

Nurses' Job Satisfaction: A Case from Bursa State Hospital

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Abstract

This research was carried out to reveal job satisfaction levels of the nurses working at Bursa State Hospital and to reveal if their job satisfaction levels differ depending on the defining characteristics of job satisfaction. For this purpose, this research was carried out on 138 nurses volunteering to participate in the study in March 2013 from Bursa State Hospital. The data obtained in this study were submitted for SPSS 21.0 statistical analysis. Percentages and frequencies were used in defining the characteristics of the nurses participating in the study, and means and standard deviation statistics were applied to define the participants' job satisfaction. T-test, one-way ANOVA and Tukey tests were conducted to examine the difference in job satisfaction levels depending on the participants' defining characteristics, and correlation analysis was used to investigate the relationships between the dimensions determining their job satisfaction levels. According to the data obtained in this study, it was found that the highest job satisfaction rate out of ten different dimensions was found to be "promotion opportunities" and "reliability" for the participant nurses. The satisfaction values obtained from these two dimensions were found to be, in turn, 3,4 and 3,7 in the questionnaire in which the full satisfaction value is zero. The lowest satisfaction figures in the related job dimensions are, in turn, "working environment and conditions", "the job itself". "Promotion" and "wage" dimensions were found to be at average level. The research also found out that the relationship between job satisfaction levels of the participants and the variables such as gender, marital status, working background, the length of their work at their current workplace and being a parent. The difference between the mean scores taken from some dimensions of the work and the mean scores taken from the variables such as "age", "educational background", "choosing their job willingly" and "doing their job willingly" was found to be statistically significant. With this regard, the relationship between "promotion", "educational background" and "the job itself", and between "choosing the job willingly" and "the job itself", "promotion", "way of administering type", "relations with colleagues" and "general job satisfaction", the relationship between "doing the job willingly" and "the job itself" and "relations with colleagues" was found to be statistically significantly (0.5)

Keywords: Job satisfaction, Nurse

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Introduction

Whereas the rapid growth in social changes which have accelerated since 1990s, started to influence and transform the health sector as in most other sectors, it has also had various effects on health services and those working in health service sector. The science of health and health Technologies which have been improving very fast, in one side, contribute to patients' recovery and on the other side, increases and diversifies the burden on the shoulders' of health workers.

Some of the difficulties experienced by the health staff are closely related to physical, chemical, biological and agronomical risks. In addition to that, health services are often related to delivering health services to those under severe stress. The fact that the health workers are always together with the people suffering from health problems in the units where they work, significantly contributes to higher stress rates compared to those working in other work places. In a sector whose main focus is on people with some sort of health problems, psychosocial stress, inadequacy and desperation which are unavoidable parts of this sector reach up to a level which cannot be tolerated and which affect workers' job satisfaction levels.

The problems that nurses experience are not only limited to how they do their job and the characteristics of patients. The fact that nursing is mostly favoured by women extends the severity of the stress problem, and the problems related to being a mother and woman are also added to the problems encountered in workplaces. The working conditions at home and workplace lead to deterioration in the quality and quantity of health services, which negatively affect the practice of nursing profession (Boey, 1998).

It is a reality that workplaces affect individuals, and individuals also affect workplaces. The success of an institution can be as much as that of the workers. Therefore, nurses who constitute 60% of all health staff at hospitals, play significant roles in hospitals' efficiency and productivity (Polat, 2008). It is very important for nurses to have satisfaction from their profession and to be happy and productive if we expect to increase the quality of the given services. With this regard, for the staff to be physically and mentally healthy, workplaces need to be preserved from harmful physiological and social effects. That has become one of the most basic goals of contemporary science. (Arcak and Kasımoğlu, 2006).

