



CODEN [USA]: IAJ PBB

ISSN : 2349-7750

INDO AMERICAN JOURNAL OF PHARMACEUTICAL SCIENCES

SJIF Impact Factor: 7.187

<https://doi.org/10.5281/zenodo.21283726>
Available online at: <http://www.iajps.com>

Research Article

ASSESS THE JOB SATISFACTION LEVEL AMONG NURSES AT ALLAMA IQBAL MEMORIAL TEACHING HOSPITAL, SIALKOT

¹Fouzia Ruth, ²Ayesha Fazal, ³Asima Ashiq

¹Senior Nursing Instructor, College Of Nursing, Khawaja Muhammad Safdar Medical College,
Sialkot

²Post RN 2nd year Student, College Of Nursing, Khawaja Muhammad Safdar Medical
College, Sialkot

³Post RN 2nd year Student, College Of Nursing, Khawaja Muhammad Safdar Medical
College, Sialkot

Abstract:

Background: Job satisfaction among nurses varies widely, with studies showing moderate-to-high satisfaction driven by coworker relationships and patient care, yet often tempered by low satisfaction with pay, high workloads, and burnout risks. Key factors influencing satisfaction include management support, work-life balance, and professional development.

Objective(s): This study aims to assess level of job satisfaction among registered nurses at a public/private sector hospital, Sialkot.

Methodology: A descriptive, cross-sectional study design selected for the study. Participants were recruited through convenience sampling technique. Structured questionnaire used to collect data from study respondents. MSQ questionnaire adopted to assess level of job satisfaction among study participants. Data were collected for the period of 8 weeks and analyzed through SPSS.

Results: Total 41 registered nurses enrolled in the study & regarding levels of job satisfaction among registered nurses, 22 (53.66%) respondents showed low level of satisfaction; 11 (26.83%) moderate level and 8 (19.51%) showed high level of job satisfaction. On the contrary, as per overall job satisfaction assessment of study respondents, 19 (46.34%) respondents were intrinsically satisfied while 22 (53.66%) respondents were extrinsically satisfied.

Conclusion(s): Findings indicated that majority of registered nurses having low level of job satisfaction and they were intrinsically dissatisfied, there were various factors contributed to intrinsic dissatisfaction included lack of career advancement, nature of employment, lack of involvement in making decisions so they feel low level of accomplishment at the workplace. As per relationship of socio-demographic characteristics with level of satisfaction, in fact, age, length of service found to direct relationship with overall job satisfaction of registered nurses emphasizing taking proactive actions to improve internal and external job outcomes to reduce employee turnover rate in the hospital.

Keywords: Job satisfaction; nurses; intrinsic; extrinsic; assessment

Corresponding author:

Fouzia Ruth,

Senior Nursing Instructor,

College Of Nursing, Khawaja Muhammad Safdar Medical College,
Sialkot

QR CODE



Please cite this article in press **Fouzia Ruth et al., Assess The Job Satisfaction Level Among Nurses At Allama Iqbal Memorial Teaching Hospital, Sialkot, Indo Am. J. P. Sci, 2026; 13(07).**

INTRODUCTION:

Job satisfaction is considered a global issue but it is also necessary to improve the quality of care provided and cultivate an appropriate work environment in healthcare organizations and a lack of job satisfaction among nurses can affect their practice which in turn can directly or indirectly affect patient satisfaction (Salahat & Al-Hamdan, 2022). A high level of job satisfaction can not only help medical personnel increase their self-confidence and professional identity eliminate rationing of care, actively improve relationships with co-workers, but also effectively reduce the psychological stress that work brings (D. Liu et al., 2022). The social prestige of the profession is also important, which, in addition to the desire to help others, may be a motive for choosing it (Gil et al., 2022).

Hence, the work environment of nurses was important to the quality of patient care and was receiving increasing attention in research (Maassen et al., 2021). The workload can also affect the quality of nursing care through the significant strain of emotional demands, shift work and staff shortages (Broetje et al., 2020). This is one of the major concerns of nursing managers (Maghsoud et al., 2022). Work environment is a well-known predictor of nurses' job satisfaction as an external factor while personal initiative may play a role as an intrapersonal (internal) trait (Kagan et al., 2021).

In addition, the paternalistic model of patient care that functioned in health care for many years, where the nurse was perceived as subordinate to the doctor further influenced the low social status of this professional group. Research showed that improving nurses' job satisfaction should be a key goal in the face of the challenges of achieving and maintaining quality standards, ensuring patient satisfaction and staff retention (Specchia et al., 2021).

