

A Comparative Study: Assessing Job Satisfaction Level among Nurses
Working in Government and Private Hospitals

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Author Details	Abstract
Keywords: Care Quality, Career Development, Nurses, Satisfaction And Workplace	Background: The job satisfaction has great impact on employee life and professional growth. This can be affected by a multitude of factors, including the complete nature of the work, the hectic environment, the culture stigmatization and the employee's connections with co- workers. Objective: To assess the level of job satisfaction among nurses working in both government and private healthcare settings. Method: Nurses employed from tertiary care facilities were participated in this cross- sectional study. Participants were chosen via stratified random selection. The Minnesota satisfaction questionnaire was used it contained 20 items each item has five responses completed by sample size of 158 nurses 10 were government and other 148 were private nurses. Results: Nurses in both public and government sectors reported generally high levels of job satisfaction. Government sector nurses expressed greater levels of autonomy in decision- making (59.1%), leadership support (59.0%), and employment security (63.3%). Nurses working in private hospitals reported higher levels
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of satisfaction with opportunities to assist others (74.0%), task variety (66.0%), and recognition (62.3%). Nonetheless, salary discontent was widespread in both healthcare setting, with only 45.9% of respondents overall being satisfied and 28.9% being dissatisfied. Conclusion: Nurses reported feeling generally satisfied with their jobs in both government and private sectors. Job fit, workplace involvement, and economic stability are some of the elements that affect satisfaction. Overall study indicates that improving work-life balance and financial incentives may greatly improve job satisfaction.

INTRODUCTION

Job satisfaction among nurses varies globally, influenced by factors such as economic conditions, workplace environments, and cultural contexts. A systematic review encompassing studies from 38 countries reported an average job satisfaction score of 64.2 out of 100 among nurses. Notably, Taiwan had a slightly higher average satisfaction score of 67.8. The study also found a positive correlation between a country's per capita Gross Domestic Product (GDP) and nurses' job satisfaction, suggesting that higher national economic status associated with job satisfaction among nurses. In United States, a 2022 survey indicated decline in job satisfaction in nurses. Only 28% reported being satisfied with their work, a decrease from 40% in 2018. Conversely, the proportion of nurses moderately dissatisfied with their jobs (Lu & Barri ball, 2020).

Almost 60% of nurses in the United Kingdom were happy with their positions. But 28% were unhappy with their jobs because of heavy workloads, a lack of personnel, and unequal compensation. The study found that compared to nurses in community care jobs; those employed in acute care settings were more likely to express discontent (Tod & Ryan, 2021).

This is crucial in light of the Eastern Mediterranean Region (EMR), where the World Bank has designated 61% of its 22 nations as low middle income countries. Furthermore, EMR has the lowest Human resource for health density (per 1000 people) of any of the WHO's six administrative regions, second only to Africa. Lebanon has the eighth-lowest nurse density in the EMR. For example, 2017 research of Egyptian nurses found that work satisfaction was 48%, but a 2015 survey found that it was 38% for Jordanian nurses (Isfahani et al 2024).

Malaysian nurses job satisfaction shows mixed results. 77.5% of participants were pleased with their jobs overseas, having mean satisfaction score of 28.00 out of 40. The study evaluated variables impacting migration and job satisfaction among Malaysian nurses working abroad (Soh & Tsujita, 2023).

Moreover (53.7%) of Chinese nurses were being surveyed and they were extremely happy with their professions. Most expressed high levels of professional (85.9%) and organizational (63.7%) dedication. The results indicate that hospital administrators should be aware of nurses perceptions of their qualifications and take action to improve their job satisfaction. Additionally, work engagement serves as a mediator between job satisfaction and the perception of over qualification, highlighting the significance of raising work engagement (Zhang & Zhu, 2024).

In Abha, Saudi Arabia 280 nurses overall mean satisfaction score was 104.24 out of 200. (Bdair & Alshloul, 2021). Saudi Arabia's nursing workforce are some of the reasons for these variations in satisfaction levels. Approximately 64% of nurses in the Saudi healthcare system are expatriate nurses, making up a sizeable portion of the workforce (Zhang & Alghamdi, 2023).

