



DISSERTATION

**EXPLORING JOB SATISFACTION AMONG NURSES AT UNIVERSITY
TEACHING HOSPITAL OF KIGALI, RWANDA.**

by

NYIRASEBURA Dancilla

Submitted in Partial Fulfilment of the Requirements for the Masters degree in

Nursing Sciences (Education and Leadership Management Track)

In the Department of Nursing Sciences

DIRECTORATE OF POSTGRADUATE STUDIES

**University of Rwanda, College of Medicine and Health Sciences, School of Nursing and
Midwifery**

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Supervisor: Dr Geldine Chironda

Kigali, July 2017

DECLARATION

I, NYIRASEBURA Dancilla, declare that the study entitled” to **explore job satisfaction among nurses at university teaching hospital of Kigali, Rwanda** ” for the degree of Master of Education, Leadership and Management is my own work in design and execution, and that all material contained herein has been duly acknowledged.

DEDICATION

First and principal, I dedicate this work to God my Father, who loves me immeasurably that I am His now and forevermore. I dedicate this work to my holy family sister of Helmet, thank you so much for your support and yours prayers.

Thank you, my precious family, for all your love and prayers through this process. I love you dearly! I dedicate this work to my best parents and my brothers RWUBAHIRIZA Damascene, RUKARA NKERAMIHIGO and My sister NYIRAKAREHE Donata who are in heaven. Thank you so much my sister MAGORI Olive for your kindness. I will never forget you. I am the person I am today because of their love and support me. I'm so grateful and cheerful my nieces and nephews. I love you so much. May God bless you.

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ABSTRACT

Background: Job satisfaction is the main aspect performance of the quality of health care delivery to the patients. The Nursing shortage and high turnover are a great concern in many countries. As the problem of shortage of nursing and high turnover rate across the Hospital, it is vital to identify level of job satisfaction, barriers and motivators to job satisfaction.

Methodology: A descriptive cross-sectional survey was utilized. The study was guided by Herzberg's dual Factors Motivation theory and hygiene. **Sample size** of 194 was used and it was calculated by using Yamane's formula, (Yamane, 1967). The instrument for this study was a structured questionnaire. **The adopted instrument** measured the job satisfaction among nurses at a Teaching University Hospital in Kigali. Section A represented the demographical data of the sample. Section B consisted of questions that elicited the level of job satisfaction among nurses working in University Teaching Hospital of Rwanda. The level of job satisfaction was measured on a scale of high, moderate and low and this scale was developed by the researcher. Section c contained questions which identified information on motivators of job satisfaction among the nurses. Section D consisted of questions identified the barriers to job satisfaction. Descriptive statistics was used to describe the level of job satisfaction among nurses working in University Teaching Hospital in Kigali, Rwanda. Furthermore, motivating factors of and barriers to job satisfaction were described.

Results: The level of job satisfaction among nurses was high in 8 percent, moderate in 80 percent and low in 12 percent of the participated nurses. Motivators to job satisfaction were short and long term benefits of staff members (medical aid, scholarships for studying), effective communication between the employer and staff members, and availability of food for the night and weekend staff and competency of the supervisors. Identified barriers to job satisfaction were supervisor related, poor interpersonal relationships between staff members, poor remuneration among nurses and employer related barriers. The level of job satisfaction was predominantly low due to barriers experienced among nurses at University Teaching Hospital in Kigali.

Conclusion: The level of job satisfaction was predominantly low due to barriers experienced among nurses at University Teaching Hospital in Kigali. Therefore, there was need for in-service training of supervisors and nurses to improvement competencies and interpersonal relationships among them. In addition, the management needs to improve the remuneration of nurses and this improved the care delivery and quality patient care in the hospital.

LIST OF SYMBOLS AND ABBREVIATIONS/ACRONYMS

CHUK : Centre Hospitalier Universitaire de Kigali

KMH: Kanombe Military Hospital

UTHK: University Teaching Hospital of Kigali

CSDU: Central Sterilisation Desinfectant Unit

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Chapter 1: INTRODUCTION

1.1. GENERAL INTRODUCTION

(Masum *et al.*, 2016,p.3) defined job satisfaction as «the feeling derived from perceiving that the social and technical aspects of the work environment are adequate to achieve the job». According to Asegid, Belachew & Yimam, (2014), when job design is good this may help nurses in good performance. A study conducted by Ramasodi, (2010) have shown that job satisfaction can be predisposed by a wide variety of factors such as ready for action pay, adequate employment, a satisfying working environment, opportunities for personal and trained enhance, a logical workload, management, acknowledgment, visible progress of patients, positive interaction with co-workers, independence on the job. The result of healthcare amendment changes, nursing shortages, and high patient acuity, nurse leaders are encouraged to know the factors that affect nursing job satisfaction (Aiken, 2013), and this is the area of interest of this study. This part contains the background, problem statement, purpose of the study, objectives, research questions, significance of study and conceptual framework.

1.2. BACKGROUND TO THE STUDY

A positive emotional direction of an institute regarding service improved Job satisfaction (Habagusenga *et al.*, 2012) emphasized job satisfaction as a conceptualized issue with specific dimensions of the work to get salaries, relationship with colleagues and promotion. Nurses perform a good role in improvement of health care delivery, both at health center and district levels and at referral hospitals (Uri &Abdullah, 2015) hence the need to maintain job satisfaction among this group of health professionals. Moreover, documented research supports a causal relationship between job satisfaction, quality of care and patient safety (Aiken, 2013). Furthermore, literatures have shown different levels of job satisfaction, from higher among developed countries to lower in low and middle income nations. (Masum *et al.*, 2016)

In contrast, job satisfaction is very high in developed countries namely Germany (83%) followed by the United States of America (78%), New Zealand and Canada (67%), South Korea (65%), UK (64%), China (55%), and Japan (45%) (Masum *et al.*, 2016) . A study conducted in Greece revealed that 38% of nurses were experiencing stress from their

supervisors and 34% of nurses are experiencing stress from their colleagues (Ora *et al.*, 2015) also found that 34% of nurses are happy due to the organization structure of their hospital, 81% of nurses were considering payment as a big part in job satisfaction.

In fact, the following were factors were reported to be the most important contributors to overall satisfaction: job matched with workers' skills and thoughtful, agreement with compensation and with supervisor, job security and manageable workload (Habagusenga *et al.*, 2012) ; (Ghiyasvandian & Adera Gebra, 2014) showed that in Uganda insufficient human resources was the most important constraint to improving global health. In Rwanda, study done by (Nkomeje, 2008) showed that the information intrinsic and extrinsic factors were important for health care managers who were responsible to the pleasure and pleased of their workers.

A study conducted by Habagusenga *et al.*,(2012) found that nurses are logically goaded and happy with their job. Further, a study done by Parand *et al.*, (2014) revealed that nurses distorted their service status because they were demotivated and it had revealed that nurses hadn't opportunities to progress the higher levels. Finally, Job satisfaction among nurses is essential since it had a positive change on patient care. However, nurses with low levels of Job satisfaction don't assume responsibilities and wish to take performance of their tasks(Uri & Abdullah, 2015).

1.3. PROBLEM STATEMENT

In Rwanda the dissatisfaction of health workers has been detected, and same factors were identified in this context, and it was found that job satisfaction was favored by staff retention, productivity of the job, and quality performance. It was found that, the dissatisfaction is a source of low motivation among staff, stress , absenteeism and a turnover of the work (Habagusenga *et al.*,2012).

According to Friederike (2009), it was found that 76% of health professionals choose their career not because of high salary but by the willingness to save lives, while 80 % of respondents asserted that having the respect from patient was the best compensation they can receive. (Habagusenga *et al.*,2012) the following factors were reported to be the most important contributors to overall satisfaction: job matched with workers' skills and thoughtful, agreement with compensation and with supervisor, job security and manageable

workload. (Ghiyasvandia& Adera Gebra, 2014) showed that in Uganda insufficient human resources was the most important constraint to improving global health.

The nurses who are not satisfied, there are not quality care delivery to the patients and also there is absenteeism and turnover to the nurses. According to (Joy, 2014), job satisfaction in nursing was a big problem for healthcare settings. Despite all measures of medical aid, scholarships for studying, effective communication , availability of food for the night and weekend staff and competency of the supervisors have been put in place in order to satisfy employees, job dissatisfaction continues to be a big challenge especially among nurses and little about nurse' satisfaction know in Rwanda. Therefore this study is intended to explore job satisfaction among nurses working at University Teaching Hospital of Kigali, Rwanda.

1.4. OBJECTIVE

1.4.1. MAIN OBJECTIVE

The main objective was to explore job satisfaction among nurses at university teaching hospital of Kigali, Rwanda.

1.4.2. SPECIFIC OBJECTIVES

1. To determine social demographic characteristics of study participant at University Teaching Hospital of Kigali (CHUK)
2. To establish the level of job satisfaction among nurses working at University Teaching Hospital of Kigali (CHUK),
3. To describe the motivating factors of job satisfaction as perceived by the nurses working at CHUK.
4. To identify the barriers to job satisfaction among nurses working at the University Teaching Hospital of Kigali.

1.5 RESEARCH QUESTION

1. What are social demographic characteristics of study participant at University Teaching Hospital of Kigali (CHUK)?

2. What was the level of Job satisfaction among nurses working at the University Teaching Hospital of Kigali, Rwanda?
3. What are the motivating factors of job satisfaction among nurses working at the University Teaching Hospital of Kigali, Rwanda?
4. What are the barriers to job satisfaction among nurses working at the University Teaching Hospital of Kigali?

1.6 SIGNIFICANCE OF THE STUDY

For nursing administration: The findings from this study will help nursing administration to develop policy related to job satisfaction among health professionals in health care system. For policy makers: The findings from this study will help to solve problems related the dissatisfaction of nurses, therefore nurses will become satisfied and stable. For nursing management, this study will help nursing managers and leaders to solve problems related the job satisfaction of nurses therefore the nurses will become motivated and stable.

