Relationship between Organizational Climate and Nurses’ Job Satisfaction in Bangladesh

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ABSTRACT

This study was aimed to examine the relationship between organizational climate and nurses’ job satisfaction within the context of the Government hospitals in Bangladesh. It was hypothesized that organizational climate highly affected the nurses’ job satisfaction in Bangladesh and these two concepts would be significantly correlated. Data were collected by using self-administered questionnaires from the random sample of 126 nurses at two Medical College hospitals. The organizational climate was measured by the modified Stringer’s Organizational Climate Survey Questionnaire and nurses’ job satisfaction was measured by the modified Stamp’s Index of Work Satisfaction. The results showed that nurses perceived a moderate level of organizational climate and job satisfaction. The relationship between organizational climate and job satisfaction was found to be significantly positive (r = 0.53, p < 0.01). Though, in this study, the causal effect of organizational climate on job satisfaction did not examined, significant relationship between them is important for determining the factors and improving the dimensions of organizational climate. Therefore, health care policy makers and nurse administrators should give emphasis on creating and maintaining a positive encouraging organizational climate that will contribute in increasing the nurses’ job satisfaction in Bangladesh.

Keywords: Organizational Climate, Nurses’ Job Satisfaction.

Background and Significance of the Problem

Nurses’ job satisfaction and organizational climate are the major concern for any health care organizations because they are contributing to the quality of nursing care (Keuter, Byrne, Voell & Larson, 2000; Lee & Lee, 2008). In Bangladesh, nurses’ job satisfaction is a burning issue for the health care setting, particularly in the government hospital. Previously, some surveys reported that job satisfaction among nurses in Bangladesh was very low (Hossain,
2008; Uddin, Islam & Ullah, 2006). According to the World Health Organization (WHO, 2003), 90% of nurses in Bangladesh were unsatisfied with their job. Other study conducted by Hossain (2008) at one public and private hospital in Bangladesh found that 63% of nurses were unsatisfied with their job.

According to Bangladesh Health Watch (2007) approximately 180,000 nurses were needed to serve the total population of 140 millions in Bangladesh. Many people believed that, if nurses are not satisfied with their job, they will be less willing to serve in the nursing profession and shortage of the nurses will be increased. This problem may continue and can affect the quality of patient care. Consequently, nursing will not receive public acceptance with regard to the quality of care.

Currently, there is no known research study existing in Bangladesh regarding factors related to nurses’ job satisfaction, few studies reported that there is a huge nursing shortage, high workload and poor working environments which are the causes of nurses’ poor job satisfaction in Bangladesh (Hossain, 2008; Uddin et al., 2006; WHO, 2003). From literature review, the very significant factor that related to nurse job satisfaction is the organization climate (Kueter et al., 2002; Lee & Lee, 2008; Mok & Au-Yeung, 2002). Therefore, this study was aimed to explore the relationship between organizational climate and nurses’ job satisfaction in Bangladesh. It is expected that the results of this study will provide a better understanding in identifying the specific organizational factors that will contribute to nurses’ job satisfaction.

Objectives

To examine the level of organizational climate and nurses’ job satisfaction and to determine the relationship between organizational climate and nurses’ job satisfaction.

Technical Terms

Organizational climate refers to nurses’ perception or feelings about a particular working environment of the job within the organization.

Nurses’ job satisfaction refers to nurses’ pleasurable and emotional feelings resulting from the appraisals of nurses’ current job position and job experience.
Conceptual Framework of the Study

Two conceptual domains were used in this framework: nurses’ job satisfaction and organizational climate. For nurses’ job satisfaction, a synthesis of Stamp’s work (1997) and related literature was conducted and resulted in conceptualizing six components of nurses’ job satisfaction. These are autonomy, payment, task requirements, organization policies, interaction, and professional status (Stamps, 1997).

The second domain was organizational climate. Stringer’s six dimensions of organizational climate (2002) were used to conceptualize nurses’ perception regarding organizational climate. These are structure, standards, responsibility, reward and recognition, support and commitment (Stringer, 2002) (Figure 1).

