

LEVEL OF JOB SATISFACTION AND INTENT TO LEAVE AMONG MALAYSIAN NURSES

Muhammad Masroor Alam, Jamilha Fakir Mohammad

Abstract

This study investigates the level of job satisfaction and intent to leave among Malaysian nurses. The objectives of the study were to examine the level of perceived job satisfaction and intention to leave. Based on the literature reviews an instrument of six facets of job satisfaction and intention to leave was developed to find the level of perceived job satisfaction and intention to leave. For this purpose, data from 153 nurses in one of the public sector hospitals in Perlis, were used. Findings of this study suggested that the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management policies and therefore exhibits a perceived lower level of their intention to leave the hospital and the job. Based on the findings recommendations and suggestions for health managers and health policy makers are presented.

Background

Nursing staffs in most medical institutions or private organizations in all corners of the world are probably the most undervalued staff members despite the fact that these are the people who take care of our loved ones around the clock when they are hospitalized. Many of the nurses even take on the responsibilities of the medical supervisors or the doctors in command, and this makes them a very important part of the medical system (International Council for Nurses, 2007; Koonar, 2008). Koonar (2008) further says that in the medical profession, nursing staffs are the one who have variety of jobs to perform and need to juggle with many jobs at many places in the hospital or in medical centers and still are under paid and undervalued. The situation is no different in Malaysia. According to the Malaysian Association of Nurses, until 2009, there were no initiatives taken by the Government of Malaysia to increase the incentive of nurses in Malaysia. However, in 2008 the Malaysian Prime Minister, Badawi gave attention to the nursing profession in Malaysia when the government realizes the importance of the nursing profession to the country and therefore increase the incentives budget for nurses in Malaysia.

In any industrial setting, employee's work plays an important role for organizational achievements. Therefore, it is highly important for management to recognize employees' work and provide them with an opportunity to grow and to look after their well-being. It is true that work has predominantly occupied most of employees' time than any other single activities, and it also provides an economic well-being. Therefore, job satisfaction is one of the most important areas of research for many researchers, and as such it is one of the most frequently studies work attitude.

According to Wilson and Rosenfeld (1990), one major reason for conducting research on job satisfaction is that positive or negative attitudes effects towards work form largely many behaviors in the organizations(as cited in Koustelos, 2001).

Malaysia, with a nursing workforce of close to 39,000 and an average of 1.69 nurses, per 1,000 populations in the year 2000, has been placed in the low- density cluster in the world (Soilek, 2006). This indicates that Malaysia has the lowest nurse density in the region or cluster and is believed to be suffering from excessive nurse migration, low job satisfaction, poor retention and high turnover (Casey, Fink, Krugman, & Propst, 2004; Soilek, 2006). The shortage of nurses has always been the major symptom of high turnover in the health care industry (Global Health Workforce Alliance, 2008). Yet, little is known on why Malaysian nurses leave. Therefore this research examines the perceived level of job satisfaction and intent to leave among Malaysian nurses in one of the selected public sector hospital as it relates to job satisfaction. This paper is therefore, presented in the following three sections. Section one discusses the literature review. Section two describes the research approach used in the study and section three presents the findings and the discussion.

Literature Review

According to researchers such as Ajzen and Fishbein (1980) and Igarria and Greenhaus (1992), intentions are, the most immediate determinants of actual behavior. They are also of practical value from a research perspective, as once people have actually implemented the behavior to quit, there is little likelihood of gaining access to them to understand their prior situation. The validity of studying intentions in the workplace can also be drawn from Sagar's

(1994) longitudinal study of salespeople, in which intention to quit was found to differentiate effectively between leavers and non-leavers. However, while it is reasonable to argue that intentions are an accurate indicator of subsequent behavior, little is known what determines such intentions (Firth, Mellor, Moore & Loquet, 2004).

Numerous researchers have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit (Kalliath & Beck, 2001; Kramer, McGraw & Schuler, 1997). While actual quitting behavior is the primary focus of interest to employers and researchers, intention to quit is argued to be a strong substitute indicator for such behavior. In his study, Moore (2002) found that lack of job satisfaction are among the factors that contribute to people's intention to quit their jobs; however, it is important both from the hospital's manager's and the individual's perspective to understand which factors of job satisfaction are related to intention to quit in nursing profession.

