



Organizational Environment and Nurses' Job Satisfaction: A Study on Private Hospital in Bangladesh

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ABSTRACT

This correlation based descriptive study is designed to describe and examine the relationship between organizational environment and nurses' job satisfaction within the private health care context in Bangladesh. The study is based on different private medical college and hospital in Bangladesh. Respondents are selected using a convenient sampling procedure of 139 nurses working at these hospitals and involved in caring patients directly. Therefore, 139 responded questionnaires are used for analysis. Data has been collected through face to face interview in 2015. Inferential Statistics like as Exploratory Factor Analysis and Confirmatory Factor Analysis are used to test the relationship between organizational environment and nurses' job satisfaction. The reliability of Organizational Environment and Nurses' Job Satisfaction are 0.75. Descriptive statistics has been used to explain the demographic data of the respondent of those private hospitals. Factor analysis reveals that only four influential factors like, Organizational Structure, Organizational Responsibility, Reward & Recognition, and Organizational Standard of the organizational environment have a significant influence on nurses' job satisfaction. On the contrary, four influential factors of nurse job satisfaction like Payment of Nurse, Interaction of Nurse, Task Requirement and Organizational Policy have an influence on the organizational environment. Confirmatory factor analysis explains that only three influential factors like, Organizational Structure, Organizational Responsibility, and Organizational Standard have influence on nurse job satisfaction and the organizational environment has been influenced by three influential factors like Payment of Nurse, Interaction of Nurse, and Organizational Policy. The findings of this study suggest that organizational environment should be employee friendly, policies should be inspiring for nurse; nurses should be allowed to make their decision and organization should ensure proper evaluation and promotion of the nurses that eventually will maximize better services.

Keywords: Nurses' Job Satisfaction, Organizational Environment, Private Hospital, Bangladesh

INTRODUCTION

Nursing is a recognized noble profession that has relations with the healing ability and a sense of reflection to serve humanity. Variations in health care sectors including reorganization, redesigning, intensifying the roles of health care professionals are the cause of nurses to extend their responsibilities. They have to face many difficulties in providing care to the patients with their rapid changing roles and diverging environment (Mok & Au-Yeung, 2002). Nurses need enthusiasm and feeling love, caring attitude and alarming concern to fulfill the needs of their patients (Henry & Henry, 2004). Moreover, worldwide nursing is dealing with the shortage of work force that creates a significant threat which is society's most vulnerable populations and has adverse

implications for the quality of health care (Buchan & Aiken, 2008). Dealing with these situations, nurses' job satisfaction has become a major concern in the health care sector globally (Bradley & Cartwright, 2004). Job satisfaction among nurses is a major concern in Bangladesh; no research evidence has existed about the factors associated with nurses' job satisfaction in the country. In this regards, some surveys reported that job satisfaction among nurses in Bangladesh was near to the ground (Hossain, 2008; WHO, 2003). According to WHO (2003), in Bangladesh, 90% of the nurses were not satisfied with their job. Among the nurses in one public hospital and one private hospital which found that 63% of nurses were dissatisfied with their job (Hossain, 2008). Finally, based on the review of above-related literature, it was



expected that existing working environment may be a major concern in Bangladesh health care industry that would contribute to nurses' job satisfaction (Hossain, 2008; Nursing Taskforce, 1994; Zaman, 2004). The researchers value that if nurses are not satisfied with their job, this will negatively effect on the entire health care services of the country in the future. People will be less willing to serve in the nursing profession thus a shortage of nurses will be a long-standing problem for Bangladesh. Also, it may affect the quality of patient concern, and thus, the public acceptances were decreased towards the current standard of health care in the hospitals. Therefore, it is imperative to investigate the factors contributing to nurses' job satisfaction in the context of the health care organization in Bangladesh. With this regard, the present study was designed to explore the relationship between organizational environment and nurses' job satisfaction.