The job satisfaction levels of nurses result in many consequences regarding not only the nurses themselves, the institutions where they work, patients and patients' relatives and the future of health sector (Karahan, 2009). As reported by Durmus and Güney (2007) from Duxbury, Armstrong, Drew and Henly, job satisfaction is defined as the level of meeting the staff's physical, mental and social needs regarding their expectations (Durmuş and Günay, 2007). Job satisfaction is a consequence of staff's attitudes developed towards their jobs; in other words, it is an emotional reaction against their work lives. (Avşaroğlu, Deniz and Kahraman, 2005). Therefore, job satisfaction is influenced by individual and organizational factors.

Studies carried out in Turkey (Akgöz and et. al, 2005; Yıldız and Kanan, 2005) suggest that job satisfaction levels of nurses are affected by some factors such as age, marital status, way of expressing their anger, their willingness to choose their

profession, length of work in their job, meeting their needs, workplace conditions, relations with their colleagues and administration, working conditions, role conflict and working under contract or as permanent staff. Workplace and working conditions come the second after wage in job satisfaction. It is very important for staff to work under appropriate working conditions (heating, illumination, humidity, newness of the building and etc.) and to have adequate technical equipment's considering the emergencies resulted from the performed job as these are all necessary to deliver the service effectively and efficiently. The importance of these factors does not significantly change from person to person (Türk, 2007: 78). As nursing is a profession which requires working for 24 hours, it is a necessity to plan night shifts and to structure commuting hospital in a safe way (Uyer, 1993: 207). International Labour organization defines stress factors depending on workplaces of nurses, such as conflicts with administration, role conflict and role ambiguity, too much work load, emotional stress resulted from patients' problems, the problems rooting from physical conditions of their workplaces. (Pektekin, 1998).

Within the context mentioned above, it can be said that the factors affecting nurses' job satisfaction levels and the conditions affecting their job satisfaction are known well. However, the degrees of these factors differ from institution to institution. Therefore, it is very important for every hospital to own accurate knowledge about their staff's job satisfaction levels.

The purpose of the study is to reveal the general job satisfaction levels of the nurses working at Bursa State Hospital and to reveal if their job satisfaction levels differ depending on their defining characteristics.

As this study aims to reveal the factors affecting the job satisfaction levels of the nurses working at Bursa State Hospital, it could play a guiding role in increasing the efficiencies of hospital administrations. Besides, it will also contribute to the studies already carried out in the field.

This study is limited to the nurses working in the units of emergency, intensive care, operating room and clinic at Bursa State Hospital in March 2013.

Method

This is a descriptive study. The scope of the study consists of 382 nurses, 181 from the clinics of Bursa State Hospital, 96 nurses from intense care units, 58 nurses from operating rooms and 47 nurses from emergency rooms. Considering the busy schedule of the hospital, offering service for 24 hours, turn of work practice and the exceeding number of items in the assessment tool, the researcher needed to pay a personal visit to the relevant units and conduct interviews with those available and requested them to fill in the assessment tool. In this way, interviews were conducted with 138 nurses.

Two different types of data collection tools were used in the study. The first questionnaire used in the study was prepared by the researcher and made up of 10 items. 5 of the items in the questionnaire are about demographical characteristics of the participants (age, gender, marital status, education, being a parent or not). The other 5 items are about the job characteristics of the participants and their attitudes

towards their jobs (the units where they work, length of service at work, seniority, choosing and doing the job willingly)

The second data collection tool is “nursing job satisfaction questionnaire”. This questionnaire was developed by Aksayan (1992). This questionnaire is a Likert-type scale with four choices all of which aim at revealing different dimensions of their jobs and the levels of their general job satisfaction. There are 66 items in total. Table 1 presents the job dimension which could possible affect nurses’ job satisfaction levels, the number of items related to the dimensions, reliability coefficients of the dimensions and reliability coefficients of general job satisfaction.

