



## Job Satisfaction Among Yemeni Nurses Working in Mukalla Governmental and Private Hospitals

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### Abstract

**Background:** The current nursing shortage is recently a concern in many countries due to its higher impact upon the efficiency and effectiveness of any healthcare delivery system. Recruitment and retention of nurses are persistent problems associated with job satisfaction. For this reason, the nurse's job satisfaction in governmental and private hospitals for mukalla city-Yemen as a case study was conducted.

**Aim of this Study:** The purpose of this research was to measure nurses' job satisfaction in Mukalla city in a governmental and private hospitals

**Setting:** The study carried out in Mukalla city-Yemen.

**Materials and Methods:** This study was applied on 315 (males and females) nurses working in Mukalla Governmental and private Hospitals

**Tools:** The main three tools selected to collect all data consist of Personal data of participants, nurse's satisfaction factors.

**Design:** Survey research (cross sectional) design.

**Sample:** Based on a simple random sample 315 nurses was selected

**Results:** The result of this study showed that a high percentage of nurses in private hospitals were satisfied while in governmental hospitals were dissatisfied with their jobs. The higher significantly satisfaction was obtained for nurses work in Private Hospital compared with the Governmental hospitals. These results attributed to some reasons such as the nurses satisfaction with supervision, co-workers and nature of works.

**Conclusion:** There was a higher significantly satisfaction for nurses work in Private Hospital compared with the Governmental hospitals.

**Keywords:** Nurses; Governmental Hospitals; Yemen; Job Satisfaction; Private Hospitals

### Introduction

Nurses working in various hospitals may have varying level of job satisfaction. Job satisfaction among nurses is an important issue in nursing profession, many factors influences job satisfaction like workload, respect, salary, promotion and designation etc. A multitude of strategies, with varying degrees of success, have been implemented by governments to address this problem and attract nurses to underserved areas. These strategies include financial incentives, non-financial incentives, educational or recruitment

interventions and regulatory interventions [1]. Calculating significance scores to define the level of job satisfaction of registered staff nurses from these Hospitals resulted in the following order of job satisfaction components: autonomy, pay, interaction, task requirements, professional status and organizational policies [2]. A Jordanian study was conducted to identify factors influencing nurses' job dissatisfaction and estimate the magnitude of anticipated turnover. The results showed that Jordanian nurses were dissatisfied with working conditions such as: payment, child care facilities, and

professional growth and development [3]. the social aspects of the healthcare system, in which the disparity between Private and Public healthcare is significant may contribute negatively to the social image and therefore self-concept of nurses working in the public healthcare system [4]. In Saudi Arabia, several research studies have investigated job satisfaction in Nursing from the perspective of expatriate Nurses of different nationalities as well as Saudi nurses in Public Hospitals, Private Hospitals, tertiary care Hospitals and military Hospitals [5]. work life balance and job Satisfaction are important for developing and enhancing organizational commitment among healthcare workers [6]. There is a plenty of studies about nurses' job satisfaction; however, the published studies about such topic were limited in Arab countries. Studies about this topic focused mainly on the variables that influence nurses' job satisfaction and its outcomes; yet these studies were not comparative in nature, especially about nurses in different types of hospitals and differences between hospital's settings. This study focuses on nurses Satisfaction with the job in governmental and private hospitals and compare between them for the purpose of developing institutional work in Hospitals.

## Materials and Methods

The study design was a cross-sectional analytical study, which was carried out in Governmental and Private Hospitals in Al-Mukalla City, Yemen.

### Study area

The study was conducted at all Governmental and Private Hospitals in AlMukalla city the capital of Hadramout governorate, Yemen. There are six Hospitals; 3 Governmental and 3 Private Hospitals.

### Study population

The study population was all nurses in Private and Governmental Hospitals in Mukalla city during the period from (April to August) 2017. (Total number was 315). The list of all (nurses) was obtained from Hospitals administrator.