LITERATURE REVIEW

Job satisfaction is one's feeling or state-of-mind regarding the nature of work. It is one of the most frequently measured organizational variables in both researches and in the organizational settings.

French (1994) viewed job satisfaction as a person's emotional response to aspects of work or to the work itself. According to **Robbins (1996)**, job satisfaction refers to an individual's general attitude towards his or her job. **Spector (1997)** said that job satisfaction is the scope of the people's like or dislike with their job. This definition suggests that job satisfaction is affected to reaction generally or globally affective that individuals hold about their job. According to **Buss (1998)**, job satisfaction is an employee's perception that his or her job allows the fulfillment of important values and needs. The widely acceptable definition given by **Locke (as cited in Elizabeth & Adames, 2001)** is that job satisfaction is "from the appraisal of one's job or job experiences state a pleasurable or positive emotional result". **Cranny, Smith, and Stone (as cited in Brown & Lent, 2004)** defined job satisfaction as "an affective reaction to a job that is desired". The researchers have not proved the underlying difference between hygiene and motivating factors. In the poorer and developing countries sometimes in the developed counties as well as Nigeria, Nepal, Pakistan and Bangladesh, the hygiene factors mainly motivate people as most of the motivators are still absent themselves in workplaces. Nurses Job satisfaction is a major concern in Bangladesh. Thus, it was necessary to investigate the factors contributing to nurse job satisfaction. Moreover, in Bangladesh, no research evidence was existed or found about the factors contributing to nurses' job satisfaction. In this regards, most of the identified factors are important. For present study context, organizational environment was considered as the most vital contributing factors for job satisfaction of nurses. In this study, **Stringer's (2002)** conceptualized six organizational environment

dimensions in the health care context have been selected to measure the nurses' working atmosphere. **Stamps (1997)** identified six components of nurse and health care professionals work satisfactions are also considered to measure the nurses' job satisfaction. Finally based on previous findings regarding the organizational environment and the nurse job satisfaction, the researchers assumed that these two concepts would be interrelated. The objective of this study was to explore and identify the relationship and factors between organizational environment and nurses' job satisfaction within the health care context of Bangladesh.

Job satisfaction

The nature of job satisfaction is attempted to understand the causes and its effects on work performance that is a complex process and considered as multidimensional and enduring constructs (**Mullins, 2002; Stamps, 1997**). According to **Mullins**, job satisfaction is a complex and multifaceted concept, which can represent different things to different people. Job satisfaction has a link with the motivation and it affects the human behavior in the organization (**Robbins, 1996**). **Hall (as cited in Pietersen, 2005)** stated that there is a lack of consensus as to what job satisfaction is and how the job satisfaction of employees is to be assessed. **Bradley and Brain (2003)** explained that job satisfaction represents the attitude of an individual about work and is influenced by individual's motivation to the work.

Definition of Job Satisfaction

Job satisfaction is one's feelings or state-of-mind regarding the nature of work. It is one of the most frequently measured organizational variables in both researches and in the organizational settings. **French (1994)** viewed job satisfaction as a person's emotional response to aspects of work or to the work itself. According to **Robbins (1996)**, job satisfaction refers to an individual's general attitude towards his or her job. **Spector (1997)** defined it as "the extent to which people like or dislike their job". This definition suggests that job satisfaction is general or global affective reaction that individuals hold about their job. According to **Buss (1998)**, job satisfaction is an employee's perception that his or her job allows the fulfillment of important values and needs.

The widely acceptable definition given by **Locke (as cited in Elizabeth & Adams, 2001)** is that job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". **Cranny, Smith, and Stone (as cited in Brown & Lent, 2004)** defined job satisfaction as in "an affective reaction to a job that is preferred". **Hulin and Judge (2003)** said that job satisfaction is a psychological response to one's job that individual captures from his or her work experiences. According to **Bradley & Brain (2003)**, job satisfaction is a pleasurable emotional state of the employees that the individual derives from his or her job content and

experiences. In summary, job satisfaction can be explained as one's perceived congruence or discrepancy among desire and its outcomes and the importance of what the employee expects from his or her job. Job satisfaction may occur when an individual feels that he or she has accomplished an important task, and it will be valued or recognized.