Table 1. Reliability coefficients of Job satisfaction questionnaire for nurses with regards to various dimensions of the job and general job satisfaction

Dimensions Of Job	Number Of Items	Reliability Coefficient
The job itself	15	0,73
wage	3	0,60
Job reliability	3	0,56
Professional development	3	0,63
Promotion	2	0,64
Working environment and conditions	13	0,75
Type of administration	9	0,80
Relations with administrators	10	0,85
Relations with colleagues	8	0,85
General Job satisfaction	66	0,92

The scores which participants could take depending on the items and their responses to these items to define their level of “willingness” are as follows; always (4), mostly (3), sometimes (2), never (1). The items that aim at revealing the level of realizing their desires are; certainly (4), mostly (3), a little (2), none (1). The difference between the willingness and perception scores is the score for job satisfaction and it ranges between 0 and 3. Whereas the score of 0 means full satisfaction, 3 means complete dissatisfaction. Therefore, the increase of the score up to 0 means that satisfaction level increases the increase up to 3 means it has decreased.

General Job satisfaction score is obtained from the total of the scores taken from every dimension in the questionnaire. However, as the number of the items in each dimension is different, the following formula is used for the purpose of standardization in the calculation of general job satisfaction score.

$$\text{Standard score of the dimension} = \frac{\text{Raw score taken from the dimension}}{\text{The highest score of the dimension}} \times k$$

According to this formula, the score taken from each dimension is divided by the highest score of the dimension, and then multiplied by k=10 and the score obtained is the standard score. The total of these scores gives general job satisfaction score which can change between “0” and “90”. The method followed in the evaluation of satisfaction level is as follows: as the scores from every job dimension reaches to 0

from 5, the satisfaction level increases; and as it increases up to 10, it decreases accordingly. Similarly, as general job satisfaction level scores come to 0 from 45, it increases, and when it comes to 90, it decreases.

The data obtained in the study was submitted for statistical analysis on SPSS (Statistical Package for Social Sciences), Windows 21, 0 programme. In the evaluation of the data obtained in the study, defining statistical techniques (frequency, percentage, mean deviation and standard deviation) were used.

T-test was used in the comparison of quantitative data. One-way ANOVA test was used in inter-group comparison of the parameters when there are more than two groups. Tukey Post Hoc test was used in the identification of the group causing the difference. The obtained data was evaluated at 5% significance level.

Findings and Discussion

In this part, the findings obtained from the analysis of the data gathered from the participant nurses through questionnaire, are presented to come up with a solution to the research question. Based on the findings, further explanations and discussions are made.

Socio-demographic characteristics of Nurses

Under this heading, the findings related to demographic data gathered through the questionnaire developed by the researcher, are presented.

Table 2 *Socio-demographic characteristics of nurses.*

Characteristics	Groups	Frequency(n)	Percentage (%)
Age	20-24	29	21,0
	25-29	29	21,0
	30-34	30	21,7
	35-39	26	18,8
	40-44	11	8,0
	45 and above	13	9,4
Gender	Female	126	91,3
	Male	12	8,7
Marital status	Married	82	59,4
	Single	56	40,6
Educational background	Vocational school of health	28	20,3
	Associate degree	47	34,1
	Bachelor's degree	63	45,7
Place of duty	Clinic	64	46,4
	Intense care unit	42	30,4
	Operating room	15	10,9
	Emergency	17	12,3

	room		
Length of employment as a nurse	5 years and below	53	38,4
	6-10	19	13,8
	11-15	25	18,1
	16 years and above	41	29,7
Length of duty at current workplace	5 years and above	84	60,9
	6-10	25	18,1
	11-15	16	11,6
	16 years and above	13	9,4
Being a parent or not	Yes	71	51,4
	No	67	48,6
Choosing the profession willingly	Yes	87	63,0
	No	51	37,0
Doing the profession willingly	Yes	95	68,8
	No	43	31,2

When nurses are considered with regards to age, it was found out that 73,7% of them are under the age of 34, and 26.8% of them are between the ages of 35-44. The percentage of those who are 45 and above is 9.4%.

91.3% of the participants are female and 3 out of 4 are married and 63% of them have kids. The majority of the participant (79,8%) own an associate degree or a bachelor's degree. The percentage of those who are graduates of Vocational High School of Health is 20%.