### Sampling method

The sample was selected random sampling method, we determined the total number of nurses working in Governmental and Private Hospitals in Al-Mukalla city.

The hospitals are:

1. IbnSina General Hospital (ISGH).
2. Universal Hospital(UH).

3. Hospital of Mukalla For Motherhood and Childhood(HMMC)
4. Al-Rayan Specialist Hospital (RSH)
5. Al-Bourg Hospital(AH)
6. Hadhramout Hospital(H.H)

The Total number of Nurses are (530) in all Hospitals in Al-Mukalla city. Then the sample size (315) was selected randomly among the six Hospitals.

### Data collection methods and tools

The data have been collected by face-to-face interviews using a questionnaire. The questionnaire was divided into two parts as the following:

- **Section I:** Personal data of participants (name not included) like gender;
- age, material status, Qualification, specialist, current position, experience, type of hospital.
- **Section II:** contains the nurses satisfaction aspects. These aspects includes in 5 dimensions, which are Relation between supervisor and worker, Job security, Salary, Promotions and Environmental circumstances. The nurses's satisfaction was measured with the construction of the five-point Likert scale which identified the different level of nurses's satisfaction.

### Data analysis

Data was checked for completeness, coded then entered into a computer by Statistical Package for Social Sciences (SPSS v 20). Obtained data were analyzed using descriptive statistical tools (frequencies, percentages) For personal data. The Student t-test was used to determine the differences (for comparison) of mean scores of nurses satisfaction for every aspect of Satisfaction in governmental and private hospitals. Finally, the data collected was organized and analyzed manually and by using computer application (word) for construction of tables.

### Ethical considerations

An approval of this study was obtained from Hadhramout University College of Nursing. The objectives of our study was clarified to participants and verbal consent was obtained from all participants before enrollment in the study. We ensure that those who agreed to participate in our study, their information will be kept in strictest confidence used in the benefit of the community.

### Results

This section describes the statistical analyses of the survey data. (315) questionnaires were selected randomly based on a

simple random sample. The demographic and personal characteristics of the Yemeni nurses participating in the study and provides the response to the first eight items of the questions demographic section.

Characteristics	Frequency	Percentage
Sex		
Male	171	54,3
Female	144	45.7
Age		
Less than 30 year	167	53
From 31 to 40	124	39.4
From 41 to 50	20	6.3
More than 50	4	1.3
Marital status		
Single	122	83.7
Married	181	57.5
Divorce	9	2.9
Widow	3	1
Qualification		
Diploma	206	65.4
Bachelor	108	34.3
post graduate	1	0.3

Table 1: Sociodemographic characteristic of study population.

Current position		
Staff supervisor	28	8.9
Staff	89	28.3
Contractor	149	47.3
Duty payment	43	13.9
Other	6	1.9
Experience		
Less than 1 year	39	12.4
From 1 to 5	159	50.5
From 6 to 10	73	23.2
More than 10 year	44	14
Type of Hospital		
Government	216	68.6
Private	99	31.4

Table 2

A total of 315 nurses in Mukalla Hospitals were enrolled in this study.(54.3%) of the nurses were male and (45.7%) were female. (53%) of the nurses were (less than 30 years of age), (39.4%) were(31 –35 years). (6.3%) were (41–50 years) and (1.3%) were aged (51 years and over). (38.7%) of the nurses were single, (57.5%) were married and (2.9%) were divorced and (1%)were widowed. (65.4%) of the nurses had a diploma. (34.3%) of them held a bachelor degree and (0.3%) held postgraduate degrees. (8.9%) of them were working as staff (supervisor) of nurses, (28.3%) were staff. (47.3%) were contractors. (13.7%)were duty payment and (1.9%) were other positions (such as salary from Foundations or traders). (12.4%) of the sample reported that they had less than one year of experience in nursing, (50.5%) had between 1 and 5 years of nursing experience, (23.2%) had between 6 and 10 years of nursing experience and (14%) of the participants indicated that they had more than 10 years of nursing experience. The type of hospital for (68.6%) of the Nurses were from Governmental Hospital and (31.4%) were from Private Hospital.