Job Satisfaction in Nursing

Nurses hold a majority of positions in the most health care organizations and are considered to be vital for ensuring the quality of patient care and cost minimization (O'Brien-Pallas, Thomson, Alksnis, & Bruce, 2001). Many studies about job satisfaction confirmed that quality of health-care and nurses' job satisfaction are interrelated (Mrayyan, 2006; Adams & Bond, 2000). Therefore, job satisfaction among nurses should be a great concern for any health care organizations. Molinari and Monserud (2008) defined that nurses' job satisfaction as the extent to which the difference between the amount of rewards received by nurses and the amount they believed that they should receive. Stamps (as cited in Taunton et al., 2004) viewed nurses' job satisfaction as a complex construct that captures individual nurses' reactions to the specific components of their job.

Nurses' job satisfaction and their commitments have always been important issues for health care administrators. In addition, nurses' job satisfaction studies on health care organization discovered that nurses' job satisfaction and dissatisfaction has correlation with turnover and retention of employees, quality care, and intent to leave (Buchan & Calman, 2005; Larrabee, Jenny, & Ostrow, 2003; Mrayyan, 2006). Moreover, some studies identified the association between nurses' job satisfaction and patient satisfaction (Allen, 2005; Kangas et al., 1999). Thus, it can be concluded that nurses' job satisfaction has a greater outcome for health care organization and its failure or success, particularly regarding the quality of care, patient satisfaction, which in turn increases the nurses' job performance, job retention, and reduces turnover and absenteeism.

Definition of Organizational Environment

Organizational environment, manifested in a variety of human resource practices, is an important predictor of organizational success. An early definition given by Forehand and Gilmer suggested that the organizational environment is a set of descriptive characteristic of an organization that is relatively enduring over a period. These characteristics differentiate one organization from other and influence the human behavior (Smith, 1994). According to Litwin and Stringer (1968), the organizational environment is a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivations and behaviors. Tagiuri and Litwin (as cited in Mullins,

2002) defined the organizational environment as a relatively stable state of the internal environment that is practiced by its member, influence workers behaviors and can be explained with the values of the organization. George et al. (as cited in French, 1994) gave a directional definition of organizational environment as the measurable and collective insight of organization's members about different aspects of working life that can affect employee's level of motivations and behaviors, like: the organization's culture, the practiced leadership styles, the nature of structure, and employment policies and practices.

Hong & Kaur (2008) defined the organizational environment as a global feeling of one's organization and personal impact of the workplace environment that influences the individual's work behaviors and job-related attitudes.

OBJECTIVE OF THE STUDY

This study consists of the following objectives:-

- To determine the relationship between organizational environments and nurse's job satisfaction.
- To identify influencing factors of both organizational environments and nurse's job satisfaction.

CONCEPTUAL FRAMEWORK

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

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

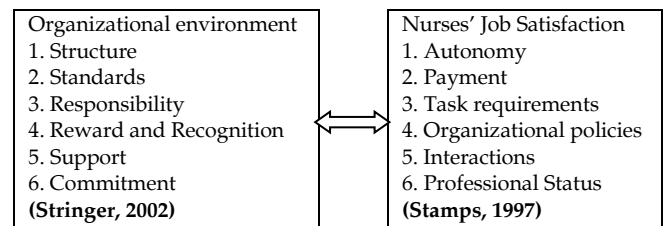


Figure 1: Conceptual Relationship between Organizational environment and Nurses' Job Satisfaction

RESEARCH HYPOTHESIS

To study the relationship between Nurse Job Satisfaction and different types of organizational factors, the following hypotheses were formulated.