Job satisfaction is defined as an attitude that individuals have about their jobs. It is an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job (Bhuiyan & Menguc, 2002; Hunt et al., 1985). Job -satisfaction has been an interesting construct for researchers in understanding employee behaviors and attitudes. It is an important work-related attitude in work force research for several reasons (Boles et al., 2003). First, satisfaction with the job is directly related to organizational commitment (Brown & Peterson, 1993). Second, job satisfaction is either directly (Netemeyer et al., 1990) or indirectly (Brown & Peterson, 1994) related to an employee's turnover intentions. Turnover intentions are perhaps the best indicator of

future turnover (Futrell & Parasuraman, 1984). Thus job satisfaction can influence a variety of important attitudes, intentions and behaviors in a nursing work force. To accurately measure "job satisfaction", a number of characteristics of the job may need to be evaluated if one hopes to obtain a broad measure of employee beliefs and attitudes about the job (Churchill et al., 1974). These characteristics or facets may not be of equal importance to every individual. For example, a nurse may indicate that she is very satisfied with her supervisor, salary and company policies, but is dissatisfied with other aspects of work, such as the actual work itself. Organizational research indicates that employees develop attitudes toward such job facets as work variety, pay, promotion, co-workers, company policies, and supervisors (Johnson & Johnson, 2000; Taber & Alliger, 1995).

One of the most comprehensive and widely used measures for job satisfaction is presented by Wood, Chonko, and Hunt (1986) and Purani & Sahadev (2007). In this study job satisfaction is characterized as a multidimensional and it has six major facets namely i) satisfaction with supervisor, ii) satisfaction with variety, iii) satisfaction with closure, iv) satisfaction with compensation, v) satisfaction with co-workers, and vi) satisfaction with management and HR policies.

Satisfaction with Supervisor

According to Wood et al. (1986), this facet of the job satisfaction determines the level of job satisfaction on the basis of employees' perception on how much are they satisfied with the information or guidelines provided to them by their supervisors to carry out their job.

Satisfaction with Variety

Satisfaction with variety is another dimension of job satisfaction, whereby employees perceive the level of satisfaction

by having variety of tasks such as challenging but not routine. This also helps them to perceive that there are a lot of opportunities available for them to grow in the organization. Furthermore this dimension also measures the employee perception of job satisfaction through the level of perceived freedom in job.

Satisfaction with Closure

Satisfaction with closure is the dimension of perceives job satisfaction, which determines how an employee perceives his/her job as a source of opportunity that provides him/her enough opportunity to complete the work from start to finish.

Satisfaction with Compensation

Compensation is one of the most extrinsic indicators of job satisfaction. This dimension determines the level of job satisfaction of employees by knowing how much they are satisfied with the pay or compensation or any other security their jobs have provided to them. Churchill et al. (1974) consider compensation as one among the dimensions of job satisfaction among sales people. Satisfaction with the compensation plan would therefore inevitably influence a sales person's inclination to leave. However, the extent to which a nurse who is satisfied with the compensation package will stay back would also depend on his/her overall assessment of various factors like the compensation package in other organization in relation to the work load and the possibility of getting better compensation packages.

Satisfaction with Co-workers

Satisfaction with co-workers is the dimension of perceived job satisfaction, which determines how an employee perceives his/her job accomplishment by the support or the presence of his/her co-worker's attitude and behavior such as selfishness, friendly or supportive (Purani & Sahadev, 2007).

Satisfaction with Management and HR Policies

A major dimension of job satisfaction that emerged from Purani and Sahadev's research (2007) provided a factor of job satisfaction, which relate to the overall satisfaction with the human resources policies and strategies of the organization. This is often verbalized in terms of such statements like "This company always acts for the well being of its personnel" or the "I am satisfied with the overall working conditions". This is a reflection of the trust in the organization's inclination in favor of its employees. Purani and Sahadev (2007) argued that while issues like supervisory behavior and compensation form part of the micro issues regarding a sales person's engagement with the organization, the overall policies and strategies regarding the personnel is associated with a macro perspective with regard to the person's evaluation of the organization. For instance, even if a particular supervisor is fair and empathetic, if the overall policies of the organization with regard to personnel are not up to the satisfaction level of the nurse, he/she may be inclined to quit.

Job Satisfaction And Intent To Leave

Shortages can be a symptom of low job satisfaction, poor management and lack of organizational support (Zurn et al., 2005). Shortages are resulting in heavy workload, which is a precursor to job stress, and burnout, which have also been linked to low job satisfaction. Nurses' job satisfaction is an elusive concept, which is defined within its extrinsic and intrinsic values (Cowin, 2002).

Extrinsic values encompass the tangible aspects of the job including wages, benefits and bonuses, whereas intrinsic values include status, recognition, personal and

professional development opportunities, and other similar factors (Cowin, 2002). Reasons for nurse dissatisfaction have been well documented in the nursing literature. Such reasons include lack of involvement in decision-making, poor relationship with management, low salaries and poor benefits, lack of job security, poor recognition and lack of flexibility in scheduling (Albaugh, 2003). Nurse dissatisfaction has been also linked to emotional exhaustion and burnout, which can affect patient outcomes (Aiken et al., 1997).