For nursing research, the findings from this study will be used as the baseline for future studies. For **Nursing practice:** Establishing the level of job satisfaction among nurses in Rwanda will help practicing nurses to devise ways to deal with the issue. Identification of factors influencing job satisfaction will guide practicing nurse managers to advocate for nurses in terms of better working conditions. **For nursing education,** the findings will guide on how to develop nursing curriculum and training courses related to job satisfaction.

1.7. CONCEPTUAL DEFINITION OF TERMS

Explore

Explore is to investigate, to seek systematically something or discover research. Explore is also examine diagnostically each party of body (Medical dictionary, 2016). In this study, the researcher will establish the level of job satisfaction among nurses, In addition, motivators of and barriers to job satisfaction will be identified.

Job satisfaction

Job satisfaction is the stage of satisfaction a human being feels concerning to the job (Khanna & Sehgal, 2016). In this project, Job satisfaction relates to how much registered nurses working at university teaching hospital in Kigali like their jobs or the task they are doing.

Nurses

Nurse is someone who have been trained and become competent in clinical and providing essential services aimed to promote , maintenance and restorate the health (Fellow & Head, 2014). In this project, a nurse is a person who has undergone stipulated training of nursing course and registered

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

A literature review implies the identification and location of information on a particular topic. This process obliges the reviewer to develop an understanding of the state of knowledge in the given area and a critical understanding of the information available in that area. In this section the literature reviewed concerns job satisfaction among nurse.

2.2. Theoretical literature

Job satisfaction is generally defined as an employee's affective reaction to a job, based on comparing the actual outcomes with desired outcomes (Nkomeje,2008). Factors influence job satisfaction in nursing institutions, including: type of work, delivery model, degree of professionalism, organizational climate, nature of supervision, interpersonal relationships, status, autonomy, repetitive or varied nature of duties, nature of tasks to be performed, recognition of merit and pay (Joy, 2014).

Job Dissatisfaction is defined as unfulfilled needs that a person perceives as necessary in work. One of the many factors impinging on the practice of nursing is the growing level of job dissatisfaction among nurses. As nurses become dissatisfied, they tend to leave the profession, thereby adversely affecting the quality of health care delivered by nurses (Nkomeje, 2008).

According to (Richardson & Richardson, 2014) it was revealed that there are some general advantages of empowerment and involvement like: Increased job satisfaction, Effective team work, increased employee participation, reduces turnover rates, increases trust in the organization. Lower absenteeism degree, better productivity and profitability and less conflict as employees will more likely agree with changes if they can get involved in the decision making process (Khamlub *et al.*, 2013).

According to (Dar &Ahsan-ul-haq, 2015), the importance of job satisfaction has sometimes been overlooked. In recent years it has been established that employee satisfaction is just as important to the organization as it is to the employee (Richardson & Richardson, 2014). Few organizations have however made job satisfaction their priority and as a result do not tap into the potential of each employee. They do not seem to realize that a satisfied employee is more

productive, creative and committed to the work (Elarabi & Johari, 2017). High levels of absenteeism and staff turnover, resulting from low job satisfaction, can affect profits, as recruitment and retraining are expensive solutions to staff quitting the organization due to lowered levels of satisfaction (Jalaluddin *et al.*, 2015). The same author points out that high job satisfaction are related to low employee turnover and a more productive work force. He adds that a good employer will ensure his workers' job satisfaction and that lowered levels of satisfaction have an impact on employee behavior, producing absenteeism, complaints, grievances, frequent labor unrest and a high turnover of labor. (Wang *et al.*, 2015) describes the most common consequences of job satisfaction as impacting on physical health: longevity and mental health. It also affects the interaction between employees and the feelings of employees towards their jobs and social lives.

Nkomeje (2008, p.16) defined job satisfaction as «the emotional of the staff reaction to a job». According to Oyetunde & Ayeni, (2014), job satisfaction is «the level of a person with motivating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results». In past, it has been found that satisfaction of the employee is important part to the organization (Ramasodi, 2010). According to Press, (2014) it has been revealed that satisfaction of the staff may be influenced by same parts, such as the nature of tasks performed. Many experts think that job satisfaction trends can affect job market, attitude and work productivity, staff absenteeism and staff turnover (Tanjeen, 2013). According to Elnaga (2014), job satisfaction leads Team work, increased participation and reduces turnover prevalence.

Many studies found that when staff are satisfied with the job this can be advantage to employers from (Ora *et al.*, 2015). Joy (2014,p.4) revealed that the following elements can influence job satisfaction in the background of nursing ,these are: organizational climate, type of work, degree of professionalism, nature of supervision, interpersonal relationships, autonomy, repetitive or varied nature of duties, nature of tasks to be performed, recognition of merit and pay. It was also found that a good leader will ensure the degree of his staff job satisfaction.

2.3 Empirical literature

2.3.1 Level of Job satisfaction

Job satisfaction is a problem when there is dissatisfaction of the workers in the institution and, job satisfaction has supreme importance, as they will perform better which ultimately affect the condition of patients. In profession of nursing (Irum Sajjad Dar 1, Muhammad Ahsan-ul-Haq1, Quratulain, 2015). Available evidences have shown different levels of job satisfaction, from higher among developed countries to lower in low and middle income countries. A large study conducted on this research showed that nurses job satisfaction was very high in Germany (83%) followed by the United States of America (78%), New Zealand and Canada (67%), South Korea (65%), UK (64%), China (55%), and Japan (45%) (Aiken, 2013).

They argued that the levels of nurses' job satisfaction may be different across samples and countries. They also stated that related factors may not affect the level of job satisfaction in diverse countries (Zhu *et al.*, 2012). In Greece study on cardiac certified clinical nurses revealed that 38% of nurses were stressed with their supervisors and 34% with their colleagues. They also reported that 34% of them were completely fulfilled with their hospital organization, and 81% nurses expressed payment/salary as a significant job satisfaction dimension (Dall'Ora *et al.*, 2015).

Findings from studies in Pakistan reveal that the most dissatisfying factors at work and within the work setting are high workload, the stress associated with that high workload, biased nursing management, lack of appreciation or monetary incentives, and a rigid attitude on the part of nursing management. The most satisfying factors were working with an internationally reputable organization, getting positive feedback from patients, and the availability of necessary materials and equipment (Dove, 2014).

It was found that the level of job satisfaction through different groups may not be constant. In Africa, there are factors affecting the nurses' performance negatively such as; lack of recognition of employees who are performing well, quality performance outcomes and an absence of a formal performance appraisal system and poor working conditions (Fellow & Head, 2014)

Different same factors can contribute to both negative and positive performance of nurses in Rwanda. The development of some factors have been made in order to address the negative factors that can positively affect the performance of nurses in Rwanda (Habagusenga *et al.*, 2012). The job dissatisfaction result in higher staff turnover, absenteeism, slowness and grievances. on the other hand, increased productivity will be justified by improving job satisfaction . According to (Khanna & Sehgal, 2016), it was revealed that, organization can achieve its goals once employees are satisfied with their jobs. Job satisfaction is a problem when there are dissatisfaction of the workers in the institution and, job satisfaction has supreme importance, as they will perform better which ultimately affect the condition of patients in profession of nursing.

Available evidences have shown different levels of job satisfaction, from higher among developed countries to lower in low and middle income countries (Press, 2014). Study conducted by (Zhu *et al.*, 2012) revealed that nurses' job satisfaction may be different in various countries. The findings from the study done by Ora *et al* (2015) in Greece revealed that 38% of nurses experiencing stress from their supervisors and 34% nurses experiencing stress from their colleagues. They also revealed that 34% of them are completely fulfilled with their hospital organization, and 81% nurses expressed payment/salary as a significant job satisfaction dimension (Ora *et al.*, 2015).

A review done by Asegid; Belachew & Yimam (2014) identifies sources of nurses' job satisfaction. The results revealed that when there is good understanding and causal model reflecting moderators of job satisfaction in nursing is a major short coming, undermining the development of interventions to improve nurse retention (Asegid, Belachew & Yimam, 2014). Findings from studies in Pakistan identified the most dissatisfy within the work setting as high workload, the stress associated with it, influenced nursing management, lack of appreciation incentives, and a rigid attitude on the part of nursing management (Wu *et al.*, 2010; Press, 2014).

Research findings showed that there is a good relationship between job satisfaction and productivity. However, Raziq & Maulabakhsh (2015) highlighted that the relationship between job satisfaction and productivity is not that strong as the most satisfied employee will not necessarily be the most productive employee. Empirical evidence relating to nurses' job satisfaction indicates the need for continued improvement in nurses 'working lives. In Rwanda, especially at Butare University Teaching Hospital (BUTH), there is a significant

turnover rate amongst nurses. A study conducted by Nkomeje (2008) reported that nurses were moderately motivated and satisfied with their job at King Faisal Hospital (KFH), and reported that nurses changed their employment status because they were demotivated. Further to that, nurses did not have opportunities to advance to higher levels. (Kamanzi & Degree, 2011).

Another study done by (Habagusenga *et al.*, 2012) ,he said that benefits, poor management and a lack of the main reasons why Rwandese employees left the Public service were unfavorable terms and conditions of employment (Salary and other career prospects or career structure. The review identifies sources of nurses' job satisfaction, its effect and the related factors affecting nurses' job satisfaction. The lack of comprehensive and causal model reflecting moderators or moderato of job satisfaction in nursing is a major short coming, undermining the development of interventions to improve nurse retention.

2.3.2 Motivating factors of Job Satisfaction

It was revealed that there are demographic data which have impact on job satisfaction like age, education and race however gender, functional grouping, and hospital tenure did not reveal any association with job satisfaction in a study done by (Uri & Abdullah, 2015). Again, documented evidence indicated a relationship between job satisfaction and motivation. Even if it is difficult to define motivation, but there is a positive relation between job satisfaction and performance whereby motivation encourages an employee as highlighted by (Joy, 2014).