Background:

In the healthcare sector, job satisfaction is of paramount importance due to its direct impact on patient care. Nurses, as frontline healthcare providers, play a crucial role in delivering quality healthcare services. Therefore, understanding and fostering job satisfaction among nurses are essential components of maintaining and improving the quality of healthcare services (Barili et al., 2022). The phenomenon of job satisfaction was explained by Frederick Herzberg in his Two-Factor Theory which indicates that there are two types of factors that influence job satisfaction. There are hygiene factors (extrinsic or maintenance factors), such as job security, salary, fringe benefits, and working conditions. As

well as there are motivators, such as the high qualification required by the job, recognition for better performance, responsibility, autonomy, meaning, involvement in decision making, and organizational commitment. Therefore, job satisfaction among nurses can be influenced by a variety of extrinsic and intrinsic factors (Herzberg et al., 1959).

A study was done in Nepal that showed the relationship between job satisfaction and related factors, it has been showing that only two factors salary and types of hospital have significant relationship with job satisfaction. ((Poudel, 2024). International organizations such as the World Health Organization (WHO), the International Council of Nurses (ICN) and the International Labor Organization (ILO) have identified inadequate working conditions that can affect nurses' health and job satisfaction including increased workload, lack of human resources, fixed-term contracts that decrease job security, lack of supplies to provide services and low salaries. These factors generate work overload, fatigue, physical and mental exhaustion and a high level of stress in this profession (Acea-López et al., 2021).

The World Health Organization has highlighted a concerning projection that by 2035, the deficit in nursing human resources will fall to approximately 09 million globally, with specific challenges in countries like Pakistan where there is an immediate need for about 60,000 nurses (Stemmer et al., 2022). Additionally, job satisfaction encompasses various facets of the workplace environment including relationships with supervisors, job titles, interaction with co-workers, compensation, and opportunities for career advancement. This broad spectrum of workplace factors plays a fundamental role in shaping nurses' overall job satisfaction and their intentions to remain in or leave their current positions (Salahat MF & Al-Hamdan ZM., 2022).

It is demonstrated that, irrespective of the country, health service, discipline, or professional status, an excessive workload is not the sole contributor to dissatisfaction among health professionals; factors related to organizational management and skills, combined with low social recognition of healthcare workers, also play a significant role. Numerous studies in the field of nursing point to the considerable psychological and emotional labor stress that nurses experience (Carrasco-Crivillero et al., 2022).

In view of above, nurses represent the largest group of employees in healthcare, working tirelessly and without interruption to deliver care.

Therefore, their performance and attitudes play a crucial role in fostering conditions that contribute to high-quality patient care and a positive work environment. This reality reveals that there is a multi-causality in terms of the factors that generate job dissatisfaction. At the same time, there are several negative effects of this dissatisfaction on the professionals. Therefore, workload and staff inadequacy appear as the origin of job dissatisfaction, and burnout, physical and emotional exhaustion, and depersonalization appear as a consequence (Dall'Ora et al., 2020). Hence, this study aim to assess level of job satisfaction among nurses working at Allama Iqbal Memorial Teaching Hospital, Sialkot in order to rectify prime factors contributing to quit their job.

Research objectives:

- ✦ To assess degree of job satisfaction among nurses working in the hospital.
- ✦ To identify overall job satisfaction, intrinsic satisfaction, which is related to job recognition, responsibility, promotion, task content, etc., and extrinsic satisfaction, which is related to aspects of work organization.

Research questions:

- ✦ What was the degree of job satisfaction among nurses working in the hospital?
- ✦ What was overall job satisfaction (intrinsic satisfaction or extrinsic satisfaction) found among nursing professionals in the hospital?

Operational definitions:

- **Low satisfaction:** When 0-33% respondents answered yes (satisfied) to a particular question.
- **Moderate satisfaction:** 34-67% respondents answered yes (satisfied) to a particular question.
- **High satisfaction:** 68% or more respondents answered yes (satisfied) to a particular question.
- **Overall job satisfaction:** There were total of 20 job satisfaction related questions, a nurse was labeled as satisfied from job if answer to more than 10 questions was found yes (satisfied).

MATERIALS & METHODS:

Study design

A descriptive, cross-sectional, quantitative study design used in this study because a population,

circumstance, or phenomenon's traits, actions, and trends can be precisely and methodically described using a descriptive study design. Descriptive research design is a powerful tool used by scientists and researchers to gather information about a particular group or phenomenon.

Study setting

This study conducted at Allama Iqbal Memorial Teaching Hospital, Sialkot.

Study duration

Research held for the period of 8 weeks from 1st Sep, 2025 to 31st Oct, 2025.

Sample size

The sample size determined by considering the population size, level of confidence, and margin of error through a power analysis. To give meaningful responses, at least 41 nursing staff selected for this study.