Job dissatisfaction is a primary predictor of nurses' intent to leave (quit their current job) (Shields & Ward, 2001; Tzeng, 2002). A study conducted in the United States presented evidence showing that dissatisfied nurses were 65% more likely to have intent to leave compared to their satisfied counterparts (Shields & Ward, 2001). Other predictors of intent to leave vary from low salaries and fringe benefits, inflexible work schedule (Coomber & Barriball, 2007; Hayes et al, 2006), career advancement prospects (Tzeng, 2002, Rambur et al., 2003), in addition to poor management and job stress (Rambur et al., 2003). Nurses' intent to leave linked to situational factors such as family obligations, early retirement (Rambur et al., 2003), and length of service (Larrabee et al., 2003), low levels of motivation, emotional exhaustion and burnout, and to the poor social image of the nursing profession (Tzeng, 2002). It is worth noting that job satisfaction has also been found to be a better predictor of intent to leave as compared to the availability of other employment opportunities (Shields & Ward, 2001; Purani & Sahadev 2007).

El-Jardali et al. (2007) also found a negative correlation between job satisfaction and intention to leave in Lebanese nurses. Their study's main objective was to examine the impact of job satisfaction as

a predictor variable on intention to leave used as dependent variable in the study. The finding of the study reveals that the main cause of the dissatisfaction and hence intention to leave was negatively associated with hospital's compensation and incentives (extrinsic rewards).

Purani and Sahadev (2007) used a job satisfaction multi-faceted construct as predictor variable and examine its impact on intention to leave among the sales personnel in India. Assuming one of the role as "interaction and communication" with clients and patient of both profession is common, their study also used experience as moderating variable to examine how working experience could effect the job satisfaction and intention to leave relationship. Purani and Sahadev (2007) found that employees with long stay at workplace had higher level of job satisfaction and would not incline to quit. This finding also suggested that job satisfaction and intention to leave relationship framework must also have other demographic variables consideration into the model of job satisfaction and intention to leave.

Pearson and Chong (1997) also examined the impact of job content and job information on organization commitment and job satisfaction among Malaysian nurses in large public sector hospital. They found that job information is stronger predictor to nurses job satisfaction and therefore argued that intrinsic factors such as job information and organization commitment also influence nurses job satisfaction. Despite Pearson and Chong's (1997) insight, they stopped short at job satisfaction and did not examine the consequence of job (dis) satisfaction such as intention to leave. However, they did recommend that satisfaction with information cues available to nurses are crucial to determine nurses' job satisfaction which may lead to intent to leave or higher

job burnout, if not available.

Tzeng (2002) examined the impact of working motivational factors as well as job satisfaction factors as independent variables on nurse's intention to leave in cross-sectional study in Taiwan. He found that low levels of motivation, emotional exhaustion and burnout, and to the poor social image of the nursing profession influenced nurse's intention to leave in Taiwan's hospitals. This study therefore, suggested that job satisfaction is a multi-faceted construct and should have both intrinsic as well as extrinsic factors to measure job satisfaction (Tzeng, 2002).

Next, a discussion on how the research was actually carried out is presented.

Research Design And Sampling

To achieve the research objective, a cross-sectional survey of nurses in one of the public hospital in Perlis was carried out. The population of this study comprises registered nurses and those holding a valid Malaysian Nursing Board license to practice nursing in public hospitals. In Perlis, there are 459 staffs or registered nurses currently practicing nursing, and around 404 beds in the Perlis hospital.

Nursing officers and head nurses at the sampled hospital in Perlis were requested to distribute the questionnaires to nurses fitting the afore-mentioned eligibility criteria. A total of 200 questionnaires were distributed, and a total of 173 were returned resulting in an overall 86.5% response rate. However only 153 (76.5%) were found completed, and considered for data analysis.

Instrumentation

This study involves two important variables. The job satisfaction while and intention to leave. Each of how the variable

was measured in this study is discussed as follows.

Job Satisfaction

Job satisfaction is defined as the worker's appraisal of the degree to which the work environment fulfills the individual's need (Locke, 1976). To measure job satisfaction, the original instrument developed by Wood et al. (1986) and Purani and Sahadev (2007) was used. Six facets of job satisfaction were asked. They are satisfaction with supervisor (4 items), satisfaction with variety (5 items), satisfaction with closure (2 items), satisfaction with compensation (5 items), satisfaction with co-workers (4 items) and satisfaction with the management and HR policies (4 items). The measures of the job satisfaction are the original work of Wood et al. (1986) and also adopted from the work of Purani & Sahadev (2007). These items were rated on a five-point Likert type scales ranging from '1' "strongly disagree" to '5' "strongly disagree." The items of respective factors of job satisfaction are computed as average summated score for the data analysis purpose.

Intention to Leave

Intention to leave is defined as an employee's plan of intention to quit the present job and look forward to find another job in the near future (Purani & Sahadev, 2007; Weisberg, 1994). To measure the intention to leave of nurses a three item construct adopted by the work of Jenkins (1993) and Kransz et al. (1995) is used. These items were rated on a five-point Likert type scales ranging from '1' "strongly disagree" to '5' "strongly disagree." Respondents were to indicate their level of agreement or disagreement on items such as, "In the last few months, I have seriously thought

about looking for a new job,” “Presently, I am actively searching for other job” and “I intend to leave the organization in the near future.” The items of respective factors of intention to leave are computed as average summated score for the data analysis purpose.