Hypothesis

- H₁: There is no positive relationship between Nurse Job Satisfaction and structure of an organization.
- H₂: There is no positive relationship between Nurse Job satisfaction and organization responsibility.
- H₃: There is no positive relationship between Nurse Job satisfaction and reward and recognition
- H₄: There is no positive relationship between Nurse Job satisfaction and standard of organization.
- H₅: There is no positive relationship between organizational environment and payment of Nurse.
- H₆: There is no positive relationship between organizational environment and interaction of Nurse.
- H₇: There is no positive relationship between organizational environment and task requirement of Nurse.
- H₈: There is no positive relationship between organizational environment and organizational policy.

METHODOLOGY

To investigate the factors that have influence on job satisfaction of nurse within the health care context in Bangladesh, the following research methodology was adopted. The study was conducted at three private medical colleges and hospital in Bangladesh. One hundred and thirty-nine (139) of the respondents were collected by applying a convenient sampling method at the different hospitals with minimum working experiences and involved with direct patient care in Dhaka city. Data were collected by using the face to face interview /self-administered questionnaire during June to August 2014. Based on literature review, the questionnaire was divided into three parts: the first part included general information about the nurse (gender, age, level of education, experience, etc.) and the second part was designed to assess organizational environment perceptions (structure, responsibility, reward and recognition, standards, support, and commitment) and third part was designed to assess nurse job satisfaction perceptions about interaction, payment, task requirement, organizational policy, autonomy, and professional status that have an effect on nurse job satisfaction, using a five-point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree". Microsoft Excel, SPSS, and AMOS-21 software were used for analyzing data. Cronbach's alpha, the reliability coefficient 0.75 was obtained from the overall measures in this study.

ANALYSIS AND FINDING OF RELATIONSHIP BETWEEN ORGANIZATIONAL ENVIRONMENT AND NURSE JOB SATISFACTION IN BANGLADESH

Table 1 shows that about 100% of the respondents are female. The age distribution of the respondents shown in the table indicates that 40 respondents (28.77%), 39 (28.06%), 10 (7.19%) out of 139 are aged between (20-25), (25-30), and (30 and above) years respectively whose experience 0-5 years. Again, the respondents 9 (6.47%), 21 (15.1%), 10 (7.19%) out of 139 are aged (20-25), (25-30),

and (30 and above) years respectively whose experience 6-10 years. On the other hand, the respondents 0 (0%), 2 (1.4%), 8 (5.76%) out of 139 are aged (20-25), (25-30), and (30 and above) years respectively whose experience ten years and above.

Table 1: Frequency, Percentages, Mean and Standard Deviation of Demographic Characteristics of the different type of respondents which is discuss below. (N=139)

	Frequency	Percentage
Age (years) Mean=28, S.D=4.25, Min.- Max=20-45	20-25	49
	25-30	62
	30+	28
Gender	Male	0
	Female	139
Religion	Muslim	121
	Non-Muslim	18
Marital Status	Single	26
	Married	109
	Divorced	4
Level Education in Nurse	SSC	38
	HSC	41
	Diploma in Nurse	60
Year of Working Experience in Nurse	0-5 years	89
	6-10 years	40
	Above 10 years	10
Current Position	Nurse in Charge	30
	Staff Nurse	109

Table 2 shows that majority of the respondents that is 62 (44.6%) whose age between 25-30 years, a maximum number of respondents that is 124 (89.2%) who are female. This study is female dominated and all the respondents are Muslim. In marital status, the majority number of the respondent that is 109 (78.7%) who are married, also the level of education in nurse 43.2% respondents have Diploma in Nurse Degree. In the year of working experience in nurse, the majority number of the respondent that is 89 (64%) whose experience 0-5 years. In the current position in nurse, the maximum number of the respondent that is 109 (78.4%) who are the staff nurse.

