



## CHAPTER 1

### INTRODUCTION

In human resource management job satisfaction of the employees is one of the vital issue. Mondy (1990) stated the concept of human resource management is the utilization of human resources to achieve the organizational objectives. Basically managers get the things done through the efforts of others. The major task of a manager is to develop and to maintain an environment in which workers want to be productive and contributing members of the organization. Such a task of a manager encourages the workers' positive attitude towards organization. Price (1972) has defined job satisfaction as the degree to which member of a social system have a positive orientation towards membership in the system. Davis (1989) described job satisfaction is set of favourable or unfavorable feelings with which the employees view their work. If the workers are happy and contented, they retain to work in the organization. Newmann (1972) et al. have identified job satisfaction as in several dimensions, which includes salary, supervision, promotion, status

achievement, co - worker, recognition, authority, work load, personal problem and social services.

Job satisfaction has become as one of the relevant issue among the nurses working in the hospital. If the nurses are satisfied, they like to remain in the job and do not leave the organization where they work. The nurses whose needs are met will give a worthwhile contribution and remain over a prolonged period in the hospital more than those nurses who have to struggle repeatedly with frustration or feel compelled to meet their job satisfaction needs in unacceptable ways such as showing no interest in work, being absent repeatedly or ultimately terminating job. Consequences of these behaviours may exhibit the increase rate of turnover, burnout and absenteeism among the nurses in the hospital. Simpson K. (1985) reported in his study that the indicators of job satisfaction were turnover and absenteeism and job satisfaction affects the quality of service.

A temporary high rate of turnover may be desirable if it means that unsatisfactory workers are being dismissed and new satisfactory ones are being brought into an organization. But constant high

turnover is costly in terms of orientation, supervision, service and morale (Pigors, P. and Mayers, A. 1969).

Nepal as many other developing countries in the world has been confronted with the problem of shortage of nursing personnel. This happens first because there is an inadequate supply of nursing personnel. There are ninety six hospitals in Nepal and six hundred and one professional nurses are employed in these hospitals (Country Health Profile, Nepal 1989). These hospitals include government, non-government and University hospitals. Out of the ninety six hospitals the three largest hospitals are located in Kathmandu, the capital city, in the Central Region of Nepal. The total population according to 1990 estimate was 18.9 million and has increased at the rate of about 2.6 percent a year ( National Planning Bureau of Statistics, Nepal 1990 ). Seventy percent (70%) of the total employed nurses are working in the Central Region which covers only thirty three (33%) of the total population in Nepal. The rest thirty percent (30%) of the total nurses are employed in the other four Regions which contains sixty seven (67%) of the total population in Nepal. The nurse

patient ratio estimated is 1: 28,799 ( National Planning Bureau of Statistics, Nepal 1990).

#### BACKGROUND AND RATIONALE

Nepal is a landlocked country. Strategically Nepal is surrounded by the vast plains of India to its east, west and south and to the north lies the Tibetan Plateau of China. The total land area is 147,181 square kilometers

Administratively Nepal is divided into five developing regions - fourteen (14) zones and seventy five (75) districts. Agriculture is the mainstay of Nepalese economy and contributes about 60% gross domestic product.

National Health System provides management infrastructure and service facilities at national, regional, district and local level. As part of the fourth Five Year Plan ( 1970 - 1975 ) Nepal's Health priorities changed from emphasizing curative services to focusing more on preventive services. To help to implement this preventive strategy, the HMG of Nepal established the Institute of Medicine which sought to produce medical and paramedical personnel.

National Health Policy and Strategy for Health

for All by 2000 to produce adequate number of trained manpower, Institute of Medicine emphasized for the extension of higher program to produce Bachelor level of Medical manpower based on a community oriented programme. So Tribhuwan University felt a need to establish its own Teaching Hospital to provide clinical practice area for medical, nursing and other paramedical students.

Tribhuwan University Teaching Hospital (TUTH) was established with joint collaboration of His Majesty's Government of Nepal and the Government of in 1983. It is located in Kathmandu the capital of Nepal. In the first phase, the out patient department service was started in July, 1983 with limited number of staff. The full fledged in patient services were started in February, 1984. The in patient services Medical, Surgical, Gynaecology, Orthopaedic, Eye, ENT, ICU \ CCU, Post operative, Dermatology, Dentistry, Burns, Tropical Medicine, Investigative services and Administrative Supporting services. The Casualty and Maternity services were opened in October 1985.

The objectives of T.U. Teaching Hospital are:  
- provide education and training to all level of health manpower

- provide health services to the sick people
- provide community health services through its extensive program
- develop and execute research programs for the betterment of health services in Nepal

Tribhuvan University Teaching Hospital is one of the largest hospital equipped with the most modern technology in Nepal. The total capacity of TUTH includes 351 beds. Out of which 301 beds are allocated for in-patient services and 50 beds are allocated for intensive and special units. The hospital functions are undertaken with co-operation and co-ordination among various categories of staff - medical, nursing, paramedical and other non-medical personnel. The total number of staff nurses working in TUTH is 149. According to sanctioned post for staff nurses there should be 185 staff nurses but 25% of the post are still vacant. Among the total nursing personnel about 85% are only staff nurses in TUTH. They are the major level of nursing personnel who are mostly involved in the direct patient care in hospital. These staff nurses also provide twenty four hours health care services to the patients in the hospital. Along with the patient care assignment the staff nurses are responsible for the management of the

functions of the assigned unit in hospital.

Within the short history of T.U. Teaching Hospital the rate of turnover and absenteeism among the staff nurses is quite high as reported 15% and 20% respectively. It is a crucial problem in human resource management in TUTH. There is a great loss of money, energy, time and manpower in the hospital. Its adverse effect may be the decrease in quality and quantity of productivity in T.U. Teaching Hospital. It seems extremely important for Hospital and Nursing Administrators to know what the nurses want and what will attract them to a particular job and what will affect their decision to remain in job.

A survey study was done on Attrition among Middle Level Technical Personnel (National Planning Commission Secretariat, HMG\Nepal 1974 ). This study included ten categories of middle level technicians (MLT) to determine the extent of attrition problem and to identify the problem areas of attrition. The most frequently mentioned problem areas mentioned by each MLT category were opportunity for promotion (78%) salary (74%) and refresher training opportunity (62%).

So far there is no evidence on the studies done regarding job satisfaction of the staff

nurses in Nepal. Many studies have done on various aspects of job satisfaction of the registered nurses mostly in Western and other countries. Nepal is a developing country where the basic minimum needs of the people have not been yet fulfilled sufficiently. Those previous studied areas of population, environment and socio-economic background are different than those of Nepalese nurses. Therefore, the investigator is interested in studying the factors associated with job satisfaction of the staff nurses who are working in Tribhuvan University Teaching Hospital, Nepal.