Demographic Information

In addition to the above questions, respondents were also asked to provide their personal information such as age, gender, education profile, ethnicity, marital status, and income and length of working experience. These items were generally measured on a categorical scale.

Reliability Testing

To measure the reliability of the instruments used, Cronbach's alpha is employed. According to Sekaran (2005), if the Cronbach's alpha is less than .6, this means that the instrument used has a low reliability (and thus opens for some errors). If the alpha value is within .7, the instrument has acceptable

Background Of Respondents

Table I presents the respondents' background. The overall profile of the participating respondents' demographic characteristics is presented in Table 5.1. Out of 153 respondents, 143 (93.5%) were female and only 10 (6.5%) were male nurses. This finding indicates that female nurses mainly dominate the nursing profession. The distribution of ages of the participating nurses ranged between 22 to 45 years. The average age of the respondent nurses was 27.5 years. The mean age distribution indicates that in the hospital nurses are young, which further suggests that young

girls are keen to join the nursing workforce in Malaysia.

As far as the academic qualification of the participating nurses is concerned, all of them hold a diploma level qualification. Diploma in nursing is the minimum qualification to join the nursing workforce in Malaysia; therefore it further suggests that the participating nurses fulfilled the minimum requirement to become the registered nurses as per Malaysian Nursing Board regulations to practice nursing.

The majority of the participating nurses are Malay (90.8%). The rest of the respondents are Indian (3.3%), Chinese (2.6%) and the rest belong to other ethnic origin (3.3%). The findings of the ethnic origin of nurses indicates that in the Perlis hospital, the majority of nurses are Malays and this confirms the fact that most nursing jobs in public hospitals are filled by Malays and less number of other races are getting into nursing profession in government hospitals.

The majority of the respondents (66%) were married, while the rest are reported as single.

Out of 153 respondents, 73 (47.7%) of them have been working in the hospital between 2 and 5 years, while 34.6% between 6 and 10 years, and 13.1% for less than a year. Only a small number of them have been working between 11 and 15 years (4.6%).

In general, the profile of the respondents of this study seems to mirror the general population of all staff nurses at Hospital Perlis Malaysia. Hence, there is no reason to suspect that the findings of the present study are not generalizable to the overall population.

Table I Respondents' Background (n = 153)

	Frequency	Percentage
Gender		
Male	10	6.5
Female	143	93.5
Marital status		
Married	101	66.0
Single	52	34.0
Ethnic Origin		
Malay	139	90.8
Chinese	4	2.6
Indian	5	3.3
Others	5	3.3
Working experience (in years)		
0 -1	20	13.1
2 - 5	73	47.7
6 - 10	53	34.6
11-15	4	2.6
More than 15	3	2.0
Level of education		
Diploma	153	100.0
Job Title		
Staff Nurses	153	100.0
Age	Mean = 27.05	SD = 3.696

Reliability Analysis

According to Sekaran (2005), if the Cronbach's alpha is less than .6, this means that the instrument used has a low reliability (and thus opens for some errors). If the alpha value is within .7, the instrument has acceptable.

The internal consistency reliability coefficients (Cronbach's alpha) for the scales used in this study are all well above the level of 0.7, acceptable for the analysis purpose (Sekaran, 2005)

Findings

Table II highlights descriptive statistics of the main variables of the present study, i.e. satisfaction with supervisor, satisfaction

with job variety, satisfaction with closure, satisfaction with compensation, satisfaction with co-workers, satisfaction with HR/Management policies and intention to leave.

As can be seen from the table II, the respondents generally perceived that they were satisfied with their supervisor at moderate level (mean = 3.248, SD = .701). With respect to job variety, in general they also indicated moderate level of satisfaction (mean = 3.276, SD = .658). With regard also to perceived level of closure, the respondents felt that the opportunity to finish their job in hospital (mean = 3.346, SD = .723). With respect to compensation, in general they also indicated moderate level of satisfaction with compensation (mean = 3.319, SD = .652). With regard also to perceived level of co-workers, the respondents felt a comparatively higher level of satisfaction with their co-workers in hospital (mean = 3.488, SD = .528) As well as with respect to hospital's management/HR polices, the respondents perceived a relatively lower level of satisfaction (mean = 3.186, SD = .772). Finally the respondent's (mean = 2.573, SD = 1.199) on a five- point scale for intention to leave indicates that most of the nurses are neither bent on leaving nor staying,

Table II Descriptive Statistics of Variables (n = 153)

Items1	Mean	Standard Deviation (SD)
Satisfaction with supervisor	3.248	.701
Satisfaction with job variety	3.276	.658
Satisfaction with closure	3.346	.723
Satisfaction with compensation	3.319	.652
Satisfaction with co-workers	3.488	.528
Satisfaction with HR/MGM policies	3.186	.772
Overall satisfaction	3.310	.672
Intention to leave	2.573	1.199

Note. 1 = strongly disagree, 2 = disagree, 3 = disagree nor agree, 4 = agree, 5 = strongly agree.

