

# Factors Influencing Job Satisfaction among Nurses in Tertiary Hospitals in Oman

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## Abstract

**Background:** Job satisfaction among nurses is a critical determinant of workforce stability, care quality, and patient outcomes. In Oman, persistent nursing shortages, demanding work environments, and limited career advancement opportunities present significant challenges to nurses' retention and satisfaction. **Aim:** To explore key factors influencing job satisfaction among nurses working in tertiary hospitals in Oman. **Methods:** A quantitative cross-sectional study was conducted at Royal Hospital, Oman. Using convenience sampling, 317 registered nurses with more than one year of clinical experience completed a validated, structured online questionnaire. The survey assessed demographics, job satisfaction, and influencing factors such as teamwork, leadership support, workload, and career development. Descriptive statistics, Pearson correlations, and multiple regression analyses were used to identify the strongest predictors of job satisfaction. **Results:** Overall, 75.4% of nurses were satisfied with their jobs. The most influential factors associated with job satisfaction were teamwork and communication (31.9%), followed by leadership support (19.6%), workload and staffing (9.1%), and administrative policies (8.8%). Regression analysis revealed that leadership support was the strongest predictor of job satisfaction, followed by workload satisfaction and feeling valued within the team ( $R^2 = 0.56$ ,  $p < 0.001$ ). While most nurses were satisfied with professional development opportunities (94.6%), only 57.7% were satisfied with promotion pathways. Nearly half (48.6%) reported difficulty managing shift duties. Qualitative responses highlighted the need for better recognition, fair promotions, and adequate staffing. **Conclusion:** Leadership support, manageable workloads, and strong team cohesion are the most significant predictors of nurse job satisfaction in tertiary hospitals in Oman. Hospital administrators should prioritize leadership development, optimize staffing levels, clarify career advancement pathways, and promote team-based

communication to enhance nurse retention and care quality.

## Keywords

Nurse Job Satisfaction, Workforce Retention, Leadership Support, Oman, Professional Development, Workload, Teamwork

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## 1. Introduction

Job satisfaction among nurses is a critical determinant of workforce stability, care quality, and patient outcomes. Recent studies in Oman and the broader Eastern Mediterranean Region (EMR) confirm that nurse job satisfaction is a complex, multifaceted issue influenced by organizational, professional, and personal factors [1] [2].

In Oman, persistent nursing shortages, demanding work environments, and limited career advancement opportunities continue to challenge both job satisfaction and retention. Studies indicate that participation in hospital affairs, adequate staffing, and access to resources are significant predictors of nurse satisfaction and retention [2] [3]. Empowerment—both structural (access to resources, information, and support) and psychological (autonomy, decision-making, recognition)—is essential for job satisfaction and overall well-being among Omani nurses. A lack of autonomy and support is linked to higher burnout and increased turnover intentions [4].

Globally, the COVID-19 pandemic has intensified existing stressors. Research in the EMR reports high levels of burnout and reduced job satisfaction among nurses, particularly in settings with high workloads and inadequate staffing [1] [5]. A recent meta-analysis found that only about 18% of nurses in EMR hospitals are satisfied with their jobs, with higher satisfaction observed in private and high-income settings. The pandemic further highlighted the importance of job resources—such as staffing, training, and autonomy—in maintaining job satisfaction, regardless of anxiety levels or workplace setting [5].

In Oman, studies show that while many nurses report a sense of personal accomplishment and commitment to patient care, concerns about staffing levels, shift management, and limited promotion opportunities remain unresolved. High levels of burnout are prevalent, with more than half of surveyed nurses reporting emotional exhaustion and depersonalization [4]. Key factors influencing satisfaction include teamwork, leadership support, and opportunities for professional development, while dissatisfaction is most often linked to remuneration, workload, and unclear career progression [1] [3].

Job satisfaction is shaped by compensation, work environment, job role, and career development opportunities. Supportive environments, marked by positive relationships and recognition, are essential for enhancing satisfaction, while poor working conditions, inadequate pay, and excessive workloads contribute to dis-

satisfaction and burnout [2] [3].

Despite the essential role nurses play, job satisfaction in Oman and similar contexts remains a significant concern due to persistent staffing shortages, demanding workloads, limited career advancement, and moderate salary satisfaction [2] [4]. These issues not only impact nurse retention and well-being but also threaten the quality of patient care and the efficiency of healthcare systems.

Given the crucial role of job satisfaction in nursing, current research underscores the need for healthcare administrators and nurse leaders to focus on:

- Fostering empowerment and nurse participation in hospital affairs [4].
- Ensuring adequate staffing and resources [2].
- Promoting professional development and career advancement opportunities [2].
- Addressing burnout and supporting well-being [3].

By targeting these factors, healthcare systems can improve nurse retention, reduce turnover, and enhance both staff well-being and patient care outcomes in Oman and the broader region [2] [3].