Research Methodology

Subjects in this study were the nurses working at two medical college hospitals in Bangladesh. Using a proportional random sampling, 126 nurses were randomly drawn from these two hospitals. The number of subjects required for the study was calculated based on power analysis with alpha of 0.05, power of 0.80 and moderate estimated effect size ($\rho=0.25$) from two previous studies (Keuter et al., 2000; Lee & Lee, 2008).

Organizational climate was measured by a 42-item, 6-dimension Organizational Climate Survey Questionnaire modified from Stringer’s questionnaire (2002). Each item was rated using a 4-point rating scale (1 = definitely disagree to 4 = definitely agree). The raw scores of organizational climate were transformed to percentage score. Each dimension including mean percentage score of total organizational climate was categorized as follows: overall organization climate including structure, responsibility and commitment were categorized into three levels using the mean percentage score cutoff points; <35 % = low, 35-70 % = moderate, and >70 % = high. For standards and support the cutoff points were < 35 %.
= low, 35-75 % = moderate, and >75 % = high. For reward and recognition, the cutoff points were <40 % = low, 40-65 % = moderate, and >65 % = high (Stringer, 2002).

Nurses’ job satisfaction was measured by a 47-item Nurses’ Job Satisfaction Questionnaire. It was modified from the Index of Work Satisfaction (part 2) (Stamps, 1997). Subjects rated each item using a 7-point rating scale (1 = strongly disagree to 7 = strongly agree). The scores of overall nurses’ job satisfaction ranged from 47-329 and it was divided into three levels: 47-141 = low, 142-189 = moderate and 190-329 = high. The levels of job satisfaction in each component; the interactions and professional status were categorized into three levels using the scores ranged from 10-30 = low, 31- 50 = moderate, and from 51-70 = high. For payment and organizational policies, scores ranged from 8-24 = low, 25-40 = moderate and from 41-56 = high. For task requirements, scores ranged from 5-15 = low, 16-25 = moderate, and 26-35 = high. For autonomy, scores ranged from 6-18 = low, 19-30 = moderate, and from 31-42 = high level (Stamps, 1997).

To validate the study instruments, a panel of four experts in the field of nursing administration was recruited. Two Thai experts and two Bangladeshi experts served in this panel. The instruments were back translated to Bengali language by three bilingual translators. The reliability of the instruments was tested yielding satisfactory results (alpha coefficients > 0.90). A written approval for data collection was obtained from the Institutional Review Board (IRB) of the Faculty of Nursing, Prince of Songkla University, Thailand. Permission from the study settings was also received. The questionnaires were distributed to the participants with a cover page explaining the purpose and methods of the study. Subjects were assured regarding their anonymity and confidentiality and a consent form was signed to ensure their voluntary participation. Data were analyzed using descriptive and inferential statistics. The assumptions of Pearson’s product moment correlation were examined. All assumptions were met.

Results

The results showed that the majority of the subjects in this study aged between 35-45 years (65.1 %), with the mean age of 41 (SD 5.11). Most of them were female (85.7 %). The diploma nurses were the maximum number (57.9 %) and 36.5 % were bachelor degree. With regard to years of work experience, nearly half of the nurses had work experience from 16 years to more than 26 years (45.3 %). Most of them were staff nurses or senior staff nurses (80.2 %) and nearly 20 % were acting as nurse in-charge.
Perceived Organizational Climate

Subjects in this study perceived an overall organizational climate at a moderate level (M = 56.39 %, SD = 5.88). For each dimension of organizational climate, commitment perceived by the nurses was found at a high level (M = 79.60%, SD = 0.36). For other dimensions including structure, responsibility, standards, support, and reward and recognition nurses were perceived at a moderate level, the mean score percentage was from 45.86 %- to 61.65 % (Table 1).

Perceived Job Satisfaction

The overall nurses’ job satisfaction was found to be at moderate level with the mean of 149.72 (SD = 19.20). For four components of job satisfaction including payment, autonomy, task requirements, and organizational policies, nurses perceived these components at a low level of satisfaction, with the mean scores ranged from 14.09 to 17.94. Remarkably, for the job satisfaction components such as professional status and interactions, nurses perceived them at a moderate level, with the mean scores of 46.65 (SD = 5.51) and 38.45 (SD = 7.45), respectively (Table 1).