Table 2: Cross tabulation of age of respondents and years of experience of different type of respondent

Age of respondents	Year Of Experience			Total
	0-5 years	6-10 years	Above 10 years	
20-25 years	40 (28.77%)	9 (6.47%)	0 (0%)	49 (35.26%)
25-30 years	39 (28.06%)	21 (15.10%)	2 (1.4%)	62 (44.60%)
30 years and above	10 (7.19%)	10 (7.19%)	8 (5.76%)	28 (20.14%)
Total	89 (64.03%)	40 (28.78%)	10 (7.19%)	139

FACTOR ANALYSIS OF ORGANIZATIONAL ENVIRONMENT

Exploratory factor analysis is a widely utilized and broadly applied statistical technique in social science. A total of 139 usable survey responses were analyzed in this section. The Eigen values, the percentage of total variance and the rotated sum of squared loadings have been shown below. The factor matrix as obtained in the principal component analysis has also been further subjected to Varimax Rotation. An examination of Eigen values has led to retention of 4 factors. These factors are accounted for 23.03%, 18.82%, 10.90%, and 8.64% of the variation. This implies that 61.4% variance is explained by the four factors and the remaining variance is explained by other factors. The four factors found from rotated factor matrix, have been discussed in the following factors paragraph.

Component Matrix	Factor Loading			
	F ₁	F ₂	F ₃	F ₄
Factor-1 (Organizational Structure)				
Organizational vision, mission, values, goals, and objectives are clearly defined that influence me for better performance.	.853			
In this organization, it is sometimes unclear who has assigned position to make decision.	.567			
Factor-2 (Organizational Responsibility)				
We do not rely too heavily on individual judgment in this organization; the most judgment is depended on group or committee.		.842		
One of the problem in this organization is that individual won't take responsibility.		.735		
Management makes an effort to talk with you about Career opportunities.		.785		
Factor-3 (Reward and Recognition)				
We have a promotion system here that helps the best man /woman to rise to the top			.768	
There is not enough reward and recognition given in this organization for doing good work.			.646	
Factor-4 (Organizational Standard)				
In this organization, we set a very high standard for performance.				.894
The management style of the organization relies on more on development of staff than on rules.				.722
I would accept almost any types of Job assignment to continue working in the organization.				.532
Eigen Value	2.764	2.259	1.31	1.038
% of Variance	23.03	18.82	10.9	8.649
Cumulative %	23.03	41.85	52.8	61.4
Extraction method: Principal Component Analysis Rotation method: Varimax with Kaiser Normalization				

1=Strongly Disagree, 5= Strongly Agree. Kaiser-Meyer-Olkin measure of sampling adequacy=0.55. Bartlett's test of sphericity p<0.000.

Factor-1 (Organizational Structure) explains 23.03% of the total variations existing in the variable set. This includes variable X₁ and X₂. On the basis of factor loadings on those variables a major cluster was formed. These factors belong to influence by the organizational characteristics, and unclear decision maker. So, it provides a basis for the conceptualization of a dimension which may be identified as organizational structure factor.

Factor-2 (Organizational responsibility) explains 18.82% of the total variations existing in the variable set. This includes variable X₃, X₄, and X₅. On the basis of factor loadings on those variables a major cluster was formed. These factors belong to lacking of responsibilities, individual judgment, and career opportunity. So, it provides a basis for the conceptualization of a dimension which may be identified as organizational responsibility factor.

Factor-3 (Reward & Recognition) explains 10.90% of the total variations existing in the variable set. This includes variable X₆, X₇. On the basis of actor loadings on those variables a major cluster was formed. This factor belongs to the better promotional system, and inadequate of reward & recognition. So, it provides a basis for the conceptualization of a dimension which may be identified as reward and recognition factor.