In the following section, each variable will be examined in greater details as to what means in relation to the mean value found earlier.

Table III Descriptive Results of satisfaction with supervisor (n=153)

Items ¹	Mean	SD
I am satisfied with the information I receive from my superior about my job performance	3.143	.854
There is enough opportunity in my job to find out how I am doing.	3.202	.663
I receive enough feedback from my supervisor on how well I am doing.	3.287	.817
I receive enough information from my supervisor about my job performance.	3.359	.900
Total Mean (Supervisor)	3.248	.809
Descriptive results of Satisfaction with Job Variety (n = 153)		
My job has enough opportunity for independent thought and action.	3.183	.643
There is enough variety in my job.	3.189	.646
I have enough freedom to what I want in my job	3.300	.804
I am satisfied with the freedom I have to do what I want on my job.	3.313	.854
I am satisfied with the variety of activities my job offers.	3.333	.827
I am satisfied with the opportunity my job provides me to interact with others.	3.339	.812
Total Mean (Job variety)	3.276	.764
Descriptive Results of Satisfaction with Closure (N = 153)		
My job has enough opportunity to complete the work I starting to end.	3.307	.755
I am satisfied with the opportunity my job gives me to complete tasks from beginning.	3.385	.796
Total Mean (Closure)	3.346	.775
Descriptive Results of Satisfaction with Compensation (N = 153)		
Overall I am satisfied with the company's compensation package.	3.294	.760
I am satisfied with the medical benefits.	3.307	.861
I am satisfied with the holiday (vacation) eligibilities.	3.313	.799

Table III Continued

Items ¹	Mean	SD
I received with the security my job provides me.	3.326	.785
I am satisfied with the retirement benefits.	3.355	.847
Total Mean (Compensation)	3.319	.675
Descriptive Results of Satisfaction with Co-Workers (N = 153)		
My fellow workers are pleasant.	3.241	.744
My fellow workers are not selfish.	3.248	.746
The people I work with help each other out when someone falls behind or gets in a tight spot.	3.725	.641
The people I work with are very friendly.	3.738	.686
Total Mean (Co-workers)	3.488	.712
Descriptive Results of Satisfaction with HR/Management Policies (n = 153)		
Hospital management has a clear path for nurse's advancement.	3.091	.996
Physical working conditions are supportive in attaining quality of care	3.143	.729
Management is extremely fair in personal policies.	3.202	.899
Decisions are made keeping in mind the good of the nurses.	3.326	.880
Total Mean	3.191	.876
Descriptive Results of Intention to Leave (n = 153)		
Presently, I am actively searching for other job.	2.300	1.176
In the last few months, I have seriously thought about looking for a new job.	2.594	1.295
I intend to leave the organization in the near future.	2.823	1.429
Total Mean	2.572	1.300

Note. 1 = strongly disagree, 2 = disagree, 3 = disagree nor agree, 4 = agree, 5 = strongly agree

Discussion

Referring to table III for the details of the level of each variables of job satisfaction, four items were used to measure nurse's perceived satisfaction with supervisor and that on average the respondents are satisfied with their supervisors in the hospital. Table III 5.4 highlights the descriptive statistics for

each item. Out of the four items, receiving enough information from supervisors shows the highest mean value of 3.59 (SD = .900), followed by getting feedback from the supervisors on how well the performance is being offered (mean = 3.287, SD = .817), enough opportunity for nurse's to find how they are doing their jobs (mean 3.202, SD = .663), and satisfied with the information about job performance (mean = 3.143, SD = .854). In general, the respondents appear to have moderate satisfaction with their supervisor with respect to the feedback they receive about their job performance.

As far as the satisfaction with job variety is concerned, six items were used to measure nurse's perceived satisfaction with job variety and that on average the respondents are satisfied with job variety in the hospital. Table III highlights the descriptive statistics for each item. Out of the six items, the opportunity to interact with people shows the highest level of satisfaction (mean = 3.333, SD = .812), followed by the satisfaction with job variety and the activities (mean = 3.333, SD = .827). Similarly freedom opportunities while doing jobs are also perceived at moderate level (mean = 3.300, SD = .804). Satisfied with the freedom nurse's have to do what they want on job (mean = 3.313, SD = .854), while enough freedom to do work (mean = 3.300, SD = .804), enough variety in job (mean = 3.189, SD = .646), however, nurse's perceived the lowest satisfaction with the availability of the independence thought and action (mean = 3.183, SD = .643). In general the overall mean on this dimension (mean = 3.276, SD = .764) also indicates that nurse's perceived level of satisfaction with job variety in the hospital is at just moderate level.