Study Sample: The study sample was 41, calculated by using Solvin's formula

$$n = \frac{N}{1 + Ne^2}$$

Sampling technique

Non-probability, convenience sampling technique used in this study.

Sample selection criteria

a. Inclusion criteria

- ☐ Full-time senior staff nurses working at AIMTH.
- ☐ Engaged in direct patient care.
- ☐ Possess at least a three-year nursing diploma.
- ☐ A minimum of 5 months of experience in their respective units.

b. Exclusion criteria

- ☐ Part-time senior staff nurses working at AIMTH.
- ☐ Roles not involving direct patient care.
- ☐ Insufficient nursing education.
- ☐ Less than 5 months of experience in their units.
- ☐ Newly hired nurses also excluded from the sample to maintain focus on those with more experience in the hospital setting, thereby likely providing more insight into long-term job satisfaction.

Study tools/Instruments

A well-structured questionnaire used to assess level of job satisfaction among nurses contained of two sections as under:

Section I: It is consisted of socio-demographic data of study respondents e.g. age, sex, educational level and years of work experience.

Section II: Minnesota Satisfaction Questionnaire (MSQ; Weiss et al., 1967) Short Form used to measure intrinsic and extrinsic job satisfaction. It is consisted of 20 questions and Likert type scale is being used to assess responses from study respondents i.e., Very dissatisfied=1; Dissatisfied=2; Neither satisfied nor dissatisfied=3; Satisfied=4; Very satisfied=5. The total score is calculated by summing all the answers to the 20 questions and ranges 20–100, with higher scores indicating higher job satisfaction. For the internal satisfaction scale, the scoring range is 12–60 points score and for the external satisfaction scale, the respondents can obtain 8–40 pts.

Methods of data collection

After gaining approval from IRB of College of Nursing, Khawaja Muhammad Safdar Medical College, Sialkot, the data collected within 8 weeks. After this, researchers visited to the respective hospital and met with the hospital administration and clear the purpose of the study. After acquiring permission from hospital administrative authorities, the researchers distributed structured questionnaire among study respondents on the same day. There wasn't any time limitation for the participants to complete the questionnaire as they have to submit responses same day. Then after collecting data from all participants, it was shared with the HOD for verification of data.

Ethical consideration

The study adhered to ethical principles by obtaining prior approval from the Director and

nursing superintendent of Allama Iqbal Memorial Teaching Hospital, Sialkot authorities. Informed consent secured from both institutional authorities and participants, ensuring their voluntary participation. Privacy and confidentiality also maintained during interviews, and raw data exclusively accessed by the investigator to protect participants' rights and data integrity.

Data analysis

Statistical Package for Social Science (SPSS) V.29 used to analyze data of the study. For descriptive analysis data were presented in the form of frequencies and percentages as well as presented in the form of bar/pie charts.

RESULTS:

Total 41 study participants included in the study having age range ≤ 25 to above than 56 years old. There were 11 (26.83%) respondents had age ≤ 25 ; 9 (21.95%) having age group (26-45) years; 13 (31.71%) belonged to age group (46-55) years while only 8 (19.51%) participants having age more than 56 years old. As pre educational status of study respondent, 4 (9.76%) got diploma in nursing; 34 (82.93%) holding Post RN (BSN) degree; 2 (4.88%) M-Phil in nursing and rest of 1 (2.44%) holding PHD degree as indicated in table 1 and fig. 1-2.

Regarding nature of employment, there were 53.66% respondents were working on contract basis while 26.83% working as permanent employee and remaining 19.51% hired through other employment terms and conditions. Similarly, as per length of service of understudy respondents, 26.83% had professional experience from one to five years; 21.95% having six to ten years professional experiences and remaining 51.22% had more than 10 years as depicted in table 1 and fig. 3-4.

Table 1: Socio-demographic characteristics of study respondents (n=41)

Variables	Frequency (f)	Percentage (%)
Age (Years)		
≤ 25	11	26.83
26-45	9	21.95
46-55	13	31.71
56+	8	19.51

Total	41	100.00
Sex		
Male	0	0.00
Female	41	100.00
Total	41	100.00
Education		
Diploma in nursing	4	9.76
Post RN (BSN)	34	82.93
M-Phil in nursing	2	4.88
PHD in nursing	1	2.44
Total	41	100.00
Nature of employment		
Contractual	22	53.66
Permanent	11	26.83
Others	8	19.51
Total	41	100.00
Length of service		
1-5 years	11	26.83
6-10 years	9	21.95
>10 years	21	51.22
Total	41	100.00