When participants are considered with regards to their place of duty, it is seen that majority of the participants (46.4%) work at clinics. Then intense care unit comes (30.4%), followed by emergency room (12.3%) and operating room (10.3%).

More than half of the participants were found to have less than a 10-year length of work experience (52.2%). Almost 2/3 of the participants (60.9%) were found to have a length of work experience between 1-5 years. The percentage of those having more than 16 years of length of work experience is 10%.

When nurses were considered depending on if they have chosen their job willingly, 87 of them (63.0%) suggested yes, 51 of them (37.0%) said No. 2/3 of the nurses suggested that they have been doing their jobs willingly, and 1/3 of them suggested that they did not. 95 of them said Yes (68.8%) and 43 of them said No (31.2%)

Job satisfaction levels of Nurses

Table 3. Satisfaction scores of the nurses related to different dimensions of their jobs.

Job satisfaction dimensions	N	means	SS
The job itself	138	16.3	7.9
Wage	138	5.7	2.6

Job reliability	138	3.7	2.3
Professional development opportunities	138	3.4	2.2
Promotion	138	4.0	1.9
Working atmosphere and conditions	138	23.5	8.7
Administration types	138	13.5	6.4
Relations with administrators	138	15.2	7.8
Relations with colleagues	138	10.5	5.8
General job satisfaction	138	46.1	17.1

Table 3 presents the mean scores of the participants with regards to 10 dimensions in the questionnaire. The job dimensions from which nurses have the highest job satisfaction levels are, in turn, “reliability”, which means to have a reliable job, “Professional development opportunities”. The job dimensions for which nurses have the lowest job satisfaction levels are “working conditions at workplaces”, “the job itself” and “relations with administration”. General job satisfaction was found to be at average level.

Significance of the difference between the mean scores of job satisfaction and socio-demographic characteristics

Under this heading, the significance of the relationship between socio-demographic characteristics and job dimensions is pointed out.

Table 4. The relationship between the mean scores of “promotion” dimension of the job and “age”

Job satisfaction dimensions	Age	N	means	Sd	F	P
Promotion	20-24 ages	29	3.8	1.9	2,345	0,045
	25-29 ages	29	3.6	1.9		
	30-34 ages	30	3.7	2.1		
	35-39 ages	26	5.0	1.4		
	40-44 ages	11	4.4	1.7		
	45 age and above	13	3.6	1.6		

* p<0.05

The relationship between the means of job satisfaction scores obtained from different dimensions of the job and age was investigated to reveal if it is statistically significant. As presented in Table 4, the difference between the age and the “promotion” dimension of the job was found to be statistically significant. (F=2,345; p=0,045<0.05). To find out the source of this difference, complementary post-hoc analysis was carried out. The “promotion” score of the nurses whose ages are between 35-39, was found to be (5,000 ± 1,356), for those who are aged between 25-29, the promotion scores were found to be higher than 3,586 ± 1,881.

Table 5. The relationship between the mean scores of the dimensions of “the job itself” and “educational background”

Job satisfaction dimensions	Educational Background	N	mean	Sd	F	p
The job itself	Vocational school of health	28	15.1	6.0	3,296	0,040*
	Associaate degree	47	14.5	8.0		
	Bachelor’s degree	63	18.1	8.2		

* p<0.05

According to the Table 5, the difference between the means of “educational background” and “the job itself” dimensions of the participants was found to be statistically significant (F=3,296; p=0,040<0.05). To define the sources of the differences, complementary post-hoc analysis was used. The scores of the nurses for “the job itself” who have an associaate degree were found to be (18,127 ± 8,212), the scores of the nurses who have an associaate degree were found to have higher scores than the scores of “the job itself” (14,532 ± 7,983).