Factor-4 (Organizational Standard) explains 8.64% of the total variations existing in the variable set. This includes variable X₈, X₉, and X₁₀. On the basis of factor loadings on those variables a major cluster was formed. This factor belongs to ensure very high standard performance, management style, and job assignment to continue working. So, it provides a basis for the conceptualization of a dimension which may be identified as organizational standard factor.

FACTOR ANALYSIS OF NURSE JOB SATISFACTION

Exploratory factor analysis is a widely utilized and broadly applied statistical technique in social science. A total of 139 usable survey responses were analyzed in this section. The Eigen values, the percentage of total variance and the rotated sum of squared loadings have been shown below. The factor matrix as obtained in the principal component analysis has also been further subjected to Varimax Rotation. An examination of Eigen values has led to retention of 4 factors. These factors are accounted for 25.11%, 18.6%, 12.3%, and 9.24% of the variation. This implies that 65.3% variance is explained by the four factors and the remaining variance is explained by other factors. The four factors found from rotated factor matrix, have been discussed in the following paragraph.

Factor-1 (Payment of Nurse) explains 25.11% of the total variations existing in the variable set. This includes variable X₁₁, X₁₂. On the basis of factor loadings on those variables a major cluster was formed. This factor belongs to payment according to skill and qualification, benefit from extra work. So, it provides a basis for the conceptualization of a dimension which may be identified as payment of nurse factor.

Component Matrix	Factor Loading			
	F ₁	F ₂	F ₃	F ₄
Factor-1 (Payment of Nurse)				
The amount of pay I get is reasonable for my qualification, skills, and experiences.	.592			
I am not satisfied with the benefits I receive from my extra work.	.589			
Factor-2 (Interaction of Nurses)				
The nursing personnel in my unit always help one another when things get in a rush.		.800		
Physicians in my unit always appreciate and value the nurses' performance.		.783		
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.		.706		
I would accept almost any type of job assignment in order to keep working for this organization.		.525		
This organization really inspires the very best in me in the way of job performance.		.511		
Factor-3 (Task Requirement)				
I feel I could do a better job if I didn't have so much to do all the time.			.534	
There is too much clerical and paper work Nurses required of nursing personnel in this hospital			-.603	
Factor-4 (Organizational Policy)				
There is sufficient opportunity for nursing staff to participate in the administrative Decision Making process.				.799
The policy for promoting the nurses in higher position is not satisfactory.				.704
Eigen value	3.264	2.42	1.60	1.20
% of Variance	25.11	18.6	12.3	9.24
Cumulative %	25.11	43.7	56.0	65.3
Extraction method: Principal Component Analysis Rotation method: Varimax with Kaiser Normalization				

1=Strongly Disagree, 5= Strongly Agree. Kaiser-Meyer-Olkin measure of sampling adequacy=0.645. Bartlett's test of sphericity $p < 0.000$.

Factor-2 (Interaction of Nurse) explains 18.6% of the total variations existing in the variable set. This includes variable X_{13} , X_{14} , X_{15} , X_{16} and X_{17} . On the basis of factor loadings on those variables a major cluster was formed. This factor belongs to appreciate by the physician, helped by the nursing personnel, helped by the organization, willingly accept any job assignment, and inspires must be essential for job performance. So, it provides a basis for the conceptualization of a dimension which may be identified as interaction of nurse factor.

Factor-3 (Task Requirement) explains 12.3% of the total variations existing in the variable set. This includes variable X_{18} , and X_{19} . On the basis of factor loadings on those variables a major cluster was formed. This factor

belongs to "Better performance under relaxed schedule", "Unnecessary clerical and paper work for Nurses". So, it provides a basis for the conceptualization of a dimension which may be identified as task requirement factor.

Factor-4 (Organizational Policy) explains 9.24% of the total variations existing in the variable set. This includes variable X_{20} , and X_{21} . On the basis of factor loadings on those variables a major cluster was formed. This factor belongs to Opportunity to participate in the administrative decision making process, and inadequate policy to promote nurses in higher positions. So, it provides a basis for the conceptualization of a dimension which may be identified as organizational policy factor.