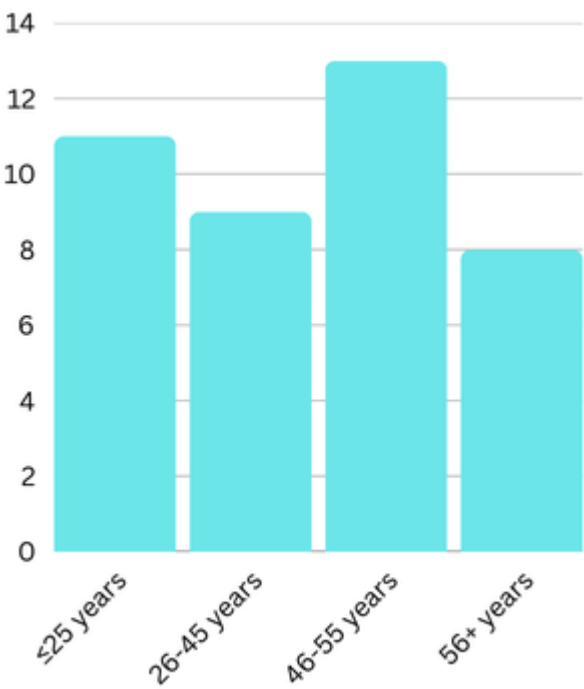


Figure 1: Age (Years) of study respondents

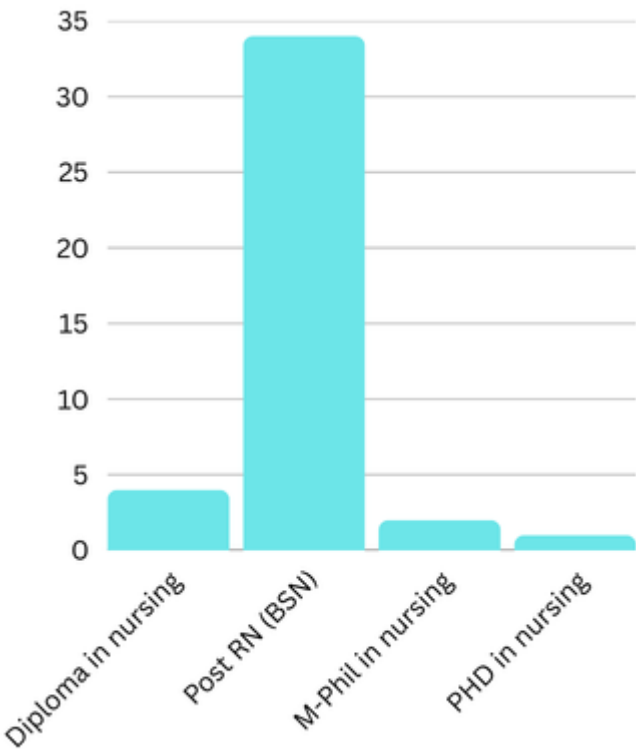


Figure 2: Educational of study respondents

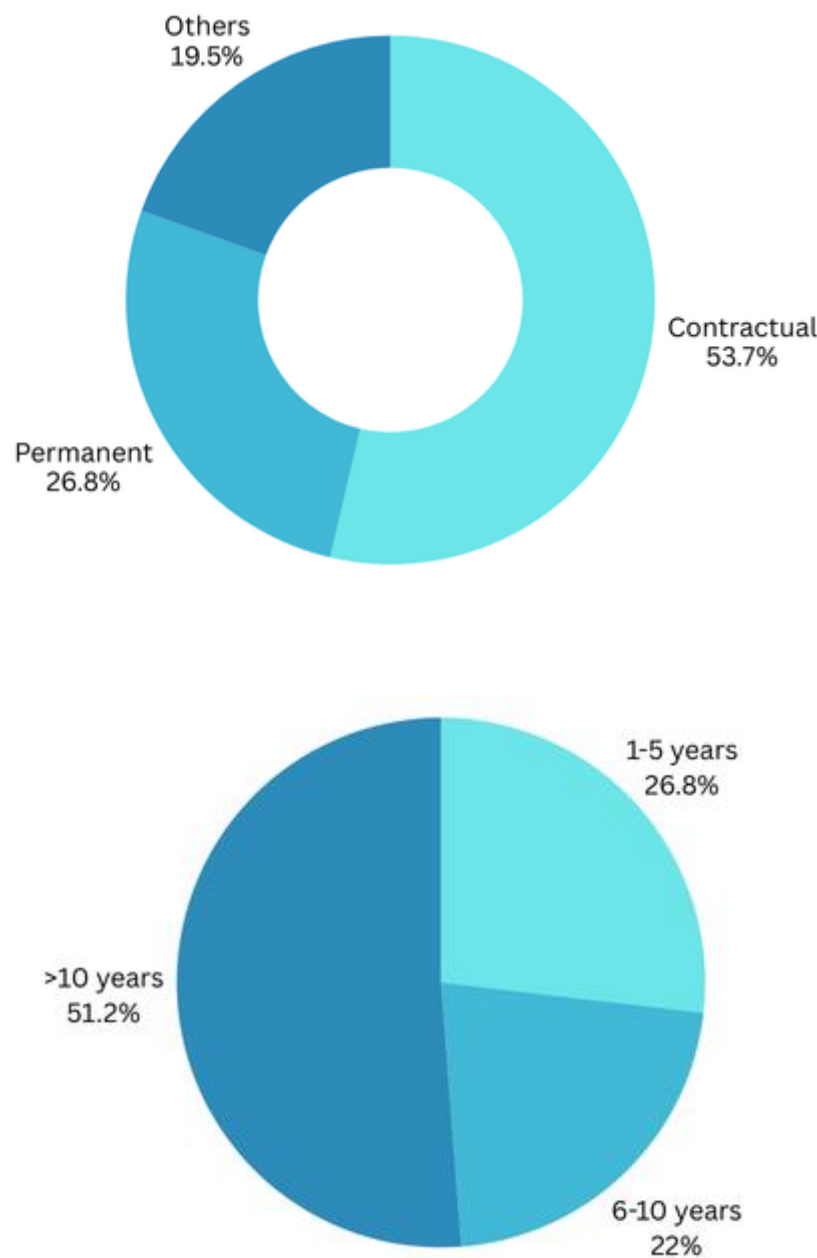


Figure 4: Professional experience of study participants

Table 2: The Minnesota Satisfaction Questionnaire (MSQ) used to assess job satisfaction level among registered nurses (n=41)

Sr. no.	Description	Responses				
		Very dissatisfied (%)	Dissatisfied f (%)	Neither satisfied nor dissatisfied f (%)	Satisfied f (%)	Very satisfied f (%)
1	The number of tasks you have to complete in a typical working day.	14 (34.15%)	10 (24.39 %)	1 (2.44%)	10 (24.39%)	6 (14.63%)
2	The chance to make independent decisions on the job.	7 (17.07%)	21 (51.22 %)	2 (4.88%)	6 (14.63%)	5 (12.20%)
3	The chance to do different things from time to time.	19 (46.34%)	8 (19.51 %)	2 (4.88%)	9 (21.95%)	3 (7.32%)
4	The social position that your job gives you.	12 (29.27%)	14 (34.15 %)	1 (2.44%)	7 (17.07%)	7 (17.07%)
5	The professional skills of your direct supervisor,	15 (36.59%)	9 (21.95 %)	3 (7.32%)	6 (14.63%)	8 (19.51%)
6	The chance to do something that makes use of all your abilities.	12 (29.27%)	11 (26.83 %)	1 (2.44%)	4 (9.76%)	13 (31.71%)
7	The chance to do something good for other people.	14 (34.15%)	7 (17.07 %)	1 (2.44%)	5 (12.20%)	14 (34.15%)