Responses reflecting level of job satisfaction

To facilitate the interpretation and comparisons of the nurses' responses to the different items reflecting their level of job satisfaction, according to their characteristics, scoring that ranged between 1 and 5 was applied (Likert Scale). A score of 1 indicated 'strongly disagree' and a score of 5 indicated 'strongly agree'. The second section of the survey(22 items) was related to the level of satisfaction. (Questions1, 2, 3, 4) regarding, di (ension of relationship, between supervisor. and, worker, job security (Questions 5, 6, 7, 1), salary (Questions 8, 9, 10), promotions (Questions 11, 17, 21, 22) and environmental, circumstances (Questions 12, 13, 15, 16, 18, 19, 20).

Table 3 illustrated that the mean satisfaction was significantly higher (15.3 ± 2.8) among nurses of (Relationship between supervisors and workers) in Private Hospitals compared to nurses in Governmental Hospital at (10.8 ± 3.4). The p-value = (0.00).

Table 4 illustrated that the mean satisfaction was also significantly higher (15.6 ± 2.7) among nurses toward job security in Private Hospitals compared to nurses in Governmental Hospitals. (13.8 ± 2.7) at (p-value = 0.00).

Regarding to the salary table 5 illustrated that, the mean satisfaction was significantly higher (10.6 ± 2.9) among nurses in Private Hospitals as compared to nurses in governmental Hospitals (5.2 ± 2.5) at (p-value = 0.000).

NO	Items	Governmental N = (216)					Private N=(99)				
		Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)
1	Provide justice in the distribution of the work tasks among employees	19 (8.8)	71 (32.9)	37 (17.1)	67 (31)	22 (10.2)	21 (21.2)	56 (56.6)	12 (12.1)	7 (7.1)	3 (3)
2	Clear instructions from the administration	9 (4.2)	62 (28.7)	53 (24.5)	69 (31.9)	23 (10.6)	20 (20.2)	64 (64.6)	9 (9.1)	2 (2)	4 (4)
3	The administration's keenness to hear the proposals of the workers	10 (4.6)	42 (19.4)	36 (16.7)	72 (33.3)	56 (25.9)	27 (27.3)	42 (42.4)	19 (19.2)	6 (6.1)	5 (5.1)
4	Enough delegation of management to make a decision about the work	9 (4.2)	45 (20.8)	51 (23.6)	71 (32.9)	40 (18.5)	15 (15.2)	60 (60.6)	15 (15.2)	5 (5.1)	4 (4)
MEAN ± S. D		10.8±3.4					15.3±2.8				
P value		0.00									

**Table 3:** (N, P) satisfaction in relationship between supervisors and nurse.

\*Student t test p<0.05 is considered statistically significant

NO	Items	Governmental N = (216)					Private N = (99)				
		Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)
5	Praise the supervisors for my work	20 (9.3)	87 (40.3)	32 (14.8)	51 (23.6)	26 (12)	32 (32.3)	41 (41.4)	9 (9.1)	10 (10.1)	7 (7.1)
6	Cooperation among workers	82 (38)	111 (51.4)	11 (5.1)	10 (4.6)	2 (0.9)	48 (48.5)	42 (42.4)	5 (5.1)	2 (2)	2 (2)
7	My relationship with consumer	46 (21.3)	111 (51.4)	38 (17.6)	16 (7.4)	5 (2.3)	23 (23.2)	58 (58.6)	11 (11.1)	3 (3)	4 (4)
14	Job Security at work	7 (3.2)	67 (31)	41 (19)	58 (26.9)	43 (19.9)	22 (22.2)	44 (44.4)	12 (12.1)	5 (5.1)	16 (16.2)
MEAN ± S. D		13.8±2.7					15.6±2.7				
P value		0.00									

**Table 4:** (N, P) satisfaction toward job security (N = 315).

\*Student t test p<0.05 is considered statistically significant

Regarding to the Promotions table 6 illustrated that, the mean satisfaction was also significantly higher (12.6 ± 3.9) among nurses in private hospitals as compared to nurses in governmental (8.4 ± 3.1) at (p-value = 0.000).