CONFIRMATORY FACTOR ANALYSIS (CFA)

To confirm the factor structure, CFA was performed. From the default model, the CFA results obtained using AMOS are presented in the Table 10.1. The fit indices demonstrated a good fit of the measurement models to the data. The entire model was tested based on the measurement model previously validated from CFA in this study (Fig. 2). The fit indices of the entire model in both organizational environment and nurse job satisfaction were $\chi^2/df = 3.1939$ ($\chi^2=124.5623$, $df=39$), and $\chi^2/df = 3.143$ ($\chi^2=122.5633$, $df=39$); GFI=0.9181, and 0.8711; AGFI=0.8157, and 0.7825; NFI=0.839, and 0.7448; CFI=0.8844, and 0.8035 respectively (Table 5). Although a relative Chi-square statistic in both organizational environment and nurse job satisfaction were $\chi^2/df = 3.1939$, and $\chi^2/df = 3.143$ indicated a good fit, other indices were at the lower end of acceptable ranges to indicate a good model fit. From Organizational Environment, we also compared the magnitude of total effects between Organizational Structure, Organizational Responsibility, and Organizational Standard respectively. The total effect of Organizational Structure and Overall Nurse Job Satisfaction was 0.14. This was the effect of organizational structure on overall nurse job satisfaction (ONJS); when organizational structure changed 1 unit, overall nurse job satisfaction (ONJS) change by 0.14 units. Again, the total effect of organizational responsibility and overall nurse job satisfaction (ONJS) was 0.67. This was effect of organizational responsibility on overall nurse job satisfaction (ONJS); when organizational responsibility changed 1 unit, overall nurse job satisfaction (ONJS) change by 0.67 units. The total effect of organizational standard and overall nurse job satisfaction (ONJS) was 0.40. This was the effect of the organizational standard on overall nurse job satisfaction (ONJS); when organizational standard changed 1 unit, overall nurse job satisfaction (ONJS) changed by 0.40 units. Therefore, we can conclude that the effect of organizational responsibility and organizational standard were more dominant than the effects in explaining the total effect. From Nurse Job Satisfaction, we also associated the magnitude of total effects between payment of nurse, the interaction of nurse, and organizational policy respectively. The total effect of the payment of nurse and the overall organizational environment was 0.14. This was the effect of the payment of

nurse on the overall organizational environment (OGE); when payment of nurse changed 1 unit, overall organizational environment (OGE) change by 0.14. The total effect of interaction and the overall organizational environment was 0.57. This was the effect of the interaction of nurse on the overall organizational environment (OGE); when the interaction of nurse (ON) changed 1 unit, the overall organizational environment (OGE) changed by 0.57. Again, the total effect of organizational policy and overall organizational environment was 0.84. This was the effect of organizational policy on the overall organizational environment (OGE); when the organizational policy changed 1 unit, overall organizational environment (OGE) changed by 0.84 unit. Therefore, we can conclude that the two effects (interaction of nurses, and organizational policy) were more dominant than the effects in explaining the total effect.

Figure 2(a,b): Path diagram of Organizational Environment and Nurse Job Satisfaction are shown below