The work itself, remuneration/pay, supervision, promotion opportunities, co-workers, job status, and job level have been identified from the organizational factors impacting on job satisfaction include (Nkomeje, 2008; Uri & Abdullah, 2015). Job satisfaction also encompasses the intrinsic factors (Wang *et al.*, 2015). According to Robbins *et al.* (2003) employees prefer jobs that present them with opportunities to employ their competencies in a variety of tasks, and that are mentally stimulating.

There is relationship between Job Satisfaction and promotion. (Parand *et al.*, 2014). It was revealed that the availability of promotion opportunities can improve job satisfaction among nurses (Tanjeen, 2013). However, Press (2014) found that the positive relationship between promotion and job satisfaction may be due to equity in the practices of employer.

Satisfaction is strongly related to opportunities for promotion. The intrinsic job satisfaction show on how people feel about the nature of the job tasks like work activity, ability utilization, sense of achievement, as elaborated by (Zhu, 2013). The organizational factors impacting on job satisfaction include the work itself, remuneration/pay, supervision, promotion opportunities, co-workers, job status, and job level. (Nkomeje, 2008 ; Uri & Abdullah, 2015). Supervision performance a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work-related tasks.

Research demonstrates that a correlation between job satisfaction and good Supervision is applicable (Ramasodi, 2010). Supervision play an important role in improving job satisfaction (Zhu, 2013). According to Lam, (2013,p.6), attitude and behavior of supervisor regarding employees can contribute on job satisfaction. The supervisor's attitude and behavior toward employees may also be a contributing factor to job-related complaints. Supervisors who have good relations with their employees impact strongly on job satisfaction (Zhu, 2013).

Interpersonal relationships was found to be a effective in job satisfaction improvement (Institutet, 2010). When there is good relationship between employees this may help in improving job satisfaction (Sakowski, 2012). Stud done revealed that relationship among employees may also contribute to high-quality patient care (Lam, 2013). It was found that a good relationship between nurses is an essential ingredient for job (Dall'Ora et al., 2015). Findings from a survey conducted by Huling, (2004) on more than 21000 women in demanding jobs, indicated that those participants, who lacked support from co-workers, were more likely to suffer from job dissatisfaction.

Employee satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Employees need to be passionate towards their work and passion comes only when employees are satisfied with their job and organization on the whole. Job satisfaction includes intrinsic and extrinsic dimensions. The intrinsic job satisfaction refers to how people feel about the nature of the job tasks themselves such as work activity, ability utilization, sense of achievement, while the extrinsic job satisfaction refers to how people feel about aspects of the working situation that are external to the job tasks or work itself such as working policies.

2.3.3 Barriers to job satisfaction

Same barriers have been identified to be the cause of not having job satisfaction such as: salary, benefit, policy, working environment and supervision (Novack, 2013). Employees who are satisfied with their jobs are crucial to efficiency, productivity, and high quality of goods and services companies provide. It is in the best interest of every organization to assess, evaluate, and improve their employees' job satisfaction, whether through various strategies of job enrichment, sound and well-thought-out policies, or attractive incentives (Cellik, 2011).

The findings from study conducted revealed that when employees are not satisfied with their job this will result in increasing of absenteeism (Dall'Ora et al., 2015). According to (Habagusenga *et al.*, 2012), it was found that the relationship between job satisfaction and absenteeism can contribute to the availability of sick leave, whereby employees are encouraged to take time.

Turnover is the big challenge in health care system especially in sub-Saharan Africa (Alhamwan & Mat, 2015). It was found that when employees are not happy this may increase turnover rate among staff, therefore employers must take attention to make sure that employees are motivated (Kamanzi & Degree, 2011).

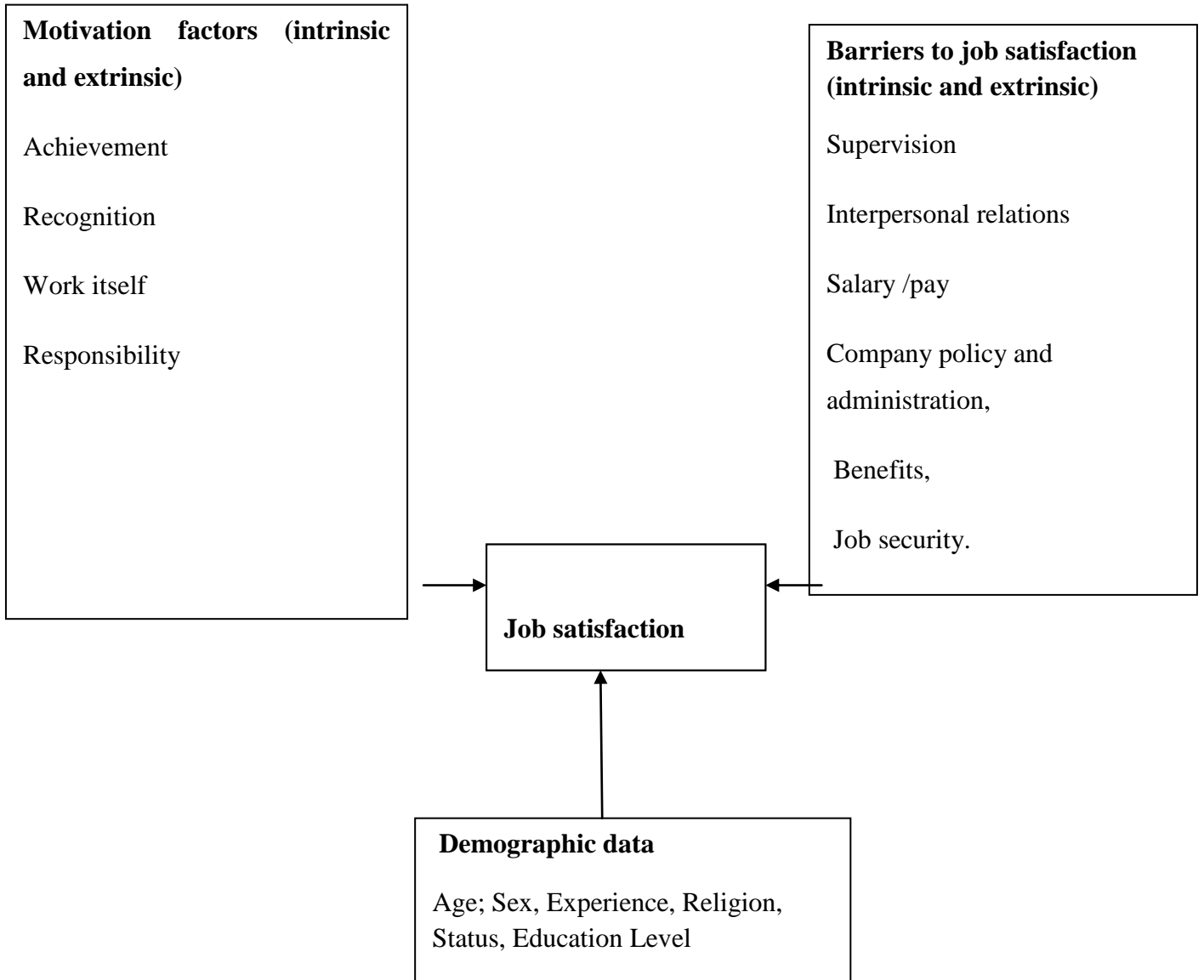
When employees are not motivated with their job, this can have negative impact on their psychological part. On the other hand, it was revealed that employees with high levels of job satisfaction tend to experience better mental and physical health (Asegid; Belachew & Yimam, 2014). He states that individuals who dislike their jobs could experience negative health effects that are either psychological or physical. On the other hand, Luthans (2002) mentioned that employees with high levels of job satisfaction tend to experience better mental and physical health. Much research has been conducted on the topic of job satisfaction because the overall functioning of organizations often depends on job satisfaction of the employees. The better the employees feel about all aspects of their jobs, the more cohesive and harmonious the workplace atmosphere and the more willing and motivated to perform at the highest level the employees will be. In Rwanda, barriers to job satisfaction and motivators of job satisfaction are not well studied and documented in literature.

2.4. CONCEPTUAL FRAMEWORK

According to Herzberg, this study was based on two factor theory. He wished-for that job satisfaction and dissatisfaction are exaggerated by two different sets of factors: hygiene factors and motivation factors (Oyetunde & Ayeni, 2014). Hygiene factors place an emphasis on the doing of the job. Satisfaction of hygiene factors can put off job dissatisfaction and poor job performance. Hygiene factors embrace supervision, interpersonal relations, physical working conditions, salary, administration and institution policy, benefits, and job security (Masum et al., 2016). Motivation factors contain achievement, recognition, the work itself, responsibility, and advancement (Oyetunde & Ayeni, 2014). However, according to Abushaikha & Saca, (2009) showed that 86% of factors allied to job satisfaction were motivators, and that hygiene factors were 72% of all the factors that contributed to dissatisfaction about their work.

The study is based on Hertzberg's dual Factors Motivation theory and hygiene: this motivation theory postulates that the phenomenon of job satisfaction and /or no satisfaction is the function of two needs systems: intrinsic or motivators (achievements, recognition, work itself, advancement, responsibility and growth) and extrinsic or hygiene factors (supervision, company policy and administration, working conditions and interpersonal relations) (Joy, 2014).

FIGURE 1.1. SHOWS THE CONCEPTUAL FRAMEWORK FOR THE STUDY AND HOW STUDY CONCEPTS ARE LINKED AS ADOPTED FROM HERZBERG (1959).



2.5 THEORETICAL LITERATURE ON THE CONCEPTUAL FRAMEWORK

It was found that motivational theories, such as Maslow's need-hierarchy theory, Herzberg's two-factor theory and equity theory, all have an impact in understanding job satisfaction (Hailu, 2014). Herzberg's theory is emphasizing on intrinsic motivators and extrinsic motivators (Raza *et al.*, 2015). Job satisfaction factors have been mentioned are pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company, and management (Molla, 2015).

2.6. CONCLUSION

The literature review highlighted the aspect of job satisfaction among health care workers. In addition, factors influencing job satisfaction were explained. Documented evidence revealed job satisfaction as an area of concern in Rwandan context hence the researcher sought to explore job satisfaction among nurses working at University Teaching Hospital of Kigali.