Table 6. The relationship between the mean scores of “choosing the profession willingly” and “job satisfaction level”

Job satisfaction dimensions	group	N	mean	Sd	T	p
The job itself	Yes	87	14.3	6.4	-4,172	0,000*
	no	51	19.7	8.9		
	no	51	4.8	2.2		
Promotion	yes	87	3.7	1.8	-2,290	0,024*
	no	51	4.5	1.9		
Administration type.	yes	87	12.7	6.0	-2,071	0,040*
	No	51	14,941	6,250		
Relations with administration	yes	87	14,092	7,220	-2,239	0,027
	no	51	17,137	8,490		
Relations with colleagues	yes	87	9,736	5,421	-2,096	0,038*
	no	51	11,863	6,287		
General job satisfaction	yes	87	43,209	15,964	-2,628	0,010*
	No	51	50,985	18,095		

* p<0.05

When Table 6 is examined, the difference between the mean scores of “choosing the job willingly” and “the job itself”, “promotion”, “administration type”, “relations with administration”, “relations with colleagues and “general job satisfaction” was found to be statistically significant (p<0,05).

Table 7. The relationship between the mean scores of “doing the job willingly” and “general job satisfaction level”

Job satisfaction dimensions	Group	N	mean	Sd	t	p
The job itself	Yes	95	14.8	6.7	-3,506	0,003*
	No	43	19.7	9.2		
	No	43	24.7	10.4		
	no	43	16.9	9.0		
Relations with colleagues	yes	95	9.5	5.2	-3,144	0,006*
	no	43	12.8	6.6		
	No	43	49.2	20.6		

* p<0, 05

According to Table 7, the difference between the mean scores of “the job itself” and group mean scores was found to be statistically significant when participants are considered with regards to the variable of “doing the job willingly” (t=-3.506; p=0.003<0,05).

Similarly to that, the difference between the mean scores of “relations with colleagues” and the group mean scores of “doing the job willingly” was found to be statistically significant (t=-3.144; p=0.006<0,05).

Results, Discussion and Suggestions

Under this heading, the findings of the study are summed up in brief, and then these findings are compared to the relevant literature and discussed in detail. Then, some suggestions are made to help hospital administrators to increase the staff’s job satisfaction levels.

Results

This study which was carried out to reveal the job satisfaction levels of the nurses working at Bursa State Hospital and to find out if their job satisfaction levels differ depending on the nurses’ defining characteristics, was conducted on 138 nurses in total. 63,7% of the nurses are aged between 20-34 years. 91,3% of them are female, more than half of them are married and parents. With regards to educational background, 4/5 of them (79,8%) have either associate degree or bachelor’s degree.

The participants with the highest seniority are those with 1-5 years of length of work (38,6%). In the second rank, those with 6 years and above length of work come. 60,9% of the participants have been working at their current work places for 1-5 years. The rate of those who have been working at the same work place for 16 years and above is 9,4%.

63% of the participants suggest that they have chosen their job willingly and 68,8% of them suggest that they do their job willingly. It is very significant here to see that 1/3 of the participants have not chosen their job willingly and do not do their job enthusiastically. The job satisfaction levels of the participants with regards to the dimensions of “the job itself”, “reliability”, “relations with colleagues” were found to

be above the average. Their job satisfaction levels with regards to professional development opportunities”, administration types, relations with administration and general job satisfaction levels were found to at average level. Their job satisfaction levels with regards to wage, promotion, working atmosphere and conditions were found to be low.

Another finding of this study is that the nurses aged between 35 and 39 had lower level of job satisfaction with regards to promotion compared to the nurses at other ages. The highest satisfaction opportunities were taken as 3,4 and 3,7 in the questionnaire in which full satisfaction score is taken as 0. The lowest satisfaction levels among the related job dimensions are, in turn, “working atmosphere and conditions” and “the job itself”. The satisfaction levels for “promotion” and “wage” were found to be at average level. The relationship between the participants’ job satisfaction levels and the variables, such as gender, marital status, length of work, the length of work at the current institution and being a parent was found not to be statistically significant.