As indicated earlier, two items were used to measure nurse's perceived level of satisfaction with closure. And that on average the respondents perceived satisfaction with

closure (mean = 3.346, SD = .775). By looking to table III, descriptive statistics for each items of the measure. The statistics in table III indicates that satisfaction with the opportunity nurse's jobs give them to complete tasks from begin (mean = 3.39, SD = .796) and nurse's perceived level of satisfaction with enough opportunity to complete the work from start to end (mean = 3.307, SD = .775). This indicates that hospital has provided enough opportunities and procedures to support nurse's tasks to complete from start to end effectively.

Satisfaction with Compensation

As indicated earlier, five items were used to measure satisfaction with compensation. And that on average the respondents perceived level of satisfaction with compensation was reported on average (mean = 3.319, SD = .675). Table III highlights the descriptive statistics for each item. Out of the five items, the satisfaction with retirement benefits receives the highest mean value (mean = 3.355, SD = .847), followed by the satisfaction with the security (mean = 3.326, SD = .785). Similarly satisfaction with holidays and vacation are also perceived at moderate level (mean = 3.313, SD = .799). Satisfied with the medical facilities and benefits reported (mean = 3.307, SD = .861), while an overall satisfaction with the compensation package receives the lowest mean value (mean = 3.294, SD = .760). In general this statistics indicating that nurse's perceived level of satisfaction with compensation is also at moderate level.

Satisfaction with Co-workers

As indicated earlier, four items were used to measure satisfaction with Co-workers. And that on average the respondents

perceived level of satisfaction with co-workers was reported on average (mean = 3.488, SD = .712). Table III highlights the descriptive statistics for each item. Out of the four items, nurse's have felt that the co-workers are friendly at relatively higher level, and receive the highest mean value (mean = 3.738, SD = .686), followed by the satisfaction with the co-workers, who are perceived as helping (mean = 3.725, SD = .641). co-workers are not selfish also receive the mean value at moderate level (mean = 3.248, SD = .746). Satisfaction with the feeling of looking co-workers as pleasant receives the lowest mean value (mean = 3.241, SD = .744). In general this statistics indicates that nurse's perceived level of satisfaction with co-workers is relatively at higher level.

Satisfaction with HR/Management Polices

As indicated earlier, four items were used to measure satisfaction with HR/Management policies and that on average the respondents perceived level of satisfaction with HR/Management polices was reported on average (mean = 3.191, SD = .876). Table III 5.9 highlights the descriptive statistics for each item. Out of the four items, the satisfaction with decisions are made keeping in mid of the good for nurses reported the most highest level of satisfaction on this dimension (mean=3.326, SD=.880), followed by the satisfaction with management fairness in personnel policies for nurses (mean=3.202, SD=.899). Similarly satisfaction with working conditions suitable for attaining goals and quality care are also perceived at moderate level (mean = 3.143, SD = .729). While an overall satisfaction with the HR policies in terms of nurse's advancement receives the lowest mean value (mean = 3.019, SD

= .996). In general this statistics indicating that nurse's perceived level of satisfaction with HR polices is also at moderate level.

Intention to Leave

As indicated earlier, intention to leave is reflected in the way the respondents relate their behavior to job satisfaction. As indicated earlier, three items were used to measure the nurse's intention to leave. And that on average the respondents perceived level of intention to leave was reported on average (mean = 2.572, SD = 1.300). Table III highlights the descriptive statistics for each item. Out of the three items, the intention to leave the hospital in the near future receive the most highest mean value (mean =2.283, SD= 1.429), followed by the intention to leave the current job in the last few month (mean = 2.594, SD =1.295). While an overall serious effort for searching a new job receives the lowest mean value (mean = 2.300, SD = 1.176) In general this statistics indicating that most of the nurse's are neither bent on leaving nor staying in the hospital.

The objective of this study was to examine the level (score) of nurse's perceived job satisfaction and their intention to leave. It is found that the mean scores of all six facets of job satisfaction range between 3.18 - 3.48. This indicates that nurse's satisfaction with the six facets of job satisfaction is at moderate level on a five-point scale. The moderate level of perceived job satisfaction is an indication that the nurses under study are not fully satisfied with their job.

With regard to intention to leave, the mean value of 2.57 on a five- point scale indicates that the nurses are neither bent on leaving nor staying. In other words, there is a strong intention to neither stay with the hospital nor leave it. However these finding further suggests that it is highly likely that

some nurses in the hospital would intend to leave in the future, because of their perceived lower level of job satisfaction (Shields & Ward, 2001).

Research Implications

Based on the findings of the level of job satisfaction in five facets and the intention to leave, following are the implication of this research for the hospital administrator and policy makers for highly motivated nursing workforce.

Nursing HR Management Systems

Health care managers and policy makers should develop and institutionalize targeted nurse recruitment and retention strategies by taking into consideration the predictors of nurses' intent to leave the hospital. Rather than having a generic policy that applies to all nurses, the findings of this study suggest that retention policies should be sensitive to the needs and interest of nurses with high risk of leaving. For example in this study it found that compensation and closure are two highly demanding satisfaction factors which may cause Malaysian nurse's to leave the hospital and eventually force them to migrate to those hospitals where compensation and satisfaction with opportunity to complete the job is viable choice.