CHAPTER 3.METHODOLOGY

3.1.INTRODUCTION

This chapter described the methods to be used in carrying out this proposed study, the research setting, research approach, study design, population, sampling methods, data collection, management and analysis was explained. As well as, ethical considerations and limitations for this study will be detailed.

3.2.RESEARCH APPROACH

Quantitative research has been defined as the empirical systematic investigation of observable phenomena via statistical, mathematical or computational techniques (Polit & Beck,2010). Quantitative research approach was used to establish the level of job satisfaction, describe motivating factors of and barriers to job satisfaction.

3.3. STUDY DESIGN

In this study, a cross-sectional, descriptive, quantitative survey was used to describe the level of job satisfaction among nurses working at university teaching hospital in Kigali, Rwanda. In addition, motivating factors of and barriers to job satisfaction were also identified and described.

3.4. STUDY AREA

The study area was in the University teaching hospital of Kigali that is located in the Kigali city, District of Nyarugenge. It was built in 1918, from when it served as health center (Habagusenga *et al.*, 2012). The University Teaching Hospital of Kigali has 390 nurses registered and approximately 500 beds.

3.5. STUDY POPULATION

The entire population is defined as «a particular set of characteristics like experience ,specific attributes/traits, knowledge, skills or exposure to an event» (Polit & Beck, 2010). In this study, the population was all nurses males and females working in the following five departments at : department of surgery :Operating Theatre, General Surgery and Minor Surgery, department of Emergency, department of Interne Medicine, department of Pediatrics and Maternity in CHUK. The target population was all nurses working in above departments in University teaching Hospital of Kigali. The accessible population was nurses working and available at the study and voluntarily consenting to participate in this research at UTHK.

3.5.1. Inclusion criteria

- a) Nurses working in Operating Theatre, General Surgery and Minor Surgery, department of Emergency, department of Interne Medicine, department of Pediatrics and Maternity.
- b) Willing to participate in the study
- c) Aged 18 years and above were included in the study.
- d) Experience of 6 months and above were included

3.5.1. Exclusion criteria

- a) Nurses working in the following specialties: Ophthalmology, Dental and Dermatology.
- b) Nurses with experience less done six months
- c) Nurses who were on annual leave

3.6. STUDY SAMPLE SIZE

The study sample size of this study was calculated by using Yamane's formula, (Yamane, 1967) .The formula is the following:

$$n=N/1+N (e)^2$$

Where by

n: sample size

N: population

e: the error of 5% points

Application of the formula: $n=390/1+390(0.05)^2 = 194$

Yamane's formula of sample size was used with an error of 5% and with a confidence coefficient of 95% (Yamane, 1967). Therefore, the researcher used the sample size of 194 nurses in this study.

3.7. SAMPLING STRATEGY

Sampling is «the process of selecting a portion of the population to represent the entire population and a sample is a subset of population elements» (Polit & Beck, 2010,p.392). (Polit & Beck, 2010,p.392) defined Stratified random sampling as « the division of a population into smaller groups known as strata, the strata are formed based on members' shared and strata are joint to form a random sample ».

In this study, the strata were intensive care unit, operating theatre, maternity, pediatrics, internal medicine, surgical ward and emergency department. The type of stratified sampling that was used to select study participants from each strata is proportionate stratified sampling. Simple random sampling was used to select study participants from each strata. The following table 3.1 illustrates the process of how study participants were selected according to their numbers from each department.

TABLE 3.1: SELECTION OF STUDY PARTICIPANTS ACCORDING TO THEIR NUMBERS IN EACH STRATA

Strata (Department)	Number of nurses in each strata	Proportion of nurses in each strata	Number of proportion
ICU	31	8%	14 Nurses
Operating theatre	31	8%	14 Nurses
Maternity	63	17%	28 Nurses
Pediatrics	69	17%	29 Nurses
Interne medicine	67	17%	29 Nurses
Surgical wards	110	27%	63 Nurses
Emergency department	40	10%	17Nurses

3.8. DATA COLLECTION METHODS

The instrument for this study was a structured questionnaire. A questionnaire is a data collection instrument consistent of a series of questions and other prompts for the purpose of gathering information from respondent and the components of the data collection tool were adopted from the Job Satisfaction Survey which is a 36 item, nine-facet survey instrument (Abawi, 2013). The adopted instrument was designed to measure the job satisfaction, identify motivators of and barriers to job satisfaction among nurses at a teaching university hospital in Kigali.

Section A represented the demographical data of the sample. Section B consisted of questions that were eliciting the level of job satisfaction among nurses working in university teaching hospital of Rwanda. The level of job satisfaction was measured on a scale of high, moderate and low and this scale was developed by the researcher. High level of job satisfaction was in the range of 80 to 100 percent. Moderate and low levels of job satisfaction were measured on a scale of 60 to 79 percent and below 60 percent respectively. Section C contained questions which were identifying information on motivators of job satisfaction among the nurses. Section D had questions which identified the barriers to job satisfaction.

3.1.RELIABILITY AND VALIDITY OF THE INSTRUMENTS

3.9.1 Validity of the instrument

Validity of the instrument has been defined as the extent to which the research tool measures what it is proposed to measure. The instrument should address all features of the problem being studied. Each item in each research tool was analyzed with assistance from the research advisor in the Department of Nursing and midwifery. Experts in leadership and management helped in evaluating the validity of the items included in the research instrument. Items obtained from literature were included in the instrument and this enhanced content validity. For construct validity, the objectives, components of the conceptual framework and the research instrument were aligned as shown in the following table.

TABLE 3.1.CONSTRUCT VALIDITY TABLE

Spécific objectives	Study tool part	Conceptual framework
1.To determine social demographic characteristics of study participant at University Teaching Hospital of Kigali (CHUK)	Questions 1 to 6	Demographic data
2.To establish the level of job satisfaction among nurses working at University Teaching Hospital of Kigali (CHUK),	Questions 7 to 23	Intrinsic and extrinsic factors
3. To describe the motivating factors of job satisfaction as perceived by the nurses working at CHUK.	Questions 41 to 46	Intrinsic and extrinsic factors
4. To establish the barriers to job satisfaction among nurses working at the University Teaching Hospital of Kigali.	Questions 24 to 40	Extrinsic factors

3.9. 2.Reliability of the instrument

Reliability refers to the precision and constancy of information obtained in a study. In quantitative research reliability basically focus on consistency and stability (Polit & Beck., 2010). According to (Polit &Beck., 2010) pilot study allows the researcher to do evaluation of the instrument before actual data collection begins. It was carried out at the UTHK and all nurses from 6 departments have been asked to participate in this pilot study. The findings from this pilot study were useful in determining the clarity of questions, usefulness of instructions, completeness of response sets, time required to complete the questionnaire and

success of data collection technique. The reliability coefficient analysis for the research instrument toll was 0.65 meaning that the instrument was a fairly good measure of internal consistency.

3.10 .DATA PROCEDURES

After the approval from the ethical board from University of Rwanda and hospital management, data was collected at University Teaching Hospital in Kigali, Rwanda. The Researcher was informing the study participants of their rights. Thereafter, the participants were asked to sign the consent form. Signing of the consent form by the participants means that they have agreed to participate in the study. Participants were requested to return them after completion.

3.11. DATA ANALYSIS

The data was coded, entered into SPSS version 20 software for analysis. Descriptive statistics was used in this study. Polit & Beck (2010, p.371) describes descriptive statistics as «the basic features of the data analysis in a study». The researcher used descriptive statistics to describe the level of job satisfaction among nurses working in university teaching hospital in Kigali, Rwanda. Furthermore, motivating factors of and barriers to job satisfaction were also described using descriptive statistics.

Inferential statistics was also used in the study. Inferential statistics is defined as statistics that are used to create judgments of the probability and observed difference between groups is a dependable one or one that might have happened by chance in this study(Polit& Beck., 2010). In this study Chi squared was used to show if there are any associations between biographical characteristics and level of job satisfaction, motivating factors and barriers to job satisfaction among nurses working at a university teaching hospital in Rwanda.

3.12. ETHICAL CONSIDERATIONS

The ethical board reviewing the proposal was the institutional review board (IRB) of College of Medicine and Health Sciences, University of Rwanda in Kigali. The hospital administration and management was review the proposal. The rights of the study participants will be respected and not violated. These rights include right to self-determination, right to privacy, right to anonymity and confidentiality, right to fair treatment or justice and right to protection from discomfort and harm emphasized by Grove et al., (2013). During data collection, informed consent and participant authorisation were sought.

3.13. DATA MANAGEMENT

The data was collected during a 3 months period of time by the researcher him self .After finishing collection , the data was coded and entered into SPSS version 20 software which was password controlled. After data analysis, soft copy was kept in my computer locked with password and on the email. The questionnaires were destroyed after 5 years.

3.14 DATA DISSEMINATION

The final report of the study will be disseminated as well as submission of a manuscript for publication in a peer-reviewed journal. Study results will be shared with partners at the national and global level

CHAPTER 4. RESULTS FINDINGS

4.1. INTRODUCTION

The purpose of the study was to explore job satisfaction among the nurses working at University Teaching Hospital of Kigali (UTHK), Rwanda. A descriptive cross sectional design was used for the study. The first objective was to determine the extent of job satisfaction among nurses working at University Teaching Hospital of Kigali (CHUK). The second and third objectives were to identify the motivating factors of and barriers to job satisfaction as perceived by the nurses working at CHUK respectively. The analysis was used with SPSS version 20. Descriptive statistics was used to describe the level of job satisfaction among nurses working in University Teaching Hospital in Kigali, Rwanda. Furthermore, motivating factors of and barriers to job satisfaction were identified and described. Inferential statistics of Chi squared were used to show if there are any associations between biographical characteristics and level of job satisfaction, motivating factors and barriers to job satisfaction among nurses working at a University Teaching Hospital in Rwanda. Therefore, the results of this chapter are presented as follows.