75% of nurses in Kerala said they were satisfied with their professions, with workload, financial demands, and sleep quality all being important determinants of job satisfaction. It found a strong correlation between nurses job satisfaction and emotional labor (Sriyani & DeSilva, 2025).

OBJECTIVE

To assess the level of job satisfaction among nurses of government and private healthcare settings

RESEARCH QUESTION

What is the level of job satisfaction among nurses working in government and private healthcare settings?

METHODS AND MATERIALS

This comparative study looked at job satisfaction among nurses working in government and private healthcare settings at Hameed Latif Hospital and Tehsil Headquarter Kahana Nau Hospital in Lahore from October 2024 to April 2025. The sample size was determined using Open Epi version 3.0, with a total of 158 nurses, including 10 from the government and 148 from the private sector. Only nurses actively working in either sector and directly involved in patient care were included. Those in administrative roles, academic leave, or in internship programs were not included. Data were collected using the Minnesota Satisfaction Questionnaire (MSQ), and validated tool adapted from a study conducted in Islamabad, Pakistan. The MSQ has 20 items rated on a 5-point Likert scale with responses: Very Dissatisfied (1), Dissatisfied (2), Neutral (3), Satisfied (4), and Very Satisfied (5). This tool evaluates job satisfaction across various dimensions, including both intrinsic and extrinsic factors. The overall reliability of the scale was reported as Cronbach’s $\alpha = 0.845$. Data collection took place through online Google

Forms after obtaining written informed consent, ensuring anonymity and confidentiality. Participants had 30 minutes to complete the survey. Data analysis was performed using SPSS version 23.0. Descriptive statistics, such as mean, median, mode, and standard deviation, along with correlation analysis, were used to interpreting the results.

RESULTS

TABLE 1: DEMOGRAPHIC DATA OF PARTICIPANTS

Variable (n)	Category	Frequency	Percentage(%)
Gender	Male	59	37%
	Female	100	63%
Educational Level	General Nursing	31	20%
	BScN	101	64%
	Post RN	17	11%
	MSN	10	7%
Employment Sector	Government	94	60%
	Sector		
	Private Sector	65	41%
Experience	1–3 years	85	54%
	4–6 years	35	23%
	7–10 years	26	17%

11–13 years	13	9%
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The study had 158 participants. In terms of gender, female was (63%), with males accounting for 37%. In terms of educational qualifications, (64%) participants had a Bachelor of Science in Nursing (BScN) degree, with General Nursing (GNM) degrees coming in second (20%). Post Registered Nurses (Post RN) accounted for 11% of the sample, with 7% holding a Master of Science in Nursing (MSN) degree. Participants worked in both the public and private sectors. 41% were employed in the commercial sector, (60%) were in the government sector. In terms of professional experience (54%) with one and three years of experience, (23%) with four to six years, seven to ten years (17%), and eleven to thirteen years (9%).

TABLE 2: JOB SATISFACTION AMONG NURSES

Item	Very Dissatisfied (%)	Dissatisfied (%)	Neutral (%)	Satisfied (%)	Very Satisfied (%)
1. Being able to keep busy all the time	6.3	11.3	32.1	42.8	7.5
2. The chance to work alone on the job	6.9	18.9	24.5	43.4	6.3
3. The chance to do different things from time to time	3.1	8.8	22.0	52.8	13.2

4. The chance to be somebody in the community	2.5	7.5	32.7	47.2	10.1
5. The way my boss handles his/her workers	1.9	14.5	30.2	34.6	18.9
6. The competence of my supervisor in making decisions	1.9	8.2	30.8	46.5	12.6
7. Being able to do things that don't go against my conscience	3.1	10.7	37.7	39.6	8.8
8. The way my job provides for steady employment	1.9	5.0	30.8	49.7	12.6
9. The chance to do things for other people	3.1	5.7	18.2	54.1	18.9
10. The chance to tell people what to do	1.9	5.7	17.0	50.9	24.5