The difference between the means of the scores of the participants taken from the variables, such as “age”, “educational background” and “choosing the job willingly” and “doing the job willingly” and the means of the scores taken from some dimensions of their jobs was found to be statistically significant. With this regard, the relationship between age and promotion, between educational background and “the job itself”, between choosing the job willingly and “the job itself” and “general job satisfaction”, between choosing the job willingly” and “the job itself” and “relations with colleagues” were found to be statistically significant at .05 level.

The job satisfaction levels of the participants with regards to age, marital status, length of working, length of working at current institution and being parents were found not to be statistically significant. The job satisfaction levels of the nurses with bachelor’s degree with regards to the dimension of “the job itself” were found to be significantly lower than those with lower educational background.

The job satisfaction levels of the nurses with regards to the dimensions of “choosing the job willingly”, “the job itself”, “promotion”, “administration types”, “relations with administrators and colleagues” and their general job satisfaction levels were found to be higher than those who have not chosen their job willingly.

The job satisfaction levels of the participants who do their job willingly with regards to the dimensions of “relations with colleagues” were found to be higher than those who do not do their job willingly.

Another finding in the study is that there is a positively significant relationship among all the dimensions determining the job satisfaction levels of the participants. In other words, any increase in any dimension related to the job satisfaction levels of nurses is found to have also affected all other dimensions.

Discussion

Two job dimensions for which the nurses working at Bursa State Hospital are found to be “Professional development opportunities” and “reliability”. The most basic requirement for a profession to offer professional development opportunities is to use

the job related skills and knowledge in real work settings and in a continuous way. With this regard, nursing profession is a field of employment with higher Professional development opportunities by its nature as it requires continuous effort and feedback. Accordingly, high level of job satisfaction with regards to the relevant job dimension is an expected result. In a similar way, owning a permanent job in a society where job opportunities are very limited helps people feel secure. On the other hand, it is very natural to have the lowest scores for job satisfaction levels with regards to the dimensions of “the job itself” and “work atmosphere and conditions” because majority of the people working in nursing sector are female.

The risks that they encounter in their workplaces, psycho-social stress, desperation as well as the role that they have to play as mothers and wives are all considered to have decreased satisfaction levels. As a matter of fact, the score for “general job satisfaction” is just above the average. This finding supports those findings found in the research by Aksayan (1990) and Engin (1999). Different studies carried out in the literature with the use of different questionnaires suggest that general job satisfaction levels of nurses are at average level (Yeşilyurt, 2009, Kurumahmut, 2010, Mrayyan, 2005). Therefore, it can be suggested that nursing profession offers low job satisfaction.

One of the job dimensions which offer the lowest job satisfaction was found to be the wages paid. The studies carried out in the literature (Engin, 1999, Robert, 1997) reveal that wage is a significant factor affecting job satisfaction levels. The nurses with average level of job satisfaction complain about wages paid to them.

In this study, the nurses at different ages were found to have similar level of job satisfaction except promotion factor. However, the nurses aged between 35 and 39 were found to be lower with regards to promotion dimension than that of the nurses from different ages. The studies carried out on nurses’ job satisfactions have come up with similar findings. The findings of the study carried out by Engin (1999) on some intense care nurses are similar to those of the study we carried out. He found out that job satisfactions of the nurses aged between 19 and 28 were found to be lower than the nurses aged 39 and above. Another study carried out by Oflaslı and Erdem (2004) on some nurses and midwives suggests that there has been a significant relationship between age and job satisfaction, and as people age, job satisfaction levels increase. The study carried out by Aydın and Kutlu (2001) on some nurses found out that the nurses aged 35 and above were found to be higher than those of the nurses aged between 19 and 24.

This study revealed that job satisfaction levels of nurses do not change depending on their gender. In other words, both male and female nurses have similar job satisfaction levels. The findings of the study carried out by Çam and et. al (2005) are very similar to those of our studies. It is also another finding of the study carried out by Çam and et.al. (2005) that gender has no effect on job satisfaction. Considering these points, it is possible to suggest that job satisfaction has no relationship with gender.