8	The chance to continue taking up senior management positions.	26 (63.41%)	11 (26.83 %)	1 (2.44%)	1 (2.44%)	2 (4.88%)
9	The chances for advancement on this job.	14 (34.15%)	10 (24.39 %)	1 (2.44%)	7 (17.07%)	9 (21.95%)
10	The way your co-workers get along with each other.	11 (26.83%)	15 (36.59 %)	2 (4.88%)	5 (12.20%)	8 (19.51%)
11	The way of assessing work and the work remuneration system used in your workplace.	34 (82.93%)	3 (7.32%)	1 (2.44%)	2 (4.88%)	1 (2.44%)

12	The chance to try your own methods of doing the job.	4 (9.76%)	5 (12.20%)	2 (4.88%)	16 (39.02%)	14 (34.15%)
13	The feeling of accomplishment you get from the job.	17 (41.46%)	11 (26.83%)	2 (4.88%)	5 (12.20%)	6 (14.63%)
14	The level of difficulty of your job tasks.	23 (56.10%)	8 (19.51%)	3 (7.32%)	4 (9.76%)	3 (7.32%)
15	The way your boss handles his/her workers.	14 (34.15%)	5 (12.20%)	1 (2.44%)	5 (12.20%)	16 (39.02%)
16	The importance of the work you do.	11 (26.83%)	6 (14.63%)	3 (7.32%)	14 (34.15%)	7 (17.07%)
17	Physical environment conditions in the workplace.	21 (51.22%)	12 (29.27%)	2 (4.88%)	4 (9.76%)	2 (4.88%)
18	The chances for personal development through work.	14 (34.15%)	18 (43.90%)	1 (2.44%)	4 (9.76%)	4 (9.76%)
19	Considering all aspects of your job, how satisfied you are with it.	11 (26.83%)	14 (34.15%)	3 (7.32%)	8 (19.51%)	5 (12.20%)
20	Overall, how satisfied you are with your current life.	17 (41.46%)	13 (31.71%)	1 (2.44%)	5 (12.20%)	5 (12.20%)