Leadership/Supervisor' Roles

The hospital leadership and supervisor's role is crucial for nurse's satisfaction. This study finding suggests that the level of supervisor's feedback and their leadership role is perceived at a very moderate level and thus needs improvement. The intention of leave is behavior and has always been influenced by the leader or supervisors' role. Therefore, a suggestion in this case is

given to hospital management to encourage supervisors and nurse's relationship for better and effective workplace, provide supervisors' training on motivational and leadership strategies and teamwork effectiveness.

Opportunities though Job Variety

The study findings indicate that the perceived level of higher job variety in terms of options such as job enlargement, job enrichment, should be considered. Job enlargement can be used (by hospital managers) to make work more interesting (for nurses) by increasing the number and variety of activities performed. Job enrichment can be used to make-work more interesting and increase pay by adding higher-level responsibilities to a job and providing monetary compensation (raise or stipend) to nurses for accepting this responsibility. These are just two examples of an infinite number of methods to increase motivation of nurses at the hospital. The key to motivating hospital' nurses is to know what motivates them and designing a motivation program based on those needs to minimize their intention to leave.

HR/Management Polices in Hospital for Lower Turn Over

Human Resource Management policies towards nursing and health care staff in the hospital must improve to minimize the nurse's intention to leave. The policies are crucial strategic short-term decisions, which help to achieve organizational long-term objectives such as low turn over. Fairness in performance appraisals, commitment to nurse's career development through trainings, development of flexible yet ethical nursing environment for effective and quality nursing services are among few

of the policies must develop in the hospital and should be aligned to overall objective of the hospital. The outcome of these policies will ensure highly motivated and satisfied nursing work force, would more likely to stay in the current job rather to intend to leave.

References

- Aiken, L. H, Sloane, D, M., & Lake, E. (1997). Satisfaction with Inpatient Acquired Immunodeficiency Syndrome Care: A National Comparison of Dedicated and Scattered-Bed Units. *Medical Care*, 35, 948-962
- Ajzen, I. & Fishbein, M. (1980). *Understanding Attitudes and Predicting Social Behaviour*. Englewood Cliffs, NJ: Prentice-Hall.
- Albaugh, J. (2003). Keeping nurses in nursing: the profession's challenge for today. *Urologic Nursing*, 23, 193-199.
- Bhuiyan, S. N., & Menguc, B. (2002). Evaluation of Job Characteristics, Organizational Commitment and Job Satisfaction in an Expatriate, Guest Worker, Sales Setting. *Journal of Personal Selling and Sales Management*, 22, 1-12.
- Boles, J.S., Wood, J.A., & Johnson, J. (2003). Interrelationships of role conflict, role ambiguity and work family conflict with different facets of job satisfaction and the moderating effects of gender. *Journal of Personal Selling & Sales Management*, 23, (2), 99-113.
- Brown, S.P., & Peterson, R.A. (1993). Antecedents and consequences of salesperson job satisfaction: meta-analysis and assessment of causal effects. *Journal of Marketing Research*, 30, (1), 63-77.
- Brown, S.P., & Peterson, R.A. (1994). The effect of effort on sales performance and job satisfaction. *Journal of Marketing*, 58 (2), 70-80.
- Casey, K., Fink, R., Krugman, M., & Propst, J. (2004). The graduate nurse experience. *Journal of Nursing Administration*, 34, 303-311
- Coomber, B., & Barriball, L. K. (2007). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: a review of the research literature. *International Journal of Nursing Studies*, 44, 297-314
- Cowin, L. (2002). *The Self-Concept of Nurses and its Relationship to Job Satisfaction and Retention*. Unpublished PhD thesis. The University of Western Sydney, Australia.
- El-Jardali, F., Jamal, D., Abdallah, A., & Kassak, K. (2007). Human Resources for health planning and management in the Eastern Mediterranean Region: facts, gaps and forward thinking for Research and Policy. *Human Resources for Health*, 5 (9).
- Firth, L., Mellor, J., Moore, A., & Loquet, C. (2004). How can managers reduce employee intention to quit?. *Journal of Managerial Psychology*, 19 (2), 170-187.
- Futrell, C.M., & Parasuraman, A. (1984). The relationship of satisfaction and performance to sales force turnover. *Journal of Marketing*, 48, 33-40