11. The chance to do something that makes use of my abilities	2.5	8.2	19.5	47.8	22.0
12. The way company policies are put into practice	1.9	10.1	27.7	47.2	13.2
13. My pay and the amount of work I do	5.0	23.9	25.2	32.7	13.2
14. The chances for advancement on this job	3.1	8.8	31.4	46.5	10.1
15. The freedom to use my own judgment	4.4	11.3	28.9	41.5	13.8
16. The chance to try my own methods of doing the job	3.1	13.8	27.7	40.3	15.1
17. The working conditions	2.5	13.2	31.4	42.8	10.1

18. The way my co-workers get along with each other	5.0	10.7	28.3	45.3	10.7
19. The praise I get for doing a good job	4.4	8.2	23.9	47.2	16.4
20. The feeling of accomplishment I get from the job	4.4	10.7	25.8	41.5	17.6

The study of job satisfaction among nurses in government and private hospitals revealed a generally positive outlook on various aspects of their work lives. Most notably, nurses expressed high satisfaction with their ability to perform varied tasks and their opportunities to contribute meaningfully more than half reported being satisfied or very satisfied with the chance to do different things from time to time (66.0%) and to help others (73.0%). Leadership related aspects also received positive feedback: 59.0% were pleased or very satisfied with how their boss treated employees, and 59.1% were satisfied with their supervisor's decision-making. Another area of strength was workplace autonomy, with 55.3% stating satisfaction with the flexibility to utilize personal judgment and 55.4% for experimenting with their own ways on the job. Job stability was valued, with 62.3% reporting that they were satisfied or very satisfied with their current employment. However, considerable worries arose, mainly about compensation, with just 45.9% pleased or very satisfied and 28.9% unsatisfied or extremely dissatisfied. While a significant number of nurses felt acknowledged 63.6%

rated satisfaction with praise received there was still space for improved recognition methods. Notably, 66.3% felt a sense of accomplishment in their roles, highlighting intrinsic motivation as a strong factor in job satisfaction. Overall, the findings suggest that while work conditions, autonomy, and interpersonal relations are generally positive, improvements in pay structure and career progression opportunities could further enhance job satisfaction levels among nurses (Table 2).

TABLE 3: COMPARISON AMONG GOVERNMENT AND PRIVATE NURSES

	Mean	Std. Deviation	N
Govt. Nurse	1.90	7.767	10
Private Nurse	72.26	11.216	148

The table 3 presents descriptive statistics for two groups of nurses government (Govt) nurses and private nurses based on a sample of their scores or ratings (exact metric not specified). The mean score for government nurses was 71.90, indicating their average performance or response level, based on a sample of 10 individuals. In comparison, private nurses have a slightly higher average score of 72.26, derived from a much larger sample of 148 individuals. Despite the small difference in mean values, the standard deviation which indicates the spread or variability of scores notably different between the two groups. Government nurses show a standard deviation of 7.767, suggesting relatively less variation in their scores, whereas private nurses exhibit a higher standard deviation of 11.216, indicating a wider range of responses within this group. This could imply more consistency among government nurses or greater diversity among private nurses, potentially due to the larger sample size or varying work environments.

TABLE 4: CORRELATION AMONG GOVERNMENT AND PRIVATE NURSES

		Computed	Computed
Govt Nurse	Pearson Correlation	1	-.569
	Sig. (2-tailed)		.086
	N	10	10
Private Nurse	Pearson Correlation	-.569	1
	Sig. (2-tailed)	.086	
	N	10	148

The correlation table 4 presents the relationship between scores of government nurses and private nurses using Pearson’s correlation coefficient. The correlation value between the two groups was -0.569, which suggests a moderate negative relationship, as the scores or measurements of one group increase, those of the other tend to decrease. However, this relationship was not statistically significant, as indicated by the p-value (Sig. 2-tailed) of 0.086, which was above the conventional threshold of 0.05. This means that, based on the current data, we cannot confidently conclude that a true relationship exists between the two groups' scores. It's also important to note that the correlation was calculated with a sample size of 10 for government nurses, and although 148 private nurses were included in the dataset, the correlation was only based on the matched 10 pairs, as correlation requires equal pairings. Thus, the results should be interpreted with caution due to the small sample size, which may limit generalizability and statistical power.