As there were 41 registered nurses included in the study, to assess job satisfaction level among study participants “The Minnesota Satisfaction Questionnaire” used and when participants were asked that they had a chance to make independent decisions at work; 73.17% respondents disagreed while 26.83% agreed with the statements. Likewise, when respondents were asked either they are satisfied with the social position that their job give them or not; only 34.15% replied they are satisfied while 65.85% weren’t as shown in table 2.

When respondents were asked they had a chance on the workplace to do good for the other people, 46.34% said yes and remaining 53.66% denied. Meanwhile, on asking about career advancement opportunities provided to registered nurses; 39.02% replied yes they got while rest of 60.98% disagreed. In addition, when respondents were asked that how well they are satisfied with the physical environment of the hospital, 85.37% respondents were dissatisfied while 14.63% satisfied as indicated in table 2.

Now, as per levels of job satisfaction among registered nurses, 22 (53.66%) respondents showed low level of satisfaction; 11 (26.83%) moderate level and 8 (19.51%) showed high level of job satisfaction. On the contrary, as per overall job satisfaction assessment of study respondents, 19 (46.34%) respondents were intrinsically satisfied while 22 (53.66%) respondents were extrinsically satisfied as indicated in table 3.

Table 3: Analysis of level of jobs satisfaction/overall job satisfaction of study respondents (n=41)

Level of satisfaction	Low	22 (53.66%)
	Moderate	11 (26.83%)
	High	8 (19.51%)
Overall satisfaction	Intrinsic	19 (46.34%)
	Extrinsic	22 (53.66%)

DISCUSSION:

Nurses' low satisfaction in their work may affect their performance in providing health services. Reports have noted that nurses' work satisfaction in several hospitals of developing countries have been below the minimum service standard. Many factors can affect the nurses' satisfaction in their work, including their work schedules. This recent study findings are consistent with the findings of Leshabari et al. who conducted study in Tanzania & reported poor job satisfaction among health care providers due to lack of job description, no rewards system, poor working environment and lack of communications with the staff.

Likewise, our study result is opposite to the result findings of Notarnicola et al. who found in their study that most respondents expressed moderate to high job satisfaction, meaning that leadership or employers generally have a positive impact on health workers in Palembang City and recommended that empowering managers with the right skills improves personnel management, creating a productive, harmonious workplace. Effective leadership drives job satisfaction by supporting communication, employee growth, and engagement.

Moreover, I Rizwany conducted a study in Pakistan and revealed that the rate of the nurses job satisfaction in the selected hospital was low and this result is comparative to our study findings that majority of nurses showed low level of job satisfaction.

Similarly, in another study held in Pakistan by Nawaz et al. and found that majority of nurses were satisfied with their job which is dissimilar to our study result and it was recommended by the author that the level of job satisfaction among nurses varies with age, qualification, working experience, and marital status.

In addition, a study carried out by Abdullah et al. and found that most (72.43%) of nurses were satisfied with their job whereas our study showed most of the registered nurses indicated low level of job satisfaction so our study results are not align with it.

Hence, Naveed et al conducted a study in Vientiane capital and reported that the majority (79.88%) of of nurses were dissatisfied due to some extrinsic organizational factors that is quite similar to our study findings because in our study both intrinsic and extrinsic factors contributing to low level of job dissatisfaction among registered nurses.

The nursing profession is essential to the healthcare system, primarily focused on patient care and health restoration. Recent studies have highlighted a global shortage of nurses and the consequential impact on healthcare delivery. Job satisfaction and retention are crucial in addressing these shortages, yet little is known about the current state of these factors among nurses in public/private hospitals of Pakistan.

CONCLUSION:

Findings indicated that majority of registered nurses having low level of job satisfaction and they were intrinsically dissatisfied, there were various factors contributed to intrinsic dissatisfaction included lack of career advancement, nature of employment, lack of involvement in making decisions so they feel low level of accomplishment at the workplace. As per relationship of socio-demographic characteristics with level of satisfaction, in fact, age, length of service found to direct relationship with overall job satisfaction of registered nurses emphasizing taking proactive actions to improve internal and external job outcomes to reduce employee turnover rate in the hospital.

