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## **Determinants of Job Satisfaction among Nurses: Evidence from South Asian Perspective**

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### **Abstract**

The current study explores the impact of job clarity, compensation, supervisor support and employee empowerment on job satisfaction in the nursing staff. A cross section research was performed using a questionnaire, which was distributed among 247 nursing staff of the public hospital. The results demonstrated a positive relationship between compensation and employee empowerment on Job satisfaction, which is significant in retaining of the human capital in public hospital nurses. Whereas, job clarity and supervisor support has an insignificant impact on job satisfaction.

**Keywords:** Job Satisfaction, Supervisor Support, Job Clarity, Nursing

## Introduction

For quite a long while organizational specialist is concentrating on various business related practices. Job satisfaction always remains one of the practices which are better for singular employment and association. Employment satisfaction is fundamental issue for the private or public sector associations in developing countries. Job Satisfaction persuades a worker to build their efficiency, organizational responsibility, decreased non-appearance, turnover intentions and increment their level of enthusiasm for the work and in this regard supervisor support plays an important role in inducing job satisfaction and decreasing negative behaviors (Brohi *et al.*, 2017, 2018; Ahmed *et al.*, 2018; Qureshi *et al.*, 2018). In the event that workers of an association are satisfy from his/her work then he/she will expand the individual profitable and in addition organization. It built up the nation's economy. The remarkable resource of a nation is nursing. In the current investigation, we will examine the factor which will upgrade level of job satisfaction in the nursing staff. When nursing staff are dedicated then his/her patient will indicate great recuperation in term of wellbeing, which will expand the fulfillment to them. A large portion of researcher think about job satisfaction it distinctive measurements. Job satisfaction is the impact of two fundamental factors which are statistic factors (age, race, sex, instructive level) and second factors is working condition. Age and race are impact work fulfillment (Ting, 1997; Qureshi, 2015; Ahmed *et al.* 2017; Shahid *et al.* 2016). Working condition like assignment character, independence, expertise assortment, errand essentially, and criticism is the essential indicator of occupation fulfillment (Reiner and Zaho, 1999). Job satisfaction results in motivational procedure.

Job satisfaction directly effects on sentiments of in an individual in either positive or negative way. State of the mind of a representative will also be affected by the satisfaction to his/her work. It is the general disposition towards the job (Bent. *et al.*, 1999). It is among the key indicator of the execution of organizations in Europe. Along these lines, the creator Friday and Friday (2003) and Crossman and Zaki (2003) explained that job satisfaction of a representative is among the goals of an association. It indicates "organizational citizenship behavior". In a few investigations in various teach demonstrates that HR hones are the essential measurement of job satisfaction (Mottaz, 1985) and some demonstrate that job satisfaction is the mediating factors (Singhal and Srivastava, 1982). The main objective of this research is to find out the determinants of job satisfaction among nurses in an Asian perspective. In the current study, we collect the data from the nurses working in public hospitals in Pakistan, India and Sri-lanka. This study will help the hospital management authority to make a policy for enhancing the job satisfaction among nurses in public hospital.

Remaining part of the paper consist of the following section. Section-2 explains the literature review. Section-3 describe the methodology while section-4 clarify the data analysis and in final section, we conclude the results and provide some policy implications.

## Literature Review

Job satisfaction is an inspiring factor for a worker to retain his/her position in an organization for a longer period of time. This characteristic has been analyzed by various analysts in various ways. Job satisfaction indicates an employee's enthusiasm towards his/her work (Agho *et al.*, 1993). Job satisfaction is reflected by an employee's passionate behavior, subjective and evaluative reaction to his/her job Greenberg and Baron (1997). Another definition of job satisfaction is

presented that when need's and the result coordinate well Locke (1976). Various researches has been performed in past to demonstrates the key elements to identify the job satisfaction and disappointment toward their job condition by the workers. These investigations analyze the relationship of job clearness and job satisfaction and furthermore discover their impact. Staff conduct amid a work and learning of staff likewise identifies with the satisfaction. The level of job satisfaction in female showing personnel as compare to male wokers. Job satisfaction focuses on the factors which identifies with the satisfaction or dissatisfaction of an association and analyze the impact of job clearness on job satisfaction. The conduct of the staff amid a work is related with director satisfaction (Qureshi & Hamid, 2017a; Schmidt, 2007).

Ahmed contended that the connection between job satisfactions is expanding with the expansion of involvement in a similar association. With a specific end goal to above outcomes, the instructor wouldn't like to proceed with calling. Job satisfaction can be estimated in each age yet not in 40 to 50 on the grounds that in this age the worker needs advancement (Tremablay. et al., 2000; Qureshi & Hamid, 2017b). Job satisfaction is characterized as that "individual conduct that is optional, not straightforwardly or expressly perceived by the formal reward framework and that in the total advances the viable working of the association" (Organ, 1988). It is identified with pressure. Job satisfaction in an association will be expanded by various factors, for example, compensation hones, associations with partners and chief, best quality condition and so on. Generally, the employees will leave the job when there is a decent offer for him in high organization. Job satisfaction and turnover directly affect each other. Job satisfaction is the general satisfaction of the job which gives vitality and capacity to proceed with his/her job. Job satisfaction lessens pressure. Job satisfaction brings development, unwinding in the worker to do his work with more intrigue. It diminishes the pressure which caused a hole between desires of the neglected needs and people. In light of the above writing following speculation is inferred:

*H1: Job Clarity has an insignificant impact with nurses` Job satisfaction*

*H2: Compensation has an insignificant impact with nurses` Job satisfaction*

*H3: Supervisor Support has an insignificant impact with nurses` Job satisfaction*