Table 1
Mean, SD, and Level of Organizational Climate and Nurses Job Satisfaction (N = 126)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational climate</td>
<td>56.39</td>
<td>5.88</td>
<td>Moderate</td>
</tr>
<tr>
<td>Structure</td>
<td>45.86</td>
<td>9.80</td>
<td>Moderate</td>
</tr>
<tr>
<td>Responsibility</td>
<td>61.65</td>
<td>8.35</td>
<td>Moderate</td>
</tr>
<tr>
<td>Standards</td>
<td>53.04</td>
<td>13.56</td>
<td>Moderate</td>
</tr>
<tr>
<td>Support</td>
<td>53.21</td>
<td>10.11</td>
<td>Moderate</td>
</tr>
<tr>
<td>Reward and recognition</td>
<td>47.98</td>
<td>9.24</td>
<td>Moderate</td>
</tr>
<tr>
<td>Commitment</td>
<td>79.60</td>
<td>0.36</td>
<td>High</td>
</tr>
<tr>
<td>Overall job satisfaction</td>
<td>149.72</td>
<td>19.20</td>
<td>Moderate</td>
</tr>
<tr>
<td>Payment</td>
<td>17.76</td>
<td>6.38</td>
<td>Low</td>
</tr>
<tr>
<td>Interactions</td>
<td>38.45</td>
<td>7.54</td>
<td>Moderate</td>
</tr>
<tr>
<td>Autonomy</td>
<td>14.83</td>
<td>5.43</td>
<td>Low</td>
</tr>
<tr>
<td>Task requirements</td>
<td>14.09</td>
<td>2.60</td>
<td>Low</td>
</tr>
<tr>
<td>Organizational policies</td>
<td>17.94</td>
<td>5.35</td>
<td>Low</td>
</tr>
<tr>
<td>Professional status</td>
<td>46.65</td>
<td>5.51</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

Relationship between Organizational Climate and Nurses’ Job Satisfaction
The results revealed that there was a significantly positive correlation between overall nurses’ job satisfaction and organizational climate ($r = 0.53$, $p < 0.01$). In addition, job satisfaction had significantly moderate correlation with the dimensions of organizational climate including support, standards, commitment and structure ($r = 0.49$, $0.45$, $0.42$, $p < 0.01$ and $r = 0.20$, $p < 0.05$, respectively). Relationships between nurses’ job satisfaction and responsibility and reward and recognition were not statistically significant. Among the dimensions of organizational climate, the highest positive correlation was found between job satisfaction and support ($r = 0.49$, $p < 0.01$). Similarly, the relationships between overall organizational climate and components of job satisfaction indicated that overall organizational climate had significantly positive relationship with the components of job satisfaction including payment, interactions, autonomy, task requirements, and organizational policies ($r = 0.27, 0.44, 0.35, 0.26$, and $0.32$, $p < 0.01$, respectively). Only perceived professional status had no correlation with the overall organizational climate (Table 2).