4.2 SOCIODEMOGRAPHIC CHARACTERISTICS

The sociodemographic characteristics is composed by demographic data which are Age, gender, marital status, service of department, level of nursing education and experience of working. One hundred and eighty nine nurses were recruited and all completed the study. The majority of the study participant were female 163(86.2%) and four-three 26(13.8%) were males. The majority of them 143 (75.7%) were advanced diploma (A1) in Nursing ,30(15.9%) study participants were Bachelor's degree holders in Nursing and 16(8.5 %) were diploma A2 in Nursing. The majority of participants [149 (78.8%)] were married and 29(15.3) were single while 1(0.5%) was divorced and 2(1.1%) were separated. About 140(74.1%) study participants were having less than 10 years of working experience.

TABLE 4.1: SOCIODEMOGRAPHIC CHARACTERISTICS OF THE STUDY PARTICIPANTS (*n* = 189).

Demographic Characteristics		Frequency	Percent
Age	<31 years	43	22.8
	31-40 years	101	53.4
	>40 years	45	23.8
Gender	Male	26	13.8
	Female	163	86.2
Marital status	Single	29	15.3
	Married	149	78.8
	Widower	8	4.2
	Divorced	1	.5
	Separated	2	1.1
Level of education	A2 diploma	16	8.5
	A1 advanced diploma	143	75.7
	A0 degree	30	15.9
Service experience	6month-1year	21	11.1
	>1year-5years	57	30.2
	>5years-10years	62	32.8
	>10years-15years	20	10.6
	>15years-20years	17	9.0
	>20years	12	6.3

4.3 JOB SATISFACTION AMONG NURSES

Table 4.3.1 reveals the results for job satisfaction among nurses working at University Teaching Hospital of Kigali (CHUK). This has been assessed with 4 components namely achievement, recognition, work itself, responsibility. According to **achievement**, 31 (16.4) were strongly agree, 86 (45.5%) for agree and 72 (38.1%) for disagree regarding **a little chance to the job promotion**. The second was about on how **People get a head as fast here as they do in other places** in which 16 (8.5%) of respondents were strong agree, 71 (37.6%) agree and 102 (54%) for disagree. Regarding **Recognition** has 6 questions were asked and the first was about **those who do well on the job stand a fair chance of being promoted**: 18 (9.5%) of participant were strong agree, 87(46%) for agree and 84(44.4%) for disagree. This means that agree of respondents was very much appreciated.

The second question is **I am satisfied with my chance for promotion**. The answers were strongly agree 25.2 (13.2%), while agree was 70 (37%) and disagree was 84(44.4%). **When I do a good job, I receive recognition for it that I should receive**, they mentioned strong agree 17 (9%), agree 66(34.9%), however disagree is 106 (54.1%). Also the nurses indicated that strong agree 15(7, 9), agree was 93 (49.2) while disagree was 81(42.9). The nurse reported that there are few rewards for that who work here, strong agree was 31(16.4 %), agree was 90 (47.6%) and disagree was 68 (36%). The nurses indicated **that they don't feel their efforts are rewarded** the way they should be as strong agree is 48 (25%), while agree is 90(47.6) at the end disagree is 51(27%). About work itself 7 questions were answered by nurses who were working at CHUK, with regards to have too much to do at work, strong agree was 113 (59.8%), agree 52 (27.5%) and disagree was 24 (12.7%).

TABLE4.2. JOB SATISFACTION AMONG NURSES (N= 189)

Variable	Frequency	Percentage
1. Achievement		
There is little chance for promotion on my job: Strongly agree	31	16.4
Agree	86	45.5
Disagree	72	38.1
People a head as fast here as they do in other places		
Strongly agree	16	8.5
Agree	71	37.6
Disagree	102	54
2. Recognition		
Those who do well on the job stand a fair chance of being promoted		
Strongly agree	18	9.5
Agree	87	46%
Disagree	84	44.4
I am satisfied with my chance for promotion		
Strongly agree	25.2	13.2
Agree	70	37
Disagree	84	44.4
When I do a good job, I receive recognition for it that I should receive		
Disagree	106	54.1
I do not feel that the work I do is appreciated		
Strongly agree	15	7.9
Agree	93	49.2
Disagree	81	42.9
There are few reward for those who work here		
Strongly agree	31	16.4
Agree	90	47.6
Disagree	68	36
I don't feel my efforts are rewarded the way they should be		
Strongly agree	48	25.4
Agree	90	47.6
Disagree	51	27
Work Itself: I have too much to do at work		
Strongly agree	113	59.8
Agree	52	27.5
Disagree	24	12.7

Table 4.3 continues to show results with regards to job satisfaction among nurses. According to have too much paper work of respondents, strong agree was 104 (55%) agree was 54 (28.6%) and disagree was 31 (16.4%). On my job is enjoyable the respondents showed that strong agree was 54 (28.6%), agree 72(38.1%) and disagree was 63(33.3%). I sometimes feel my job meaningless the respondents reported strong agree was 19(10.1%), agree 52(27.5%) and disagree 118(62.4%). I like doing things I do at work, the respondents reported that strong agree 80(42.3%), agree 87(46%). I feel a sense of pride in doing my job, the respondents reported that strong agree was 77(40.7%), agree 96(50.8 %) and disagree was 16 (8.5%).

Work assignments are not fully explained, the respondents reported that 39 (20.6%) were strongly agree, while agree was 67 (35.4%) and disagree was 83(43.9%). About responsibility 2 questions were asked: I am fully able to use my skills in this position, strong agree was 100(52.9%), agree was 61(32.3%) and disagree 28(14.8%). I have ample opportunities for advancement in this profession: 60(31.7%), agree 63(33.3%) and disagree had majority of respondents.

Table. 4.3. JOB SATISFACTION AMONG NURSES (N= 189)

Variable	Frequency	Percentage
I have too much paper work		
Strongly agree	104	55
Agree	54	28.6
Disagree	31	16.4
My job is enjoyable		
Strongly agree	54	28.6
Agree	72	38.1
Disagree	63	33.3
I sometimes feel my job meaningless		
Strongly agree	19	10.1
Agree	52	27.5
Disagree	118	62.4
I like doing things I do at work		
Strongly agree	80	42.3
Agree	87	46
Disagree	22	11.6
I feel a sense of pride in doing my job		
Strongly agree	77	40.7
Agree	96	50.8
Disagree	16	8.5
Work assignments are not fully explained		
Strongly agree	39	20.6
Agree	67	35.4
Disagree	83	43.9
I am fully able to use my skills in this position		
Strongly agree	100	52.9
Agree	61	32.3
Disagree	28	14.8
I have ample opportunities for advancement in this profession		
Strongly agree	60	31.7
Agree	63	33.3
Disagree	68	34.9

The below table 4.4 is showing the score of participants on job satisfaction. The seventeen questions were asked to assess the level of job satisfaction among nurses at University Teaching Hospital of Kigali (CHUK). The total score was 51(100%). The minimum score in the sample was 21 and the maximum score was 43 out of total possible score of 51. The mean was 35.8, standard deviation was 5.9 and median was 36. As the data of job satisfaction among nurses at University Teaching Hospital of Kigali (CHUK) was not normally distributed, the median was considered and it revealed that the overall job satisfaction among nurses was in low level of job satisfaction.

4.4. JOB SATISFACTION SCORES AMONG NURSES (n= 189)

Job satisfaction score out of 51	Frequency	Percentage
21	1	0.5
27	3	1.6
28	4	2.1
29	3	1.6
30	12	6.3
31	11	5.8
32	6	3.2
33	23	12.2
34	10	5.3
35	15	7.9
36	23	12.2
37	21	11.1
38	13	6.9
39	17	9
40	12	6.3
41	7	3.7
42	3	1.6
43	5	2.6
Total	189	100

The figure 4.1 below reveals the level of job satisfaction among participants in the study sample. The category of level for job satisfaction was ranged in the following way: participants who were in range of <60% were in low level of job satisfaction, participants who were in range of 60<80% were in moderate level of job satisfaction and participants who were in range of +>80% were in high level of job satisfaction. The level of job satisfaction among nurses was high in 15(8%), moderate in 152(80%) and low in 22(12%) of the participated nurses.

FIGURE.4.1. THE LEVEL OF JOB SATISFACTION



4.8. Motivators of job satisfaction

This Table 4.5 describes the motivators to job satisfaction among nurses working at the University Teaching Hospital of Kigali with 2 components benefits and job security.

Regarding Benefits I am not satisfied with the benefits I receive: out of the 189 participants 37(19.6%) indicated strong agree, whereas 70(37%) indicated agree while 82(43.4%) indicated disagree. The benefits we receive are as good as most other hospitals offer: The resultats showed that almost the 189 respondents, strong agree were reported 15(7.9%), agree 82(43.4%) and disagree 92 (48.7%). The benefit package we have is equitable: out of the 189 respondents, strong degree indicated at 19(10.1%), agrees were 75(39.7%) and while of majority reported 95(50.3%).

There are benefits we do not have which we should have: it showed that out of the 189 participants, 60(31.7%) were strong agree, where majority indicated agree 81(42.9%) however 48(25.4%) mentioned disagree.

About Job Security

I am satisfied with long term benefit showed that 25(13.2%) reported strong agree, majority of nurses indicated 99(52.4%) were agree, while 65 (34.4%) were indicated disagree. I am satisfied with insurance: The results showed that almost the 189 participants, 48(25.4%) indicated strong agree, the majority of nurses reported 94(49.7 %) indicated agree, while 47(24.9%) indicated disagree.