*H4: Employee Empowerment has an insignificant impact with nurses` Job satisfaction*

*H5: Job Stress has an insignificant impact with nurses` Job satisfaction*

## **Methodology**

The study utilized a sample of 247 questionnaire data gathered from the different nurses of Pakistan, India and Sri-lanka. The data was gathered in a time period of 1-year period (January 2017 to December 2017) through online survey transcribed in English. 147 questionnaires is collected from Pakistan, 70 questionnaire is collected from India and remain 25 were collected from Sri-lanka. Although this study is explained the global South Asian perspective but the majority of the data is collected from Pakistan therefore, it can be concluded that this study is more towards the Pakistan perspective. During the data screening process, the study removed missing values of eleven items. There were also a total of twenty-one uni-variate outliers recognized and eliminated from the dataset. Mahalanobis distance critical Chi-square function at  $p < 0.001$  is used for Multivariate outliers. Thirteen multivariate outliers were resulted from the outcomes of Mahalanobis distance (D2) process. Therefore, excluding a total of 45 invalid responses, 202 valid responses are resulted in the final count of the data set. The current study deployed convenience sampling technique. The target population was selected on the bases of

convenience (Kothari, 2004). This is due to the fact that, the researcher tried to acquire the data regarding the number of nurses working in several hospitals of the selected countries. The current study covered all the public hospitals, located in metropolitan cities of considered countries. Present study has no biasness in attaining any conclusion. The research followed the directions of Dillman (1978) in fulfilling ethical measures. The credentials of the respondents are taken care with attention and are not biased in any way. In order to enhance the content validity, respondents were clarified about the concept of job satisfaction with a brief view of offering included in satisfaction. Finally, the study is not financed from any public or private organization.

## Data Analysis & Discussion

### Descriptive Analysis

The data analysis was examined through SPSS 21 and AMOS 21 package with data size of N=202. Shown in table 1 is the structure of the data used in current research.

**Table 1: Composition of the Data**

<b>Age</b>			
		Frequency	Percent
Valid	20-30 years	85	42.08
	31-40 years	78	38.61
	41-50 years	38	18.81
	51 and above	1	.50
	Total	202	100.00
<b>Working Experience</b>			
		Frequency	Percent
Valid	1-5 years	43	21.29
	6-10 years	49	24.26
	15-11 years	56	27.72
	More than 15 years	54	26.73
	Total	202	100.00
<b>Gender</b>			
		Frequency	Percent
Valid	Male	38	18.81
	Female	87	43.07
	Total	202	100.00

Table 2 shows the means, standard deviations, and correlation between the five variables of the current research. Data analysis was started before inspection for the issue of multi-collinearity. In order to cope up the issue of multi-collinearity among independent, Hair, Black, Babin and Anderson (2010) explained that the problem of multi-collinearity occurs in the study if Pearson's R-value is more than 0.90. The maximum Pearson's correlation value is between

process aspect and personnel aspect i.e. 0.80 which still is less than 0.9, proposing no problem of multi-collinearity exist among the constructs (Lin & Lee, 2004; Hair et al., 2010).

**Table 2: Pearson Correlations**

Correlations					
	Job Clarity	Compensation	Supervisor Support	Employee Empowerment	Job Satisfaction
Job Clarity	1				
Compensation	.226	1			
Supervisor Support	.187	.805	1		
Employee Empowerment	.209	.818	.792	1	
Job Satisfaction	.142	.746	.780	.711	1

Table 3 showed the outcomes of our structural model. The table poised of the outcomes of regression paths, standardized regression weights, standard errors, critical ratios, probability values and remarks of the hypothesis. The outcomes proposed the positive significant impact of compensation (CO) (B= 1.366;  $p < 0.000$ ) and employee empowerment (EE) (B= 0.394;  $p < 0.000$ ) in explaining job satisfaction (JS), whereas the in-significant impact of job clarity (JC) (B= 0.040;  $p > 0.697$ ) and supervisor support (SS) (B= -0.028;  $p < 0.709$ ) in describing job satisfaction thus confirming hypotheses H2 and H4. The model explains 32.32% of the variation in job satisfaction (JS).

**Table 3: SEM Hypothesis Testing**

Hypothesis	Hypothesized Path	Path Coefficient	S.E	C.R	P-Value	Remarks
H1	JS ← JC	0.040	0.121	0.330	0.697	Not-Supported
H2	JS ← CO	1.366	0.368	3.712	***	Supported
H3	JS ← SS	-0.028	0.075	-0.373	0.709	Not-Supported
H4	JS ← EE	0.394	0.16	2.465	***	Supported
<b>R-Square</b>				<b>0.323</b>		

Source: Author's Estimation

## Conclusion

This study based on data collected from three countries of Asia continent considered to be the developing countries in the region, investigated the relationship between job clarity, compensation, supervisor support, employee empowerment and job satisfaction of the representative in the nursing area of the Pakistan, India and Sri-lanka. The study shown a significant and positive relationship between compensation and employee empowerment on Job satisfaction, which is crucial and a strong predictor of intention to stay in the organization and healthcare sector is not an exception in regard to nature of organizational outcomes. However, the results shown that the relationship between job clarity and supervisor support is not

significant, the results are showing the unorthodox relationship here. The execution of this investigation is essential to give the tranquil condition and bundles for the nursing staff. The findings of this study are in-line with the findings of the Al-Swidi et al (2012) and Mumtaz et al (2013). Cross sectional research design has been used in this study to disregard the dynamic nature among the variable in the examination.

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