Table 2

<table>
<thead>
<tr>
<th>OC1</th>
<th>OC2</th>
<th>OC3</th>
<th>OC4</th>
<th>OC5</th>
<th>OC6</th>
<th>ORC</th>
</tr>
</thead>
<tbody>
<tr>
<td>JS1</td>
<td>JS2</td>
<td>JS3</td>
<td>JS4</td>
<td>JS5</td>
<td>JS6</td>
<td>OJS</td>
</tr>
<tr>
<td>0.00</td>
<td>0.13</td>
<td>0.19*</td>
<td>0.19*</td>
<td>0.20*</td>
<td>0.18*</td>
<td>0.27**</td>
</tr>
<tr>
<td>0.20</td>
<td>0.04</td>
<td>0.02</td>
<td>0.02</td>
<td>-0.11</td>
<td>0.04</td>
<td>0.44**</td>
</tr>
<tr>
<td>0.15</td>
<td>0.02</td>
<td>0.03</td>
<td>0.15</td>
<td>0.11</td>
<td>0.39**</td>
<td>0.42**</td>
</tr>
<tr>
<td>0.08</td>
<td>0.10</td>
<td>0.06</td>
<td>0.28**</td>
<td>0.19*</td>
<td>0.26*</td>
<td>0.31**</td>
</tr>
<tr>
<td>0.19</td>
<td>0.02</td>
<td>0.06</td>
<td>0.28**</td>
<td>0.32**</td>
<td>0.12</td>
<td>0.32**</td>
</tr>
<tr>
<td>0.04</td>
<td>-0.11</td>
<td>-0.11</td>
<td>0.11</td>
<td>0.19*</td>
<td>0.15</td>
<td>0.15</td>
</tr>
<tr>
<td>0.20*</td>
<td>0.06</td>
<td>0.04</td>
<td>0.45**</td>
<td>0.49**</td>
<td>0.53**</td>
<td></td>
</tr>
</tbody>
</table>

*p<0.05, ** p <0.01

(OC1 = structure, OC2 = responsibility, OC3 = reward & recognition, OC4 = standards, OC5 = support, OC6 = commitment, ORC = overall organizational climate, JS1 = payment, JS2 = interactions, JS3 = autonomy, JS4 = task requirements, JS5 = organizational policies, JS6 = professional status and OJS = overall job satisfaction).

Discussion

Nurses in this study rated the overall organizational climate at a moderate level (M=149.72, SD=19.20). The result was congruent with the several previous studies (Ponmafuang, 2005; Ying, Kunaviktikul, & Tonmukayakal, 2007; Virasombat, Sudto, &
Laohapoonrangsri, 2007). Considering each dimension of organizational climate, it was found that nurses had perceived commitment at a high level (M = 79.60, SD = 0.36), it was also consistent with Ponmafuang and Ying’s et al. and was inconsistence with Virasombat’s et al. Rest of five dimensions, nurses had perceived at moderate level of organizational climate in this study. Virasombat et al. study found the responsibility and standards which nurses were perceived at high level and reward and commitment were to be found at moderate level.

Even though, contextually the present study setting was different than the above study settings like: Thailand and China, overall nurses perceived similar results as present study. There may be several reasons which contribute to moderate level of organizational climate in the present study: such as; subject’s level of education, past work climate experience, high work loads, lack of nursing leadership, less reward and performance abilities of the nurses. In the previous studies, effective leadership; high organizational support and standards; harmonious work environments and rewarding according to the personnel’s performance were reported to be the influential factors for nurses perceived level of organizational climate (Mok & Au-Yeung, 2002; Ying’s et al., 2007; Virasombat et al, 2007). For example, in current study, items analysis revealed that, nearly 85% of nurses reported that they did not rewarded in proportion to their excellence. Similarly, 80% nurses stated that it was some times unclear who has assigned to make decision, reflecting the lack of leadership.

Nurses in this present study perceived the job satisfaction at a moderate level, but nearly 43 % of nurses had low job satisfaction. This finding is not surprising and was almost consistent with previous studies in Bangladesh (Hossain, 2008; Uddin et al., 2006). Hossain found that 63 % of nurses were having low job satisfaction in a government and non-government hospitals. Uddin et al. found 40 % of nurses were perceived very low level of job satisfaction in a district hospital in Bangladesh.