4.5. MOTIVATORS OF JOB SATISFACTION (N=189)

Variable	Frequency	Percentage
Benefits		
I am not satisfied with the benefits I receive		
Strongly agree	37	19.6
Agree	70	37
Disagree	82	43.4
The benefits we receive are as good as most other hospitals offer		
Strongly agree	15	7.9
Agree	82	43.4
Disagree	92	48.7
The benefit package we have is equitable most other hospitals offer		
Strongly agree	19	10.1
Agree	75	39.7
Disagree	95	50.3
There are benefits we do not have which we should have		
Strongly agree	60	31.7
Agree	81	42.9
Disagree	48	25.4
Job Security		
I am satisfied with long term benefit		
Strongly agree	25	13.2
Agree	99	52.4
Disagree	65	34.4
I am satisfied with insurance		
Strongly agree	48	25.4
Agree	94	49.7
Disagree	47	24.9

This section was designated to establish the barriers to job satisfaction among nurses working at University Teaching Hospital of Kigali with 4 components such supervision, interpersonal relations, salary or pay and company policy and administration. **Table 4.6** reveals the results. According to **supervision**, there are 4 questions such as my supervision is quite competent in doing his/her job 59(31.2%) of respondents were strongly agree, agree was 93(49.2%), and disagree 37 (19.2%). Out of the 189 respondents, 35 (18.5%) were strong agree about the **supervisor is unfair to nurses** where 37(19.6%) were agree while 117(61.9% disagree. The majority of respondents were disagree with (61.9%).

About my supervisor shows too little interest in the feelings of subordinates, this table showed that the nurses were strong agree with 36(19%), they were agree with 59(31.2) and disagree with 94(49.7%). According to like my immediate supervisor, the majority of nurses 78 (41.3%) of respondents indicated strong agree, whereas 82(43.4%) agree while 29(15.3%) showed disagreed.

Interpersonal relations: the nurses like the people they work with, 93 (49.2%) were strong agree, 83(43.9%) reported agree while 13(6.9%) were disagree. The nurses find and have to work harder at my job because of the incompetence of people they work with: the responses were as following: 40(21.2%) were strongly agree, 51(27%) and 98(51.9%) of respondents disagree. About the nurse enjoy their co-workers 69 (36.5%) strongly agree, 81(42.9%) were agree while 39 (20.6%) disagreed. There is too much bickering and fighting at work, 31 (16.4%) were strong agree while 45(23.8%) were agree, where the majority were disagree with 113 (59.8%).

Table4.6 BARRIERS TO JOB SATISFACTION (N=189)

Variable	Frequency	Percentage
Supervision		
My supervisor is quite competent in doing his/her job		
Strongly agree	59	31.2
Agree	93	49.2
Disagree	37	19.6
My supervisor is unfair to me		
Strongly agree	35	18.5
Agree	37	19.6
Disagree	117	61.9
My Supervisor shows too little interest in the feelings of subordinates		
Strongly agree	36	19
Agree	59	31.2
Disagree	94	49.7
I like my immediate superior		
Strongly agree	78	41.3
Agree	82	43.4
Disagree	29	15.3
Interpersonnel relations		
I like the people I work with		
Strongly agree	93	49.2
Agree	83	43.9
Disagree	13	6.9
I find I have to work harder at my job because of the incompetence of people I work with		
Strongly agree	40	21.2
Agree	51	27
Disagree	98	51.9
I enjoy my co-workers		
Strongly agree	69	36.5
Agree	81	42.9
Disagree	39	20.6
There is too much bickering and fighting at work		
Strongly agree	31	16.4
Agree	45	23.8
Disagree	113	59.8

Table 4.7 continues to show the barriers to job satisfaction. Regarding **Salary/Pay**, this part had 4 questions as following: Out of the 189 respondents, 31(16.4%) were strong agree indicated that the nurses felt and were being paid a fair amount for the works they have strong agree, where 48(25.4%) were agree and 110(58.2% disagreed. This table shows that the majority of respondents were more disagree with (58.2%) to this question. About, Raises are too few and far between this table showed that the nurses were strong agree with 37(19, 6%), they were agree with 77(40.7) and disagree with 75(39.7%). I feel unappreciated by the hospital when I think about what they pay me: the nurses respondent respondents as following: 30(15.9%) were strong agree, 75 (39.7%) were agree and 84(44.4%) were disagree. I feel satisfied with my chances for salary: The answers were strongly agreeing 10.2(5.3%), while agree was 66(34.9%) and disagree were 113(59.8%).

Regarding Company Policy and Administration, Many of our rules and procedures make doing job difficult: The resultats showed that almost, strong agree were reported at 39(20.6%), agree 90(47.6%) and disagree 60 (31.7%). My efforts to do a good job are rarely blocked by red tape: out of the 189 participants, 23(12.3%) were strong agree, 87(46%) were agree and 79 (41.8%) are disagree.

Communication seem good within this hospital: the resultants showed that almost the 189 participants, strong agree were 30(15.9%), 90(47, 6%) were agree and 69 (36.5%) were disagree. The goals of this hospital are not clear to me. Out of the 189 respondents, 9(4.8%) reported strong agree, 52(27.6%) reported agree while 128(67.7%) reported disagree.

I often feel that I do not know what is going on with the hospital: the resultants showed that almost the 189 participants, 12 (6.3%) indicated strong agree, whereas 52(27.5%) indicated agree, while 125(66.1%) indicated disagree.

TABLE 4.7 BARRIERS TO JOB SATISFACTION(N=189)

Variable	Frequency	Percentage
Salary /Pay		
I feel I am being paid a fair amount for the work I do		
Strongly agree	31	16.4
Agree	48	25.4
Disagree	110	58.2
Raises are too few and far between		
Strongly agree	37	19.6
Agree	77	40.7
Disagree	75	39.7
I feel unappreciated by the hospital when I think about what they pay me		
Strongly agree	30	15.9
Agree	75	39.7
Disagree	84	44.4
I feel satisfied with my chances for salary		
Strongly agree	10	5.3
Agree	66	34.9
Disagree	113	59.8
Company Policy and Administration		
Many of our rules and procedures make doing job difficult		
Strongly agree	39	20.6
Agree	90	47.6
Disagree	60	31.7
My efforts to do a good job are rarely blocked by red tape		
Strongly agree	23	12.2
Agree	87	46
Disagree	79	41.8
Communications seem good within this hospital		
Strongly agree	30	15.9
Agree	90	47.6
Disagree	69	36.5
The goals of this hospital are not clear to me.		
Strongly agree	9	4.8
Agree	52	27.6
Disagree	128	67.7
I often feel that I do not know what is going on with the hospital		
Strongly agree	12	6.3
Agree	52	27.5
Disagree	125	66.1

Table 4.8 continues to display the barriers to job satisfaction. According to benefit, there are 4 questions: **I am not satisfied with the benefits I receive**, strong agree 37(19.6%), agree 70(37%) and disagree 82(43.4) it means the respondents are not satisfied with the benefit they receive. The benefits we receive are as good as most other hospitals offer: Out the 189 respondents, strong agree 15(7.9%), agree 82(43.4%) and disagree 92(48.7%). The benefit package we have is equitable most other hospitals offer the resultants showed that almost the 189 participants, 19(10.1%) indicated strong agree, whereas 75(39.1%) indicated agree, while 95 (50.3%) indicated disagree. There are benefits we do not have which we should have: the resultants showed that almost the 189 participants, 60(31.7%) indicated strong agree, whereas 81(42.9%) indicated agree, while 48(25.4%) indicated disagree.

According to job security, there are 2 questions: I am satisfied with long term benefit the resultants showed that almost the 189 participants, 25 (13.2%) indicated strong agree, whereas 99(52.4%) indicated agree, while 65(34.4%) indicated disagree. I am satisfied with insurance the resultants showed that almost the 189 participants, 48 (25.4%) indicated strong agree, whereas 94(49.7%) indicated agree, while 47(24.9%) indicated disagree.

Table 4.8 BARRIERS TO JOB SATISFACTION (N=189)

Variable	Frequency	Percentage
Limited benefits		
I am not satisfied with the benefits I receive		
Strongly agree	37	19.6
Agree	70	37
Disagree	82	43.4
The benefits we receive are as good as most hospitals offer		
Strongly agree	15	7.9
Agree	82	43.4
Disagree	92	48.7
The benefit package we have is equitable most other hospitals		
Strongly agree	19	10.1
Agree	75	39.7
Disagree	95	50.3
There are benefits we do not have which we should have		
Strongly agree	60	31.7
Agree	81	42.9
Disagree	48	25.4
Job Security		
I am satisfied with long term benefit		
Strongly agree	25	13.2
Agree	99	52.4
Disagree	65	34.4
I am satisfied with insurance		
Strongly agree	48	25.4
Agree	94	49.7
Disagree	47	24.9

4.13. CONCLUSION OF THE QUANTITATIVE FINDINGS

The level of job satisfaction among nurses was high in 8 percent, moderate in 80 percent and low in 12 percent of the participated nurses. Motivators to job satisfaction were short and long term benefits of staff members (medical aid, scholarships for studying), effective communication between the employer and staff members, and availability of food for the night and weekend staff and competency of the supervisors. Identified barriers to job satisfaction were supervisor related, poor interpersonal relationships between staff members, poor remuneration among nurses and employer related barriers. The level of job satisfaction was predominantly low due to barriers experienced among nurses at University Teaching Hospital in Kigali.

CHAPTER 5. DISCUSSION, LIMITATIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

In Rwanda the dissatisfaction of health workers has been detected, and same factors were identified in this context, and it was found that job satisfaction is favorized by staff retention, productivity of the job, and quality performance. It was found that , the dissatisfaction is a source of low motivation among staff, stress , absenteeism and a turnover of the work (Habagusenga et al., 2012). The purpose of the study was to explore job satisfaction among the nurses working at University Teaching Hospital of Kigali (UTHK), Rwanda. A descriptive cross sectional design was used for the study. The first objective was to determine the extent of job satisfaction among nurses working at University Teaching Hospital of Kigali (CHUK). The second and third objectives were to identify the motivating factors of and barriers to job satisfaction as perceived by the nurses working at CHUK respectively. The chapter 5 is presenting discussion about this study findings and the discussion was done according to the study objectives.

5.2. LEVEL OF JOB SATISFACTION AMONG NURSES

The level of job satisfaction among nurses was high in 15(8%), moderate in 152(80%) and low in 22(12%) of the participated nurses .The mean was 35.8, standard deviation was 5.9 and median was 36. As the data of job satisfaction among nurses at University Teaching Hospital of Kigali (CHUK) was not normally distributed, the median was considered and it revealed that the overall job satisfaction among nurses was in low level of job satisfaction.