The single and married nurses participating in this study were found to have similar job satisfaction levels. These findings support the findings of similar studies carried out in the literature. The studies carried out by Aksayan, Engin (1999), Karamahmut (2010) and Durmuş and Günay (2007) suggest that job satisfactions of nurses do not

differ depending on their marital status. Therefore, it can be suggested that job satisfactions of nurses are independent from their marital status.

The job satisfaction levels of nurses do not change depending on their educational background and other dimensions except the dimension of “the job itself”. Whereas job satisfaction levels of the nurses with different educational backgrounds are very similar in the dimension of “the job itself”, the nurses with a bachelor’s degree were found to have lower job satisfaction level. There are some research whose findings support or do not support those of our studies. For example, the studies carried out by Doğanmerih and Arslan (2012) and Kahraman and et. al. (2011) suggest that the nurses with bachelor’s degree had lower job satisfaction levels. However, the studies carried out by Kurumahmut (2010) and Soyer (2008) suggest that job satisfaction levels of nurses do not change depending on their educational background.

Job satisfaction levels of nurses do not change depending on their length of working. Durmus and Günay (2007) suggest that there is no relationship between nurses’ length of working and their job satisfaction levels. However, Aksaray (1990) and Engin (1990) suggest that nurses have more job satisfaction in their first years.

The findings obtained from the interviews conducted with nurses suggest that being a parent or not has no significant effect on their job satisfactions. There are also some other studies suggesting that being a parent has no effect on job satisfaction (Soyer, 2008, Durmuş and Günay 2007, Beyazsaçlı and Bulut Serin, 2010). That reveals that job satisfaction is independent from being a parent.

It is another finding of the study that nurses’ doing their job willingly has many significant differences from the dimensions of “the job itself”, promotion, type of administration, relations with administrators, relations with colleagues and general job satisfaction levels. Job satisfaction levels of the nurses who have chosen their jobs willingly were found to have higher satisfaction levels with regards to these dimensions. These findings are similar to those of the studies carried out by Kahraman and et. al (2007), Doğan Merih and Arslan (2012).

The job satisfaction levels taken from the dimension of “doing the job willingly” do not change depending on any other dimensions except the dimension of “relations with colleagues”. Job satisfaction levels of the nurses who do their job willingly are found to be higher in their relationships with their colleagues than those who do not. The study carried out by Durmuş and Günay (2007) suggests that the job satisfaction scores of the nurses who love their jobs were found to be higher than those who do not. It is a very normal to expect the nurse who do their job willingly to have higher levels of job satisfaction

The relationship among the factors determining job satisfactions of the nurses was investigated through correlation analysis. The analysis suggests that there is a statistically significant relationship among all the factors determining job satisfaction levels. In other words, the nurses whose job satisfaction levels either increases or decreases in any dimension were found to experience similar increase or decrease in other job dimensions as well. The studies carried out in the literature suggest that there have been positively significant relationships among the factors affecting nurses’ job satisfaction (Piyal and et. al, 2000, Durmuş and Günay, 2007). Considering all

these issues, it can be suggested that nurses' job satisfaction levels emerge in an integrated way to one another, that positivity or negativity in one dimension also affects other dimensions.

Suggestions.

Under the light of the findings of this study, the following suggestions can be offered:

Job satisfaction is an important factor in nurses' achievements. Hospital administrators should give more importance to practices aiming to increase job satisfaction levels of nurses.

Considering that nurses have the least job satisfaction from wage dimension, satisfying wage policy can be adopted depending on working hours.

The reasons for the nurses aged between 35 and 39 to have low job satisfaction and what precaution need to be taken to increase, can be worked on by qualitatively investigating the relationship between the nurses' ages and their job satisfaction levels.

It may be very beneficial for the nurses who are unwilling to do their job to prepare motivational programmes, and it is also another way to hold in-service training programmes to increase their job satisfaction levels and help them love their jobs.

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