In contrast to present study, nurses’ moderate job satisfaction was consistent with one Thai study, where the working environment would have been different from hospital settings in Bangladesh (Wang, Sermsri, Sirisook & Sawangdee, 2003). Nurses’ moderate job satisfaction in current study might be related to recent changing government’s views to the profession. Recently, government initiated some important steps to improve nursing in Bangladesh such as scope of higher education, changing job grade, increasing the number of nurses in hospital and improved nursing student admission criteria are remarkable. These may influence nurses’ moderate satisfaction in the job.
In relation to each component of job satisfaction, interactions and professional status was perceived at a moderate level, while payment, autonomy, task requirements and organizational policies were perceived at a low level. The finding that payment received low score, it was consistent with Hossain’s study. Hossain found that 75 % of nurses were very much dissatisfied to their salary and other benefits. Job satisfaction component of organizational policies, nurses had perceived low level of satisfaction, may be related to poor organizational policies such as; performance evaluation, nurses’ less empowerment, and less involvement in decision making. Nurses’ low job satisfaction towards autonomy and task requirements might be related with the nurses received less priority and less power to apply their knowledge in patients, units and in organization. In addition, nurses’ had much responsibility and less authority.

Considering to overall moderate level of nurses’ job satisfaction, may have other several external reasons such as low social nursing image, cultural and gender bias etc. The overall impression of nursing in Bangladesh is that the nursing image in the public of Bangladesh is not well-respected. In some aspect there is reluctance to allow daughters to enter nursing because of necessity of touching men as they felt religiously restriction. In Bangladesh, for women in particular, nursing is not a preferred career (Hadley et al., 2007).

The overall organizational climate had a significantly positive relationship with nurses’ job satisfaction (r =.53, p< .01). Additionally, it was found a high correlation with specific job satisfaction component of interactions (r = .44, p < .01) and was least relationship with professional status (r = .15, p >.05). Considering to the organizational climate dimensions of structure, standards, support and commitment were to be found a significant correlation with overall job satisfaction (r = .20 to .49, p <.01 to <.05 ).

The findings of the overall relationship between organizational climate and nurses’ job satisfaction was supported the study hypothesis and it was congruent with previous studies (Keuter et al., 2000; Urden, 1999). In Keuter et at., there was a significant positive correlation found between the overall organizational climate and nurse’ job satisfaction (r = .61, p<.01) in USA and of four dimensions of organizational climate including organizational structure, support, standards, and professional status were reported to be significant correlates of overall job satisfaction. In Urden’s study, dimensions of organizational climate were also related to job satisfaction which was conducted among pediatric nurses in California.

The possible causes of nurses’ high relationship between interactions and organizational climate might be related to the nurses perceived thought of expected
organizational support and favorable working environment. Previous studies showed that, organizational support was strongly related factor for nurses’ organizational climate perception \(r = 0.90, p< 0.01\) and was correlated with job satisfaction (AL-Hussami, 2008). In current study, nurses least relationship between organizational climate and professional status might be related to the nurses own perception about the profession being a nurse. The findings reflected the nurses’ professionalism rather than other factors of organizational climate.

Nurses’ job satisfaction was not correlated with the organizational climate dimensions of responsibility and reward and recognition. Non-significant relationship between job satisfaction and responsibility, reward and recognition might be the reason that the nurses have been socialized with such kinds of climate for a long time, which influenced them to adapt with the environment. Support had the highest correlation with job satisfaction \(r = 0.49, p<0.01\) and was congruent with the findings of Keuter et al. (2000). It might be due to the social, cultural and contextual differences. It is expected that, in this study, perceived organizational support by nurses may be an influential factor to increase nurses’ job satisfaction.

Finally, the study evidenced that although, this study did not examined the casual effect of organizational climate on job satisfaction, but the significant relationship between the organizational climate and nurses’ job satisfaction is important in determining factors to improve the dimensions of organizational climate to increase nurses’ job satisfaction.

**Limitation of the Study**

Two major limitations were noted in this study. First, subject’s perception about organizational climate and job satisfaction was voluntary and was conducted at two tertiary government hospitals. They may not represent nurses working at different levels and in the other settings of the country. Second, the instruments used in this study were first employed in Bangladesh. Even though content was validated and reliability was tested, their conceptual structures were not yet been determined in Bangladesh context.

**Conclusion and Recommendations**

The results of this study support that the nurses’ job satisfaction and organizational climate are interrelated concepts. The finding that nurses participated in this study reported moderate level of job satisfaction which needs to be further investigated. It can be
generalized to the nurses who work with similar settings as in the current study. A replication study in other setting is also worth investigating.

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