DISCUSSION

The population of this study surveyed 158 nurses and found (63%) female and had a (BScN) degree (64%). Most of the participants were quite early in their career, with 54% having 1 to 3 years' experience. Most (93.7%) of these were employed in private sector hospitals. These results are in line with other regional studies. For instance, (Bdair & Alshloul 2021) confirmed the same gender distribution among Saudi Arabian nurses, where 62.5% of the respondents were female. (Soh & Tsujita 2023) also confirmed that foreign-educated nurses with higher academic degrees reported higher job satisfaction. Furthermore, the high proportion of younger and less experienced nurses is in line with the workforce composition reported (Ghoshal & Raibagkar 2024). These population trends are in line with a wider regional trend of a young, female, and highly educated nursing workforce, especially in private healthcare institutions.

Findings reveal that nurses in government and private hospitals equally experienced moderate to high job satisfaction. This was especially the case with variables like coworker relations (56%), task variety (66%), work autonomy (around 55%), and sense of achievement (66.3%). High satisfaction rates for these intrinsic motivators reveal the significance of interpersonal relationships and work importance in constructing positive employment experiences. Dissatisfaction was, however, highest in external variables, mainly salary. Only 45.9% enjoyed their pay, while an astonishing 28.9% were dissatisfied. (Akinwale & George 2020) opined that pay and promotion opportunities were overriding job satisfaction drivers of nurses in Nigerian tertiary hospitals. Likewise (Li et al., 2024) discovered that nurses perceived to be overqualified expressed lower job satisfaction, especially when they were not provided with professional development opportunities. This is also evident in the advancement

dissatisfaction as per the current study. The minutely higher mean satisfaction score for private nurses ($M = 72.26$) compared to government nurses ($M = 71.90$), though not statistically significant ($p = 0.086$), indicates that private institutions may have improved working conditions or autonomy. (Isfahani et al. (2024) discovered that nurses employed in private hospitals were more satisfied because of improved conditions, fewer patients, and more support from management. In addition, though (Bdair & Alshloul 2021) discovered coworker relationships to be the greatest contributor to job satisfaction in Saudi Arabia, they also discovered work-life balance to be a primary source of dissatisfaction. This aspect is indirectly supported by remarks in this study regarding workload and autonomy. In conclusion, this study supports that though intrinsic factors are positively contributing to job satisfaction, persistent issues of salary, recognition, and career progress continue to plague healthcare systems.

CONCLUSION

This study discovered that nurses in both government and private institutions rated moderate to high job satisfaction, particularly in areas such as coworker relationships, task variety, and autonomy. However, there was widespread unhappiness with pay and possibilities for advancement. Private nurses reported somewhat greater levels of satisfaction, but the difference was not significant. These findings underscore the importance of enhanced remuneration, career development, and supportive work conditions in order to promote nurse retention and healthcare quality.

LIMITATIONS OF THE STUDY

It is important to take into account the study's many limitations when interpreting the results. Uneven sample sizes impair the validity and generalizability of subgroup comparisons, especially when considering the small number of government nurses

(n=10) in comparison to private nurses (n=148). It can also be challenging to draw firm conclusions regarding the correlations between variables since correlation analyses may not be statistically significant because of the small matched sample size. Uncertainty around the survey's satisfaction measurements could compromise the results' coherence and clarity. Furthermore, replies could be biased due to social desirability or faulty self-assessment, given the data was self-reported.

RECOMMENDATIONS

A larger and more balanced sample would be beneficial to enhance future research in order to guarantee equitable comparisons between various groups. It would be more dependable to measure job satisfaction using instruments that have been tried and tested. Further information on nurses' true feelings about their work may be obtained by include interviews or open-ended questions. It may be possible to spot patterns among particular groups by including comprehensive demographic data, such as age, education, and experience level. The effects of leadership style, organizational support, and nurse empowerment on job satisfaction are also less well understood than the often-researched topics of workload and compensation. Future studies should also look at mental health issues like stress and burnout, as these can have a big impact on how content nurses are with their jobs.

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