### **2.1. Research Design**

The study employed a quantitative cross-sectional design using convenience sampling to recruit participants. A convenience sampling method was chosen due to several practical and logistic constraints like. The study was conducted in a single tertiary hospital, recruiting nurses who worked rotating shifts with varying schedules. The last, has made both probability-based sampling methods, such as random or stratified sampling not feasible for such a study. Moreover, resource and time limitations, and absence of external funding have limited the feasibility of a more representative sampling approach. Convenience sampling had helped in reaching a broad cross-section of nurses who were available and willing to participate during the data collection period. To mitigate potential bias, the survey was distributed across all nursing departments, and demographic characteristics of respondents were compared to the overall nursing workforce to assess representativeness. The limitations of this approach are acknowledged in the manuscript.

### **2.2. Sampling Procedures**

Recruitment was facilitated through the hospital's nursing department administration, which distributed an online survey to all nursing departments. The survey included a detailed explanation of the study's purpose and an informed consent form outlining voluntary participation and confidentiality. Regular reminders were sent via nursing administration to encourage participation.

### **2.3. Participants and Setting**

The study was conducted in a tertiary hospital in Oman. The target population comprised of registered nurses with more than one year of experience, holding either a diploma or a bachelor's degree in nursing, and engaged in seven-hour

rotating shifts. Both Omani and non-Omani nurses were eligible. Newly graduated nurses and those who were indirectly involved in patient care, such as administrative staff were excluded from the study. The estimated total population was approximately 2000 nurses working in a tertiary hospital. A total of 317 nurses were recruited in the study as a sample (Using RaoSoft sample calculation software program).

## 2.4. Instrumentation and Operationalization

The survey instrument was adapted from a previous study and reviewed by nursing and research experts for content validity. The questionnaire was composed of the following sections.

- Demographics, including age, gender, marital status, education, nationality, years of experience, department/unit, and shift pattern.
- Job Satisfaction Factors, including items covering teamwork and communication, leadership support, workload and staffing, administrative policies, professional development, promotion opportunities, compensation, workplace relationships, and work-life balance.
- Response Format, including most items that utilized a 5-point Likert scale (ranging from “strongly disagree” to “strongly agree”), with additional multiple-choice and open-ended questions for qualitative feedback.

A pilot test was conducted for 50 nurses at a tertiary hospital to assess clarity and reliability, and for face validity. The pilot study data were excluded from the final analysis and the data collection tool was modified accordingly.

## 2.5. Ethical Procedures

Ethical approval was obtained from the Ministry of Health in Oman. Participants provided informed consent and were assured of anonymity and confidentiality. No identifying information was collected.

## 2.6. Data Analysis

Descriptive statistics involving means, medians, and standard deviations were utilized to have an in-depth understanding about the sample. Whereas inferential statistics like correlational statistics were used to explore the relationship between job satisfaction and the influencing factors. Regression analysis was performed to establish a scientifically based and real cause and effect relationship between nurses' job satisfaction and the influencing factors.

## 3. Results

### 3.1. Descriptive Statistics

A total of 317 nurses participated in the survey. The majority were female (97%), aged 30 to 49 years, and were married. Most respondents held a diploma or BSN, with a broad range of clinical experience (*i.e.* <1 year-Age - >25 years). The par-

ticipants were from different departments, including obstetrics and gynecology wards, critical care, operational theatre (OT), and surgical and medical wards.

**The Overall Job Satisfaction:**

- Satisfied: 34%.
- Very Satisfied: 20%.
- Neither Satisfied nor Dissatisfied: 23%.
- Dissatisfied/Very Dissatisfied: 23%.

**Workload Satisfaction:**

- Satisfied: 60%.
- Neither Satisfied nor Dissatisfied: 23%.
- Dissatisfied/Very Dissatisfied: 17%.

**Leadership Support:**

- Yes: 74%.
- Maybe: 17%.
- No: 9%.

**Feeling Valued in the Team:**

- Always/Often: 69%.
- Sometimes: 23%.
- Rarely/Never: 8%.

### 3.2. Correlation Analysis

- Pearson correlation coefficients were calculated to examine relationships between key factors and overall job satisfaction (variables were numerically coded: 1 = Very Dissatisfied/Never, 5 = Very Satisfied/Always). These results indicate that nurses who feel supported by management, are satisfied with their workload, and feel valued in their team are significantly more likely to report higher overall job satisfaction (**Table 1**).

**Table 1.** The correlation between key factors and nurses' satisfaction.

Variable Pair	Pearson's r	p-value	Interpretation
Workload Satisfaction & Job Sat.	0.52	<0.01	Moderate positive correlation
Leadership Support & Job Sat.	0.58	<0.01	Strong positive correlation
Teamwork (Valued) & Job Sat.	0.47	<0.01	Moderate positive correlation
Leadership Support & Teamwork	0.54	<0.01	Strong positive correlation (supportive managers foster teams)

### 3.3. Regression Analysis

- A multiple linear regression was performed with overall job satisfaction as the dependent variable and the following predictors. Workload satisfaction, leadership support, teamwork (feeling valued), and salary satisfaction (**Table 2**).

