3.5	Agree	Significant

Source : prepared by researcher from the field study 2020 -2021

Table (24) shows that the value of the Chi- square test (53.28) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction (time pressure) for the agree answer.

Table (25) illustrates chi-square test results for there is a statistical significant different for the job satisfaction (wages)

No	Chisquare	Df	Sig.	Median	Scale	Statistical significant
70	34.00	4	0.000	3.0	disagree	Significant

Source : prepared by researcher from the field study 2020 -2021

Table (25) shows that the value of the Chi- square test (735) by significant value (0.00) it's less than the probability value (0.05) this means that there is a statistical significant different for the job satisfaction (wages) for the neutral answer.

Table (26) : chi-square test results for there is a statistical significant different for the job satisfaction (opportunity to develop)

No	Chisquare	Df	Sig.	Median	Scale	Statistical significant
70	66.42	4	0.0000	4.0	Agree	Significant

Source : prepared by researcher from the field study 2020 -2021

Table (26) shows that the value of the Chi- square test (66.42) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction training for the agree answer .

Table (27) :chi-square test results for there is a statistical significant different for the job satisfaction (co – worker)

No	Chisquare	Df	Sig.	Median	Scale	Statistical significant
70	33.65	3	0.0000	5.0	Strongly agree	Significant

Source : prepared by researcher from the field study2020 -2021

Table (27) shows that the value of the Chi- square test (33.6) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction (colleagues(for the strongly agree answer .

Table (28) chi-square test results for there is a statistical significant different for the job satisfaction (relation with supervisor).

No	Chisquare	Df	Sig.	Median	Scale	Statistical significant
70	15.57	4	0.000	4.0	Agree	Significant

Source : prepared by researcher from the field study2020 -2021

Table (29) Pearson Correlation test results for there is a relationship between job satisfaction and socio-demographic characteristic of the nurses

Job satisfaction	Sociodemographic	Sex	Age	marital status	Job title	Experi ence	Qual ifica tions
	Pearson Correlation	-0.244	0.037	-0.110	-0.147	-0.080	0.03
	Sig. (2-tailed)	0.052	0.762	0.364	0.226	0.509	0.80
	N	70	70	70	70	70	70

Source : prepared by researcher from the field study2020 -2021 * *

Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Table (29) shows that the value of the Pearson Correlation test by significant value it's more than the probability value (0.05) this means that there is no a positive relationship between job satisfaction and socio-demographic characteristic of the nurses.

4.5 Main result :

1-Value of the Chi- square test (31.60) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction (work environment) for the agree answer

2-the value of the Chi- square test (53.28) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction (time pressure) for the agree answer

3-the value of the Chi- square test (34) by significant value (0.00) it's less than the probability value (0.05) this means that there is a statistical significant different for the job satisfaction (wages) for the neutral answer.

4-the value of the Chi-square test () by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction (colleagues) for the strongly agree answer .

5-the value of the Chi- square test (15.57) by significant value (0.00) it's less than the probability value (0.05) this means that there is a statistical significant different for the job satisfaction (dealings between nurses and management) for the agree answer.

6-the value of the Chi- square test (66.42) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction (training) for the agree answer

7-the value of the Pearson Correlation test by significant value it's more than the probability value (0.05) this means that there is no a positive relationship between job satisfaction and socio-demographic characteristic of the nurses

CHAPTER Five

RESULTS , RECOMMENDATION AND SUGGESTIONS

5.1 Discussion:

After analyzing the results of the survey it was found that the nurses of the hospital Ahmed Qasim are functionally satisfied (positive result) in terms of the opportunity of development where the value of the Chi- square test (66.42) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different and positive result in term of pressure of time the value of the Chi- square test (53.3) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the jobsatisfaction (appreciation) for the agree answer and in term of relationship with the management the value of the Chi-squar e test (15.57) by significant value (0.00) it's less than the probability value (0.05) this means that there is a statistical significant different for the job satisfaction (dealings between nurses and management) for the agree answer . satisfaction (appreciation) for the agree answer and in term of relationship with the management the value of the Chi- square test (15.57) by significant value (0.00) it's less than the probability value (0.05) this means that there is a statistical significant different for the job satisfaction (dealings between nurses and management) for the agree answer .

and the relationship with colleagues where the value of the Chi-square test (33.65) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction (colleagues) for the strongly agree answer.and in terms of the working environment Value of the Chi-square test (31.60) by significant value (0.00) it's less than the probability value (0.05) this means that is a statistical significant different for the job satisfaction (work environment) for the agree answer the result was neutral and in terms of wages the result was negative which means lack of job satisfaction in term of wages the value of the Chi square test (735) by significant

value (0.00) it's less than the probability value (0.05) this means that there is a statistical significant different for the job satisfaction (wages) for the disagree answer ,the value of the Pearson Correlation test by significant value it's more than the probability value (0.05) this means that there is no a positive relationship between job satisfaction and socio-demographic characteristic of the nurses number of previous studies agreed with this study in determining the factors affecting job satisfaction, including these studies maqballi 2015 , Yarbrough et al 2017 found that one of the factors social condition in working and socio demographic characteristi (Hayes, bonner, & pryor, 2010),(Lin et al., 2014) Found that the factor was socio demographic characteristic and jackiemamitsa et al 2010 factors influencing job satisfaction among healthcare professionals at south rand hospital fond the the factor was Opportunity to develop , Time pressure , Staff relation , socio demographic characteristic , RadhikaKapur 2018 factors Influencing Job Satisfaction fond that the factor was Pay , Supervisor Support , Working Environmental Condition socio demographic characteristic , Tirhas et al 2015 Assessment of factors influencing job satisfaction among health care providers, federal police referral hospital, Addis Ababa, Ethiopia found that the factor was opportunity to develop , time pressure , staff relation socio demographic characteristic