- Global Health Workforce Alliance (2008). Health Workers for All and All for Health Workers. The Kampala Declaration and Agenda for Global Action, Retrieved on April, 2009, from http://www.who.int/entity/workforcealliance/forum/1_agenda4GAction_final.pdf
- Hayes, L.J., O'Brien-Pallas, L., Duffield, C., Shamian, J., Buchan, J., Hughes, F., Spence, H.K., North, N., & Stone, P.W. (2006). Nurse turnover: A literature review. *International Journal of Nursing Studies*, 43, 237-263.
- Hunt, S.D., Chonko, L.B., & Wood, V.R. (1985). Organizational commitment and marketing. *Journal of Marketing*, 49 (1), 112-126.
- Igbaria, M., & Greenhaus, J.H. (1992). Determinants of MIS employees' turnover intentions: a structural equation model. *Communications of the ACM*, 35 (2), 35-49.
- International Council of Nurse (2007). Definition of Nursing. Retrieved on March 2009 from <http://www.icn.ch/definition.htm>.
- Jenkins, J.M. (1993). Self-monitoring and turnover: the impact of personality on intent to leave. *Journal of Organizational Behavior*, 14, 83-91.
- Johnson, G.J., & Johnson, W.R. (2000). Perceived over qualification, positive and negative affectivity, and satisfaction with work. *Journal of Social Behaviour and Personality*, 15 (2), 167-185.
- Kalliath, T., & Beck, A. (2001). Is the path to burnout and turnover paved by a lack of supervisory support? A structural equations test. *New Zealand Journal of Psychology*, 30(2), 72-78
- Koonar, K. (2008). Nursing Assistant-An Intergal Part of the System, <http://rnnurseschools.com/tag/assistant/>. Reterived on Feburary , 2009.
- Koustelos, A.D. (2001). Personal characteristics and job satisfaction of Greek teachers. *The International Journal of Education Management*, 15 (7), 354-358.
- Kransz, M., Koslowsky, M., Shalom, N., & Elyakim, N. (1995). Predictors of intentions to leave the ward, the hospital, and the nursing profession: a longitudinal study. *Journal of Organisational Behaviour*, 16 (3), 277-288.
- Kramer. R., McGraw, P., & Schuler, R.S. (1997). *Human Resource Management in Aus tralia*, South Melbourne, Australia: Addison Wesley Longman
- Larrabee, J.H., Janney, M.A., Ostrow, C.L., Withrow, M., Hobbs, G.R., & Burant. C. (2003). Predicting Registered Nurse Job Satisfaction and Intent to Leave. *Journal of Nursing Administration*, 33, 271-283.
- Locke, E.A. (1976). The nature and causes of job satisfaction, in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology* (1st ed). Chicago: I Rand McNally.
- Moore, J.E. (2002). One road to turnover: an examination of work exhaustion in technology professionals, *MIS Quarterly*, 24 (1), 141-168.
- Netemeyer, R.G., Johnston, M.W., & Burton, S. (1990). Analysis of role

- conflict and role ambiguity in a structural equations framework. *Journal of Applied Psychology*, 75 (2), 148-157.
- Pearson, L., & Chong, J. (1997). Contributions of job content and social information on organizational commitment and job satisfaction: An exploration in a Malaysian nursing context. *Journal of Occupational and Organizational Psychology*, 70, 357-374.
- Rambur, B., Val Palumbo, M., McIntosh, B., & Mongeon, J. (2003). A Statewide Analysis of RNs' Intention to Leave Their Position. *Nursing Outlook*, 51, 181-188
- Sagar, J.K. (1994). A structural model depicting salespeople's job stress. *Journal of the Academy of Marketing Science*, 22, 74-84.
- Sekaran, U. (2005). *Research Methods for Business: A Skill-building Approach* (4th ed.). New York: John Wiley & Sons.
- Shields, M.A., & Ward, M. (2001). Improving nurse retention in the National Health Service in England: the impact of job satisfaction on intention to quit. *Journal of Health Economics*, 20, 677-701.
- Soilek, C. (2006). Speech by Yb Datuk Seri Dr. Chua Soilek, Minister of Health Malaysia, at the United Nations world aids day. Reterived on April, 2009 from <http://72.14.235.132/search?q=cache:67pmZCRGDiiJ:www.moh.gov.my/MohPortal/>
- Taber, T.D., & Alliger, G.M. (1995). A task-level assessment of job satisfaction. *Journal of Organizational Behavior*, 16 (2), 101-21
- Tzeng, H.M. (2002). The influence of nurses' working motivation and job satisfaction on intention to quit: an empirical investigation in Taiwan. *International Journal of Nursing Studies*, 39, 867-878
- Wilson, C., & Rosenfeld, H. (1990), *Managing Organizations*. McGraw-Hill.
- Wood, V.R., Chonko, L. B., & Hunt, S. (1986). Social Responsibility and Personal Success: Are they Incompatible?. *Journal of Business Research*, 14, 193-212
- Zurn, P., Dal Poz, M.R., Stillwell, B., & Adams, O. (2004). Imbalance in the health workforce, *Human Resources for Health*, 2 (13).
- Zurn, P., Dolea, C., & Stillwell, B. (2005). Nurse retention and recruitment: developing a motivated workforce, In *The Global Nursing Review Initiative*. International Council of Nurses, 6.