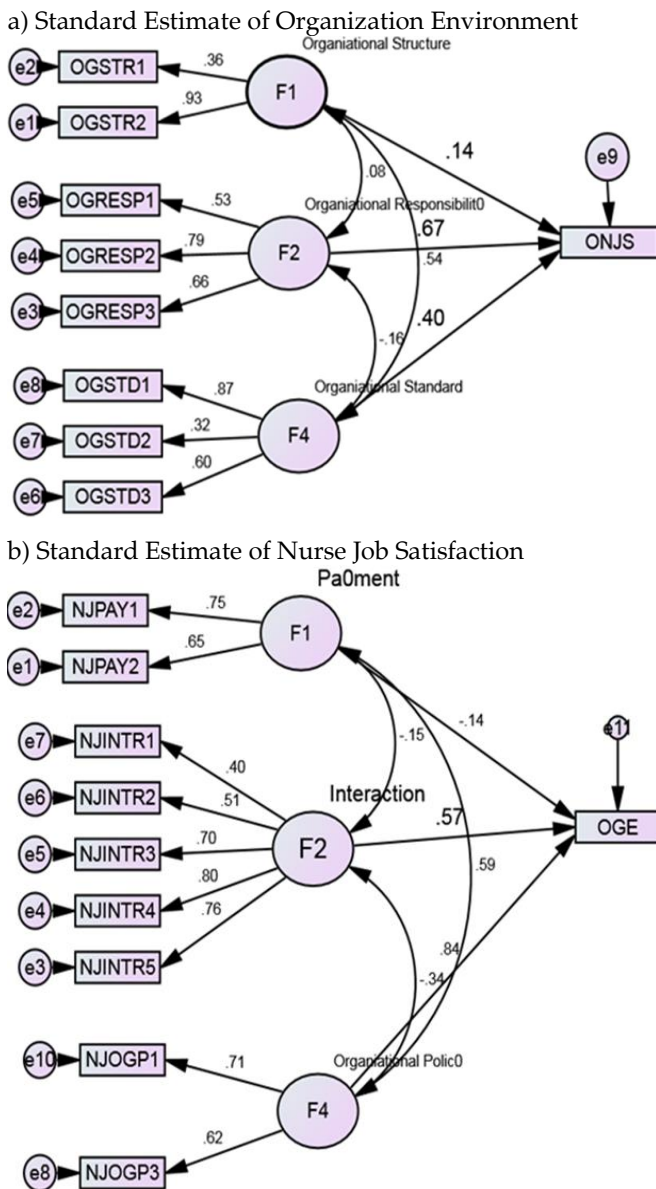


Table 3: Summary of goodness of fit indices for full testing

	Model	RMR	GFI	AGFI	NFI	CFI	RMSEA	Chi-square value	d.f	Relative Chi-square value
Organizational Environment	Default model	.1065	.9181	.8157	.839	.884	.1144	124.5623	39	3.1939***
Nurse Job Satisfaction	Default model	.1211	.8715	.7825	.744	.803	.1246	122.5633	39	3.143***

* Significant at 5% probability level, *** Significant at 1% probability level.

CONCLUSION

This descriptive correlation study was designed to describe and examine the relationship between organizational environment and nurse job satisfaction within the health care context in Bangladesh. A brief summary of the study findings, strengths, limitations, implications, and recommendations are described as follows: By using factor analysis, only four influential factors like organizational structure, organizational responsibility, reward & recognition, organizational standard have been influenced for nurse job satisfaction. On the other hand, organizational environment has been influenced by four influential factors of nurse job satisfaction like “payment of nurse, the interaction of nurse, task requirement, and the organizational policy. By using confirmatory factor analysis, only three influential factors like organizational structure, organizational responsibility, and organizational standard have been found influential for nurse job satisfaction. On the other hand, the organizational environment has been influenced by three influential factors of nurse job satisfaction like “payment of nurse, the interaction of nurse, and organizational policy.

RECOMMENDATIONS

Recommendations for Organization

- The organizational environment must be well decorated.
- Inspiration must be increased among nurses.
- Anyhow nurses must be inspired by the organization that the reason Nurse must be committed to giving better services.
- Management should take better management policies that can consist better environment for nurses.
- Organizational structure should be better than that of other organizations.

Recommendations for Nurses

- The Nurse must be motivated to perform better and maintain their task report appropriately.
- The Nurse should be allowed to make some decision.
- Nurses’ job should be properly evaluated, and promotion should be given based on performance.
- Nurses should be obedient for organizational policy and structure that can give a better environment for nurses.

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