As illustrated in table 7, the mean satisfaction was significantly higher (25.7 ± 5.7) among nurses toward (Environmental circumstances) in private hospitals as compared to nurses in governmental (17.5 ± 5.2) at p-value = 0.00.

NO	Items	Governmental N = (216)					Private N = (99)				
		Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)
8	My salary is commensurate with my work	8 (3.7)	17 (7.9)	26 (12)	51 (23.6)	114 (52.8)	25 (25.3)	35 (35.4)	17 (17.2)	8 (8.1)	14 (14.1)
9	Salary on time	7 (3.2)	14 (6.5)	21 (9.7)	40 (18.5)	134 (62)	39 (39.4)	39 (39.4)	7 (7.1)	6 (6.1)	8 (8.1)
10	The incentives are diverse and meet the needs	3 (1.4)	11 (5.1)	25 (11.6)	52 (24.1)	125 (57.9)	9 (9.1)	37 (37.4)	27 (27.3)	12 (12.1)	14 (14.1)
MEAN ± S. D		5.2±2.5					10.6±2.9				
P value		0.00									

Table 5: (N, P) satisfaction toward salary (N= 315).

NO	Items	Governmental N = (216)					Private N=(99)				
		Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)
11	There is equity in promotions	3 (1.4)	19 (8.8)	45 (20.8)	64 (29.6)	85 (39.4)	10 (10.1)	32 (32.3)	33 (33.3)	12 (12.1)	12 (12.1)
17	Opportunity to do creative work	5 (2.3)	21 (9.7)	42 (19.4)	78 (36.1)	70 (32.4)	11 (11.1)	37 (37.4)	27 (27.3)	13 (13.1)	11 (11.1)
21	Participation in training courses and self-development	6 (2.8)	21 (9.7)	33 (15.3)	61 (28.2)	95 (44)	13 (13.1)	28 (28.3)	24 (24.2)	19 (19.2)	15 (15.2)
22	Opportunity to continue education	10 (4.6)	33 (15.3)	36 (16.7)	59 (27.3)	78 (36.1)	21 (21.2)	22 (22.2)	25 (25.3)	19 (19.2)	12 (12.1)
MEAN ± S. D		8.4 ± 3.1					12.6 ± 3.9				
P value		0.000									

Table 6: (N, P) satisfaction toward promotions (N= 315).

Table 8 illustrated that, there are significant differences between the Governmental and Private Hospitals among nurses' total satisfaction (p-value = 0.00).

The total mean scores of the Private Hospital among nurse's satisfaction was higher compared to the total mean scores of the Governmental Hospital among nurse's satisfaction.

**Discussions**

Health Work in Yemen is divided into two public and Private sectors. Private sector Hospitals are profitable, While the public

sector Hospitals are not profitable. So the improvement in public sector Hospitals of working environment is poor. This study was carried out to assess the satisfaction of the nurses with the various aspects of job satisfaction in Governmental and Private Hospitals in Mukalla city and compare between them. However, this is the first study that was being done in mukalla about this point. In this study t found that majority of nurses mostly falling in the age group of less than 30 to more than 50 years, having work experience of 1 – 5 years. Majority nurses were male having diploma qualification in nursing.