5.2 Conclusion:

Job satisfaction is one of the most important concepts affecting the quality of health services, as the human element is the most important input affecting service production. For you must know the extent of employee satisfaction and the factors affecting job satisfaction for them. a study was conducted under the title of Measuring Job Satisfaction among nursing staff The aims of the study were general objectives evaluation of job satisfaction among nursing staff in ahmedgasseem and Specific Objectives To assess the job satisfaction among nursing staff in ahmedgasseem hospital and To identify factors influencing the job satisfaction And the Hypothesis was there is a relationship between job satisfaction and work environment and a relationship between job satisfaction and appreciation, a relationship between job satisfaction and appreciation, a relationship between job satisfaction and wages, a relationship between job satisfaction, development and training, a relationship between job satisfaction and interaction between colleagues,

and a relationship between job satisfaction and the socio-demographic characteristics of the nurses.

A questionnaire was made containing shaking the seven factors, and 70 random samples were selected from nursing homes in Ahmed Qasim Hospital, and the statistical analysis of the data was done through the SPSS program. Statistical methods using Frequencies, Percentage Median ,Cranach's alpha ,Chi-square test Graph ,Significant value .After analyzing the results of the survey it was found that the nurses of the hospital Ahmed Qasim are functionally satisfied (positive result) in terms of the opportunity of development and the pressure of time and the relationship with the administration and the relationship with colleagues and in terms of the working environment the result was neutral and in terms of wages the result was negative which means lack of job satisfaction in terms of wages

5.3 Recommendation:

- 1- The work environment should be
- 2- tence of the salary structure).
- 3- 5-preferably there is continadequate from a healthy point of view and conform to occupational safety specifications.
- 4- The Manager prefers to treat employees with respect and fairness.
- 5- The colleagues deal with each other with respect, cooperation and team spirit.

The wages should be appropriate for the basic expenditures and effort and satisfactory to the employees (use exisuous and scheduled training and interest in creativity and skill development.

- 6- The time should be divided so that it is sufficient for the tasks and includes a time for rest to avoid excessive pressure on the employee

5.4 Suggestion for future researches:

- 1- Effect of qualification in employee performance
- 1- Study of the effect of the existence of the salary structure on employee satisfaction

5.5 References:

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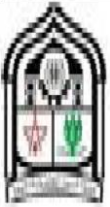
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Appendix

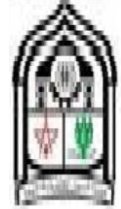
A- Questionnaire



Sudan University of Science & Technology (SUST)

College of Graduate Studies

Master in Comprehensive Quality Management and Excellence



Subject: Questionnaire

With reference to the above subject, a questionnaire on job satisfaction is attached to you to obtain a master's degree in comprehensive quality management and excellence for the year (2019-2020) and the data are taken for scientific research purposes only and in strict confidentiality

Our greatest thanks to you

Researcher:

Shima Abdallah

supervisor:

Dr: Abdelmutalab Ibrahim

Questionnaire:

(1): Socio-demographic characteristics of the participants

1. Sex

Male female

2. Age

(20-25)

(26-30)

(31-35)

(36-40)

(41-45)

Over 45

3. Marital status

Single Married Divorced

4. Job title

Nurse Head nurse

5. Experience

- 1month to 1 year
- (1-5) years
- (6-10)years
- (11-15)years
- More than 15

6. Qualification:

- Bachaoria
- Diploma
- Master
- Doctorate
- Higher diploma

(2)OPPORTUNITY TO DEVELOP:

No	Statement	Strongly agree	agree	Neutral	disagree	Strongly Disagree
1	I have enough freedom to decide how I do my work					
2	My work is interesting					
3	Existence of training courses to acquire knowledge and develop skills					

4	There is a rotation of all departments to gain different experiences					
---	--	--	--	--	--	--

(3)Time pressure:

NO	Statement	Strongly agree	agree	Neutral	disagree	Strongly Disagree
1	I have sufficient time for each patient					
2	There are many nonclinical tasks that I have to do					
3	There is a suitable time for rest during working hours					

(4)pay:

NO	Statement	Strongly agree	agree	Neutral	disagree	Strongly Disagree
1	Salary is sufficient for basic needs					
2	The salary is proportional to the effort					

(5)Relation with supervisor:

NO	Statement	Strongly agree	agree	Neutral	disagree	Strongly Disagree
1	All employees are treated fairly					

2	Commits to staff development issues					
3	All employees are respected					
4	It deals firmly when errors occur and works to solve them					

(6)Relation with co- worker :

NO	Statement	Strongly agree	agree	Neutral	disagree	Strongly Disagree
1	The staff are helpful					
2	Mutual respect					
3	work as one team					
4	There is a clear channel of communication at my workplace					

(7)Work environment:

NO	Statement	Strongly agree	agree	Neutral	disagree	Strongly Disagree
1	Work tools and devices are complete					
2	The work environment is safe					
3	The work environment is comfortable and healthy					

B-Arbitration:

1-the formal of the questions has been modified into tables and age in demographic characteristic was divided into range by Dr: Ashraf

2-suggen to add moral incentive to the wages factor by Dr :Mohand

3-suggetion to adding survey to the tools of collecting data by Dr :Hoda