This is in agreement with study done in South Rand hospital which revealed a low level of job satisfaction among the healthcare professionals surveyed. In this study, almost 80% were dissatisfied or highly dissatisfied with their job (Zahaj et al., 2016).This was inconsistently with study done by (Edoho, 2015) which showed that The level of satisfaction showed that majority of the respondents was moderately satisfied with their work 285 (82.4%) In the other similar study done by (Dar & Ahsan-ul-haq, 2015) it was found that, 51.5% nurses were satisfied with job and most of them(60%) were not satisfied with salary package and fifty five percent were dissatisfied with uncertainty of patients. In similar study done in Rwanda by (Nkomeje, 2008) at KFH, the resultats revealed that registered nurses are moderately satisfied with their job.

The difference of these findings may be related hospital factors as payments modalities are not the same in two hospitals (Nkomeje, 2008). In the similar study done in Turkey found

that the job satisfaction is negatively interrelated with intention to quit among nurses which is congruent with the contemporary studies. Thus, low satisfaction hampers the quality of healthcare services and builds the intention to quit the organizations (Masum et al., 2016).

5.3. MOTIVATORS OF JOB SATISFACTION

The findings of the present study shows that the registered nurses were dissatisfied with the factors cited, such as pay, promotion, fringe benefits contingent rewards and operation procedures. The similar study done in Rwanda showed that lack of job satisfaction has been associated with low productivity, poor health care service, absenteeism, turnover, brain drain and many other negative effects (Habagusenga *et al.*, 2012).The findings revealed that there is a low correlation between job satisfaction with motivators and barriers as respectively $p < 0.05$ ($r = 0.182$, $p = 0.012$, $r = 0.377$, $p = 0.0001$). In the similar study done in South Rand showed a low level of job satisfaction among the healthcare professionals surveyed.

However factors found to influence job satisfaction were the opportunity to develop, responsibility, patient care and staff relations (Ramasodi , 2010). Whereas the registered nurses were satisfied with factors such as supervision, co-workers, work itself and communication. However, the researcher has seen in this research that correct factors (supervision, co-workers, work itself and communication) contribute to a higher level of job satisfaction among employees. While factors such as pay, promotion, fringe benefit, contingent reward and operation procedures are causing job dissatisfaction among employees at work.

5.4. BARRIERS OF JOB SATISFACTION

The findings of the present study shows that the registered nurses were dissatisfied with the factors cited, such as pay, promotion, fringe benefits contingent rewards and operation procedures. The similar study done in Rwanda showed that lack of job satisfaction has been associated with low productivity, poor health care service, absenteeism, turnover, brain drain and many other negative effects. (Habagusenga *et al.*, 2012).The findings revealed that there is a low correlation between job satisfaction with motivators and barriers as respectively $p < 0.05$ ($r = 0.182$, $p = 0.012$, $r = 0.377$, $p = 0.0001$). In the similar study done in South Rand showed a low level of job satisfaction among the healthcare professionals surveyed. However factors found to influence job satisfaction were the opportunity to develop, responsibility, patient care and staff relations (Ramasodi ,2010).

5.5. FACTORS RELATED TO JOB SATISFACTION AMONG NURSES

There was no statistically significant across age, Level of education, experience consecutively ($p=0.381$, $p=0.974$, $p=0.403$) and statistically significant difference was found across gender and level o job satisfaction ($p=0.045$). This was not in agreement of study done by(Zahaj et al.,2016) which showed that age and job satisfaction exists statistically significant positive correlation ($P<0.001$). According to this relationship, with increased age is expected to increase the satisfaction felt by nurses to their profession. In similar study conducted in South Ethiopia revealed that only sex ($P < 0.05$) and institution of work (< 0.05) were significantly associated with professional training subscale; the rest (age, educational status, marital status, working unit and working experience) were not significantly associated (Asegid, Belachew &Yimam, 2014)

5.6. LIMITATIONS OF STUDY

1. This study was limited to CHUK in Rwanda; the findings can't be generalized to other institutions in our country.
2. Lack of financial resources status and timely for exploring deeply our research
3. It used also quantitative approach while qualitative approach could further explore nurse's levels of job satisfaction.

5.7. RECOMMANDATIONS

According to results found in this research, those recommendations below are addressed to the Ministry of health, administration and management recommendations are addressed to the Ministry of Health, management and administration of KUTH, supervisors as well as health workers.

Recommendations for administration

- Chuk is under MOH, it is necessary to increase the number of nurses in all departments for avoiding workload and shortage of nurses, absenteeism and turnover.
- To improve their remuneration by increasing salary and adequately fringe benefits and rewards system, To update their skills and knowledge by doing training to increase the productivity and to improve quality of health care delivery to the patients and retention of experience workforce.
- Recognize their efforts and paid the allowance of weekend, night and holidays.

- To have adequate materials and equipment for each ward of department quality health care delivery.
- To be sure if each new staff know the policies and procedures used in hospital of CHUK
- To teach them the rules and regulation and unit based protocol

Recommendations for nursing practice

In the each department, quality health care delivery could be increased by good mentoring, coaching of supervisor or managers.

- Supervisor could know how to treat their nurses, to encourage, listen and support them.
- Supervisor should motivate the staff to strive for professional excellence, for good collaboration and good communication and create a reward system.
- Supervisor should have an integral role in unit-based activities at their hospital and must intervene by using additional quality improvement measures for patient's safety.
- Supervisor must have nurses at all levels from bedside to management responsibilities
- Supervisor should facilitate nurse's participation in policy making.
- To be involved in activities professionals and to take care it as ownership for patient safety
- To be involved in the different mutual aid associations as caisse d'entraide, Management business Committee (MBC) for additional financial.
- To be initiated to exchange the input with supervisor for the best hospital management.
- The health workers must be involved in co workers to for mutual help and experiences for best practices and to decrease the workload.

Recommendation for nursing education

- The training is very necessary for update the skills and knowledge for the nurse
- To participate regularly to the workshop for education
- To do the presentation of any topic for their refreshment.

Recommendation for nursing research

- In the public health sector is experiencing a shortage of staff due to many reasons among others; poor human resource policies .Findings from this study showed that some factors like remuneration, benefit, promotion, working conditions and hospital management were associated with low job satisfaction in Kigali University Teaching Hospital.
- It is therefore recommended that CHUK executive management initiate the traditions of conducting regular studies in order to explore job satisfaction of nurses with the aim to enhance motivation, productivity and retention of skilled professionals for improved the quality health care delivery of the patients and to put in place adequate strategies for improving health workforce well being.

5.8. FINAL CONCLUSION

In conclusion, the researcher can say that the level of job satisfaction among nurses involved in this study is below average. This relatively low level of satisfaction seems to be affected by several factors, like the fact that job salary is low, keeping present the job difficulty, and difficulties in career promotion or forced choice of profession. Less satisfied groups in nursing profession are young people and high educated nurses. Increasing the level of satisfaction at work is not only of interest to nurse, but all the staff, the institution and the patient. Hospital administration needs to continuously monitor the level of staff professional pleasure and take measures to modify the contributing factors at University Teaching Hospital in Kigali.

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ANNEX.1.QUESTIONNAIRE USED IN DATA COLLECTION

Topic: EXPLORING JOB SATISFACTION AMONG NURSES AT UNIVERSITY TEACHING HOSPITAL OF KIGALI, RWANDA.

Questionnaire will have 2 sections:

Section 1: comprise the demographic data.

Section 2: Comprise of the closed ended questions to help the researcher identify the factors that influenced nurses' job satisfaction.

Instruction: Please indicate with X in the boxes provided where you believe it is the most appropriate answer.

A. Section one: Biographical data

1. Age

1) <31 years

2) 31-40 years

3) >40 years

2. Gender

1) Male

2) Female

3. Marital status

1) Single

2) Married

3) Widow

4) Divorced

5) Separated

4. What is your level of nursing education?

1) A2 Diploma

2) Advanced diploma (AI)

3) Degree (AO)

4) Masters

5) PhD

5. What is your service /Department?

1. Accident and Emergency

2. Gynecology Obstetric

3. ICU

4. Intern medicine

5. Pediatric

6. Surgery

6. What is the length of experience at work at Chuk?

1) 6 month- 1 year

2) > 1-5 years

3) > 5-10 years

4) > 10-15 years

5) >15-20 years

6) Above 20 year

SECTION B: JOB SATISFACTION SURVEY

Questions

Motivating Factors	disagree	Agree	Strong Agree
<i>Achievement</i>			
There is little chance for promotion on my job	3	2	1
People get ahead as fast here as they do in other places	1	2	3
<i>Recognition</i>			
Those who do well on the job stand a fair chance of being promoted	1	2	3
I am satisfied with my chances for promotion	1	2	3
When I do a good job, I receive the recognition for it that I should receive	1	2	3
I do not feel that the work I do is appreciated	3	2	1
There are few rewards for those who work here.	3	2	1
I don't feel my efforts are rewarded the way they should be.	3	2	1
<i>Work Itself</i>			
I have too much to do at work.	3	2	1
I have too much paper work	3	2	1
My job is enjoyable.	1	2	3
I sometimes feel my job meaningless.	3	2	1
I like doing the things I do at work	1	2	3
I feel a sense of pride in doing my job.	1	2	3
Work assignments are not fully explained	3	2	1
<i>Responsibility</i>			
I am fully able to use my skills in this position	1	2	3
I have ample opportunities for advancement in this profession	1	2	3
Barriers to Job Satisfaction			