NO	Items	Governmental N = (216)					Private N = (99)				
		Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	strongly disagree (%)
12	Coordination between different departments	9 (4.2)	43 (19.9)	60 (27.8)	66 (30.6)	38 (17.6)	32 (32.3)	39 (39.4)	15 (15.2)	7 (7.1)	6 (6.1)
13	Working hours are appropriate	13 (6)	77 (35.6)	36 (16.7)	53 (24.5)	37 (17.1)	37 (37.4)	31 (31.3)	18 (18.2)	4 (4)	9 (9.1)
15	Adequate staff at work	5 (2.3)	40 (18.5)	42 (19.4)	64 (29.6)	65 (30.1)	17 (17.2)	38 (38.4)	21 (21.2)	15 (15.2)	8 (8.1)
16	Use of technology	4 (1.9)	26 (12)	44 (20.4)	56 (25.9)	86 (39.8)	17 (17.2)	42 (42.4)	20 (20.2)	13 (13.1)	7 (7.1)
18	Hospital compliance with health and safety requirements	9 (4.2)	39 (18.1)	40 (18.5)	64 (29.6)	64 (29.6)	32 (32.3)	34 (34.3)	13 (13.1)	13 (13.1)	7 (7.1)
19	Quality and ventilation are available in the working environment	9 (4.2)	62 (28.7)	44 (20.4)	54 (25)	47 (21.8)	40 (40.4)	34 (34.3)	7 (7.1)	14 (14.1)	4 (4)
20	Office supplies are available	9 (4.2)	56 (25.9)	42 (19.4)	52 (24.1)	57 (26.4)	19 (19.2)	37 (37.4)	23 (23.2)	13 (13.1)	7 (7.1)
MEAN ± S. D		17.5±5.2					25.7±5.7				
P value		0.000									

Table 7: (N, P) satisfaction toward environmental circumstances (N=

\*Student t test p<0.05 is considered statistically significant

Hospital Type	Nurses No	Mean scores	T test value	P value*
Governmental	216	55.7	1.73	0.000
Private	99	79.8		

Table 8: Differences (Comparison) between Governmental and Private Hospitals on Nurses total Satisfaction.

In our study we found that mean satisfaction was significantly higher among nurses regarding relationship between supervisors and workers in Private Hospitals compared to nurses in Government Hospital, this findings disagree with the study from Sudia Arabia reported that the majority of nurses perceived dissatisfaction with the work life/home life factors including family needs, working hours and energy left after work [7].

In this study found that, the nurses satisfaction was significantly higher among nurses regarding job security in the Private than the Governmental Hospitals, this means that

the work nature and environment in private hospitals is good enough for nurses., this findings in contrast with the study from

Sudia Arabia reported that, more than half of the respondents does not provide a secure working environment [8].

In this study found that, the nurse’s satisfaction was significantly higher among nurses regarding salary satisfaction in the Private than the Governmental Hospitals, this findings disagree with the study from Australia reported that Inadequate salaries as a source of dissatisfaction [9].

In this study found that, the nurses satisfaction was significantly higher among nurses regarding promotion in the Private than the Governmental Hospitals, however, officials in these hospitals should give more consideration to nurses’ satisfaction due to its tremendous consequences. Public hospitals must work to improve nurses’ commitment and loyalty.

In this study found that, the nurses satisfaction was significantly higher among nurses regarding environmental circumstances in the Private than the Government hospitals this findings agree with the study from Saudi Arabia reported that most nurses slightly agree that they are committed to their employing hospitals, this means that their degree of loyalty to their hospitals is not strong

enough, which gives sufficient belief to say that if they find a good offer elsewhere they will leave their hospitals. Public hospitals must work to improve nurses' commitment and loyalty [10].

## Conclusion

The result of our study reveals that nurses at the private hospitals more satisfied with all aspects of Job satisfaction than those at the governmental hospitals. It is clear that private hospitals are facilitating the work and developing themselves in order to provide maximum job facilities to their worker. The governmental hospitals is performing good but still it need to focus on certain areas which increases level of job satisfaction of nurses and maintaining good relationship with all health workers at all levels.

## Recommendations

The need to develop a comprehensive study (including a large sample and more private and government hospitals) in order to gain a clear understanding of the quality of service in public and private hospitals. This will provide a more accurate response to their perceptions of the services provided to them.

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