RECOMMENDATIONS

- ♦ The discussed findings should prompt the management to modify factors responsible for the lowest level of job satisfaction, with measures focused on improving job satisfaction in dimensions indicating its decline. The study may help develop a strategy for professional support for nurses.
- ♦ Employers and relevant professional organizations should take responsibility for providing support to nurses in terms of improving working conditions. It should be the duty of employers to provide them with an attractive working environment, an appropriate level of employment, adequate remuneration and opportunities for professional development.
- ♦ Nurses in the public sector are more satisfied than those in the private sector. Factors influencing job satisfaction include salary, job security, and policies. The government should consider implementing policies for the private sector as well to enhance nurse job satisfaction. Further qualitative research on this topic is needed.
- ♦ Results of this study suggest that hospital administrators should promptly enhance intrinsic & extrinsic motivation covering senior management, supervisor effectiveness, relationship with co-workers, and better salary and benefits for registered nurses. Moreover, they should promote servant leadership of head nurses in order to increase nurses' job satisfaction in medical college hospitals of Pakistan.
- ♦ In view of that, health care policymaker should take initiative for establish post basic nursing college in every administrative division and produce more educated registered nurses and develop strategies to enhance more satisfied nurses in all health care settings.

LIMITATIONS

This study has several limitations.

- ❖ These include a small sample size, which does not allow for data generalization.
- ❖ The study had a cross-sectional design, which eliminated the possibility to assess the job satisfaction of respondents over time. Therefore, it is important to conduct prospective studies in the future to assess the level of job satisfaction among nurses over time.

- ❖ There was only one tool used in this study for data collection (Use of one tool).
- ❖ In this study we focus only on the nurses, the other health professional is remaining in this study (Narrow focus).
- ❖ The sample was chosen by using convenient sampling thus limiting the generalizability of the findings to a more diverse population. These research findings cannot be generalized to the registered nurses' who are functioning at dissimilar levels and in the additional locations of the country.

REFERENCES:

1. Acea-López, L., Del Mar Pastor-Bravo, M., Rubinat-Arnaldo, E., Bellon, F., Blanco-Blanco, J., Gea-Sanchez, M., & Briones-Vozmediano, E. (2021). Burnout and job satisfaction among nurses in three Spanish regions. *Journal of Nursing Management*, 29(7), 2208–2215. <https://doi.org/10.1111/jonm.13376>
2. Ahmed, S., Pookboonmee, R., Orathai, P., & Wittayasooorn, J. (2023). Job Satisfaction and Associated Factors among Registered Nurses in Medical College Hospitals. *Bangladesh Journal of Medical Science*, 22(1), 205–215. <https://doi.org/10.3329/bjms.v22i1.63080>
3. Amjad, N., Saddique, H., & Jabeen, R. (2024). Assessment the Job Satisfaction and Intention to Quit the Job among Staff Nurses. *Journal of Health and Rehabilitation Research*, 4(2), 154–158. <https://doi.org/10.61919/jhrr.v4i2.735>
4. Baby B, Damodaran DK. (2022). Job satisfaction and organizational commitment among nurses in kerala. *Mod Trends Multidiscip Res.*, 1, 85–95.
5. Barili, E., Bertoli, P., Grembi, V., & Rattini, V. (2022). Job satisfaction among healthcare workers in the aftermath of the COVID-19 pandemic. *Plos one*, 17(10), e0275334.
6. Broetje, S., Jenny, G. J., & Bauer, G. F. (2020). The Key Job Demands and Resources of Nursing Staff: An Integrative review of reviews. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.00084>
7. Carrasco-Crivillero O., Castillo-Saavedra E., Salas-Sánchez R., Reyes-Alfaro C. (2022). Estresores laborales y satisfacción en enfermeras peruanas durante la pandemia de COVID-19. *Rev. Cuba. Enfermería.*, 38:e4398.
8. Dall'Ora, C., Ball, J., Reinius, M., & Griffiths, P. (2020). Burnout in nursing: a theoretical review. *Human Resources for*