<i>Supervision</i>			
My supervisor is quite competent in doing his/her job	1	2	3
My supervisor is unfair to me	3	2	1
My supervisor shows too little interest in the feelings of subordinates	3	2	1
I like my immediate supervisor	1	2	3
<i>Interpersonal Relations</i>			
I like the people I work with.	1	2	3
I find I have to work harder at my job because of the incompetence of people I work with.	3	2	1
I enjoy my co-workers	1	2	3
There is too much bickering and fighting at work.	3	2	1
<i>Salary/ Pay</i>			
1. I feel I am being paid a fair amount for the work I do.	1	2	3
2. Raises are too few and far between	3	2	1
3. I feel unappreciated by the hospital when I think about what they pay me	3	2	1
4. I feel satisfied with my chances for salary	1	2	3
<i>Company Policy and Administration</i>			
Many of our rules and procedures make doing job difficult.	3	2	1
My efforts to do a good job are rarely blocked by red tape.	3	2	1
Communications seem good within this hospital.	1	2	3
The goals of this hospital are not clear to me.	3	2	1
I often feel that I do not know what is going on with the hospital	3	2	1
<i>Benefits</i>			
I am not satisfied with the benefits I receive	3	2	1
The benefits we receive are as good as most other	1	2	3

hospitals offer			
The benefit package we have is equitable	1	2	3
There are benefits we do not have which we should have	3	2	1
Job Security			
I am satisfied with long term benefit	1	2	3
I am satisfied with insurance	1	2	3

ANNEX.2 INFORMED CONSENT FOR RESEARCH PARTICIPATION

INTRODUCTION

The person in charge of this study is Dancilla NYIRASEBURA, RN, BSN and master student in the College of Medicine Health and Science and my supervisor is DR Geldine CHIRONDA. You are invited to join this research on how the dissatisfaction of health workers has been evidenced in Rwanda, and it was found that employee retention, worker productivity, and performance quality are all heavily influenced by job satisfaction while lack of job satisfaction was source of poor motivation among workers, stress absenteeism and a high turnover of Hospital. As the problem of shortage of nursing and high turnover rate across the Hospital Authority, it is vital to interpret the factors that can retain them and prevent their turnover absenteeism in UTHK.

Research purpose:

The purpose of this study will be to explore Job satisfaction among nurses in University Teaching Hospital in Kigali, Rwanda.

Explanation of the procedures:

Questionnaire involves three parts. It is put in the nursing station. You can pick it and answer the three parts in the questionnaire and then return it in an envelope in the nursing station.

Potential risks:

There are no risks associated with this study

Benefits:

By participating in the study, you will not receive any direct benefits. There will no monetary compensation for participating. However, you will receive the satisfaction of knowing that participation in this research may help all nurses working in all hospitals of Rwanda.

Costs:

You don't need to pay to participate in this study. The cost of this study will take you 30 minutes to complete this questionnaire.

Confidentiality:

Your identity will not be known. No personal data will be obtained. All the data will be kept confidential. However, absolute confidentiality cannot be guaranteed and personal

information may be disclosed if required by the law. The study staff will have access to all the information collected in this study. Again, there are organizations that may inspect or copy your research records for quality assurance and data analysis and these include the institutional review board (IRB). All the documents for the study will be destroyed after 2 years of study completion.

Voluntary participation:

Your participation is completely voluntary. Participants are allowed to refuse or withdraw at any stage of the study. Also, you will have the option of not participating in any part or the full interview, without any victimization with your jobs.

Contact details

If you have any questions regarding this research before taking part in this study, please feel free to contact myself or my supervisor on the following contact details:

University of Rwanda
College of medicine and Health Sciences
School of Nursing and Midwifery
Kigali, Rwanda
Sr Dancilla: 0788482828
Dr Chironda – 00250 789924956.

In case of reporting complaints relating to the study, please don't hesitate to contact the Research Administration Office of the University Teaching Hospital of Kigali or to contact the IRB Chairperson

Institutional Review Board
Research Office
University of Rwanda
Kigali, Rwanda
Number phone: **0788490522**
Email.....

CONSENT TO PARTICIPATE

Your signature below indicates that you have decided to volunteer as a research participant for this study, and that you have read and understood the information provided above. You will be given a signed and dated copy of this form to keep, along with any other printed materials deemed necessary by the researcher.

Subject's Name (print): _____

Sign.....**Date**.....

ANNEX. 3. PERMISSION OF USING TOOL



EMMANUEL UGWA

[Show details](#)

Add to circles

Hello

Inbox x

Nyirasebura Dancilla <dasebura@gmail.com>

Sep 30

to zoputaclinic74

My name is NYIRASEBURA Dancilla. I am student in Master's degree in Nursing leadership and management. Could you please give me the tools? my proposal research is Explore Job satisfaction among Nurses in Rwanda University Teaching Hospital of Kigali, Rwanda

Be blessed

Dancilla,

EMMANUEL UGWA <zoputaclinic74@gmail.com>

Sep 30

Hi

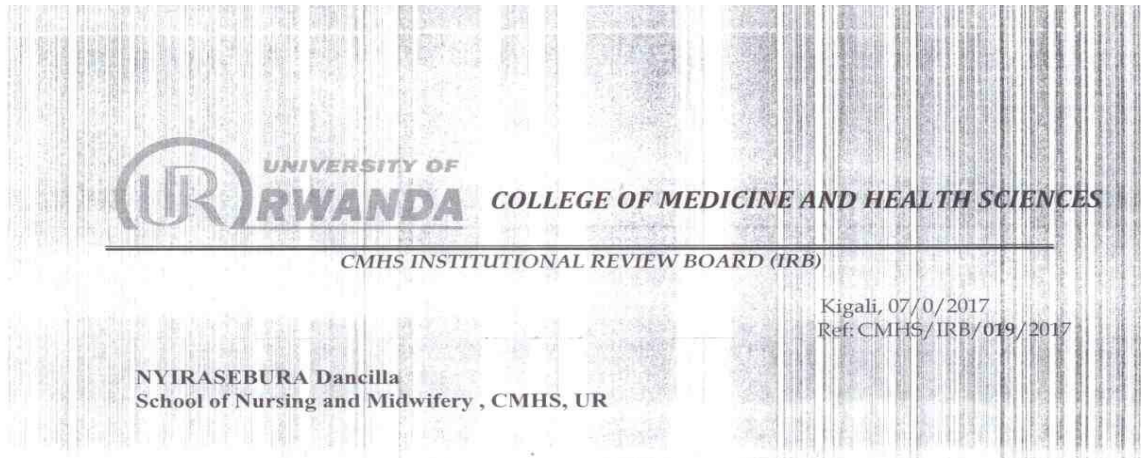
Attached is the tool. Please acknowledge receipt and reference properly. Also think of publishing in Hospital Practise and Research (An Iranian Journal of Hospital Management). Happy to talk more!

Good luck



EMMANUEL UGWA <zoputaclinic74@gmail.co

ANNEX. 4.ETHICAL CLEARANCE FROM UNIVERSITY OF RWANDA



Dear NYIRASEBURA Dancilla

RE: ETHICAL CLEARANCE

Reference is made to your application for ethical clearance for the study entitled “ *Exploring Job Satisfaction Among Nurses At University Teaching Hospital Of Kigali, Rwanda*”

Having reviewed your protocol and found it satisfying the ethical requirements, your study is hereby granted ethical clearance. The ethical clearance is valid for one year starting from the date it is issued and shall be renewed on request. You will be required to submit the progress report and any major changes made in the proposal during the implementation stage. In addition, at the end, the IRB shall need to be given the final report of your study.

We wish you success in this important study.

fcs
Professor Kato J. NJUNWA
Chairperson Institutional Review Board,
College of Medicine and Health Sciences, UR



Prof. JB Gahutu
IRB Vice-Chair

- Cc:
- Principal College of Medicine and Health Sciences, UR
 - University Director of Research and Postgraduate studies, UR

ANNEX.5.ETHICAL CLEARANCE FROM CHUK



**CENTRE HOSPITALIER UNIVERSITAIRE
UNIVERSITY TEACHING HOSPITAL**

Ethics Committee / Comité d'éthique

February 3rd, 2017

Ref.: EC/CHUK/248/2017

Review Approval Notice

Dear Nyirasebura Dancilla,

Your research project: "Exploring job satisfaction among nurses at University Teaching Hospital of Kigali, Rwanda."

During the meeting of the Ethics Committee of University Teaching Hospital of Kigali (CHUK) that was held on 3/02/2017 to evaluate your protocol of the above mentioned research project, we are pleased to inform you that the Ethics Committee/CHUK has approved your protocol.

You are required to present the results of your study to CHUK Ethics Committee before publication.

PS: Please note that the present approval is valid for 12 months.

Yours sincerely,

Dr Stephen Rulisa
The President, Ethics Committee,
University Teaching Hospital of Kigali

P.O. *Acting Head*
ETHICS COMMITTEE
CHUK *Rusungwa Emmanuel*

<<University teaching hospital of Kigali Ethics committee operates according to standard operating procedures (Sops) which are updated on an annual basis and in compliance with GCP and Ethics guidelines and regulations>>.

B.P. :655 Kigali- RWANDA www.chk.rw Tél. Fax : 00 (250) 576638 E-mail : chuk.hospital@chukigali.rw

ANNEX.6 REQUEST FOR DATA COLLECTION



UNIVERSITY OF

RWANDA

COLLEGE OF MEDICINE AND HEALTH SCIENCES

SCHOOL OF NURSING AND MIDWIFERY

Kigali, on 30 / 01 / 2017

Ref. No: 68 / UR-CMHS/SonM/17

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

Re: Request to collect data

Referring to the above subject, I am requesting for permission for **NYIRASEBURA Dancilla** a final year student in the Masters of Science in Nursing at the University of Rwanda/College of Medicine and Health Science to collect data for his/her research dissertation entitled **EXPLORING JOB SATISFACTION AMONG NURSES AT UNIVERSITY TEACHING HOSPITAL OF KIGALI, RWANDA**

This exercise that is going to take a period of 2 months starting from 13th February 2017 to 12th April 2017 will be done at **University Teaching Hospital of Kigali (UTHK)**.

We are looking forward for your usual cooperation.

Sincerely,

A handwritten signature in blue ink, appearing to be 'DM'.

Dr. Donatilla MUKAMANA, RN, PhD
Dean, School of Nursing and Midwifery
College of Medicine and Health Sciences



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