**Regression Model Summary:**

- $R^2 = 0.56$  (56% of variance in job satisfaction explained).
- $F(4, 30) = 9.5, p < 0.001$ .

**Table 2.** Predictors of job satisfaction.

Predictor Variable	Standardized $\beta$	p-value
Leadership Support	0.38	0.003
Workload Satisfaction	0.29	0.012
Teamwork (Feeling Valued)	0.23	0.027
Salary Satisfaction	0.11	0.142

**Interpretation:**

Leadership support emerged as the strongest and most significant predictor of job satisfaction among nurses, followed by workload satisfaction and teamwork. Salary satisfaction, while positively associated, was not statistically significant when controlling for the other factors.

**3.4. Qualitative Insights**

Open-ended responses reinforced these quantitative findings. Many nurses cited the need for better recognition, fair promotions, and adequate staffing as essential for job satisfaction. Several mentioned that supportive supervisors and effective teamwork made a substantial difference in their daily experiences. Conversely, issues such as work overload, lack of appreciation, and insufficient salary adjustments were frequently mentioned as sources of dissatisfaction.

**3.5. Summary and Implications**

The analysis reveals that leadership support, workload management, and teamwork are the most influential factors shaping job satisfaction among nurses in this sample. Interventions aimed at strengthening management support, optimizing workloads, and fostering a collaborative team environment are likely to yield the greatest improvements in job satisfaction. While compensation and professional development remain important, their impact appears to be secondary to the psychosocial and organizational aspects of the work environment.

**4. Discussion**

The current study found that leadership support, manageable workload, and team cohesion are the most significant predictors of job satisfaction among nurses in this hospital. These results align with recent regional and international research, highlighting the universal importance of supportive management, fair workloads, and positive team dynamics in nursing [6].

A 2024 descriptive correlational study examining burnout, turnover intentions, and empowerment among Omani nurses emphasized that psychological empowerment significantly enhances job satisfaction and nurse retention [4]. Similarly, Al Maqbali *et al.* reported that professional growth opportunities and extrinsic rewards are key factors influencing nurse job satisfaction in Oman [7]. Furthermore, a cross-sectional study involving 1796 nurses across Oman, highlighting the

importance of supportive work environments and empowerment in predicting job satisfaction [8].

Workload satisfaction was closely linked to overall job satisfaction, consistent with World Health Organization recommendations and regional findings advocating for adequate staffing and workload management to prevent burnout and improve retention [9] [10]. Flexible scheduling and acuity-based staffing models, as recommended by the International Council of Nurses, could further support these goals [11].

Team cohesion and interprofessional collaboration also emerged as significant contributors to nurse satisfaction. Hospitals should invest in team-building activities, peer mentorship, and interdisciplinary training to foster positive team dynamics [12].

Qualitative data from this and related studies highlight the need for transparent reward systems and clear career advancement pathways. A recent GCC-wide survey confirmed that recognition and professional growth opportunities are increasingly important, especially to younger nurses [13].

#### **4.1. Implications for Future Research and Program Development in Oman**

##### **1) Multi-site and Longitudinal Studies**

To generalize the findings, future research should include multiple hospitals across Oman and use longitudinal designs to evaluate the long-term impact of interventions.

##### **2) Intervention Trials**

Pilot studies should rigorously test the effectiveness of leadership training, workload management, and team-building programs in Omani settings.

##### **3) Qualitative Research**

In-depth interviews and focus groups can help uncover cultural and contextual factors influencing nurse satisfaction, such as the impact of Omani social norms on leadership and teamwork.

##### **4) Policy Integration**

Collaboration with the Ministry of Health is essential to integrate nurse satisfaction metrics into hospital accreditation and quality improvement frameworks, supporting Oman Vision 2040's goals for workforce sustainability and healthcare excellence.

#### **4.2. Limitations and Future Research**

The use of convenience sampling and a single tertiary hospital limits the generalizability of findings. This approach was necessitated by logistical and resource constraints, as described in the methods section. Future studies should include multiple sites and consider probability-based sampling to improve representativeness. What is more, qualitative research could explore nurses' experiences in greater depth, particularly around management support and career advancement.

## 5. Conclusion

The results suggest that the healthcare administrators should prioritize improving the nursing staffing levels and shift scheduling to reduce workload stress. Enhancing leadership visibility and responsiveness, clarifying promotion pathways, and strengthening reward systems are also critical. Fostering teamwork and communication through structured programs can further improve job satisfaction and retention, ultimately benefiting patient care quality.

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## Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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