- Health*, 18(1).
https://doi.org/10.1186/s12960-020-00469-9
9. Gil, M. F. H., Hernández, J. a. R., Ibáñez-López, F. J., Llor, A. M. S., Valcárcel, M. D. R., Mikla, M., & Montesinos, M. J. L. (2022). Relationship between Job Satisfaction and Workload of Nurses in Adult Inpatient Units. *International Journal of Environmental Research and Public Health*, 19(18), 11701. https://doi.org/10.3390/ijerph191811701
 10. Herzberg F., Bernard S., Barbara B. (1959). *Motivation to Work*. 2nd ed. John Wiley; New York, NY, USA.
 11. Kagan, I., Hendel, T., & Savitsky, B. (2021). Personal initiative and work environment as predictors of job satisfaction among nurses: cross-sectional study. *BMC Nursing*, 20(1). https://doi.org/10.1186/s12912-021-00615-1
 12. Kantek F, Kaya A. (2017). Professional values, job satisfaction, and intent to leave among nursing managers. *J Nurs Res*, 25, 319- 25.
 13. Leshabari MT, Muhondwa EP, Mwangi MA, Mbembati NA. (2008). Motivation of health care workers in Tanzania: a case study of Muhimbili National Hospital. *East Afr J Public Health* 5(1), 32-7.
 14. Liu, D., Yang, X., Zhang, C., Zhang, W., Tang, Q., Xie, Y., & Shi, L. (2022). Impact of job satisfaction and social support on job performance among primary care providers in Northeast China: a Cross-Sectional study. *Frontiers in Public Health*, 10. https://doi.org/10.3389/fpubh.2022.884955
 15. Maassen, S. M., Van Oostveen, C., Vermeulen, H., & Weggelaar, A. M. (2021). Defining a positive work environment for hospital healthcare professionals: A Delphi study. *PLoS ONE*, 16(2), e0247530. https://doi.org/10.1371/journal.pone.0247530
 16. Maghsoud, F., Rezaei, M., Asgarian, F. S., & Rassouli, M. (2022). Workload and quality of nursing care: the mediating role of implicit rationing of nursing care, job satisfaction and emotional exhaustion by using structural equations modeling approach. *BMC Nursing*, 21(1). https://doi.org/10.1186/s12912-022-01055-1
 17. National Sample Survey of Registered Nurses (2024). Job Satisfaction among Registered Nurses. *National Center for Health Workforce Analysis*. https://bhw.hrsa.gov/sites/default/files/bureau-health-workforce/data-research/nssrn-job-satisfaction-report.pdf
 18. Naveed I, Hussain A, Sarfraz M, Afghan S, Waqar SH. (2016). Assessment of Job Satisfaction among Nurses working in Children Hospital, Pakistan Institute of Medical Sciences, Islamabad. *Pak J Med Res*, 55, 116-20
 19. Nawaz, R., Perveen, T., & Nazar, K. (2024). LEVEL OF JOB SATISFACTION AMONG REGISTERED NURSES WORKING IN CLINICAL AREA AT TEACHING HOSPITAL: A STUDY FROM LOCAL POPULATION. *Biological and Clinical Sciences Research Journal*, 2024(1), 748. https://doi.org/10.54112/bcsrj.v2024i1.748
 20. Notarnicola, I., Duka, B., Lommi, M., Grosha, E., De Maria, M., Iacorossi, L., Mastroianni, C., Ivziku, D., Rocco, G., & Stievano, A. (2024). Transformational leadership and its impact on job satisfaction and personal mastery for nursing leaders in healthcare organizations. *Nursing Reports*, 14(4), 3561–3574. https://doi.org/10.3390/nursrep14040260
 21. Poudel, P. (2024). Job satisfaction among the nurses working in government and private hospitals in the eastern part of Nepal. *The Mega Journal*, 3(1), 36.
 22. Salahat MF, Al-Hamdan ZM. (2022). Quality of Nursing Work Life, Job Satisfaction, and Intent to Leave Among Jordanian Nurses: A Descriptive Study. *Heliyon*, 8(7).
 23. Salahat, M. F., & Al-Hamdan, Z. M. (2022). Quality of nursing work life, job satisfaction, and intent to leave among Jordanian nurses: A descriptive study. *Heliyon*, 8(7), e09838. https://doi.org/10.1016/j.heliyon.2022.e09838
 24. Singh A, Chakradhar R, Joshi N. (2021). Job Satisfaction among Nurses Working in a Tertiary Level Government Hospital. *MJSBH*, 20(1), 30-5.
 25. Specchia, M. L., Cozzolino, M. R., Carini, E., Di Pilla, A., Galletti, C., Ricciardi, W., & Damiani, G. (2021). Leadership styles and nurses' job satisfaction. Results of a systematic review. *International Journal of Environmental Research and Public Health*, 18(4), 1552. https://doi.org/10.3390/ijerph18041552
 26. Stemmer R, Bassi E, Ezra S, Harvey C, Jojo N, Meyer G, et al. (2022). A Systematic Review: Unfinished Nursing Care and the Impact on the Nurse Outcomes of Job Satisfaction, Burnout, Intention-to-Leave, and Turnover. *J Adv Nurs*, 78(8), 2290-2303.
 27. Yami A, Hamza L, Hassen A, Jira C, Sudhakar M. (2011). Job satisfaction and its determinants among health workers in Jimma University specialized hospital, Southwest Ethiopia. *Ethiop J Health Sci*, 21, (Suppl 1), 19-27.