

Evaluating Staff Satisfaction Levels at Remera Rukoma Hospital in Rwanda: A 2023 Survey

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ABSTRACT

INTRODUCTION: Job satisfaction, defined as the positive emotional state resulting from job appraisal, significantly impacts healthcare systems' performance. Staff satisfaction influences patient care quality, staff retention, and overall hospital reputation. At Remera Rukoma Hospital, the current level of staff satisfaction is unknown, necessitating a survey to assess and improve it.

METHODS: A cross-sectional study was conducted from August 5th to September 5th, 2023, at Remera Rukoma Hospital in Kamonyi District, Rwanda. Using non-purposive sampling, 123 participants were selected from a total staff population of 180. Data was collected via self-administered questionnaires distributed through a WhatsApp group link, ensuring anonymity and encouraging honest responses. Satisfaction levels were categorized as: Not at all Satisfied, Satisfied, or Highly Satisfied.

RESULTS: All 123 participants responded the question asked. The survey revealed varied satisfaction levels among staff. While 40.7% of respondents reported being "Satisfied" and 22% "Highly Satisfied," a significant 37.4% indicated dissatisfaction. High satisfaction was noted in areas like understanding the hospital's vision (82.9%), pride in work (61.8%), and colleague respect (85.4%). However, dissatisfaction was prominent regarding salary (74.8%), benefits (78%), and staffing levels (59.3%) at 96% CI and p value of 5%.

CONCLUSION: The survey identified critical areas needing improvement, including compensation, workload, and professional development opportunities. Addressing these issues is essential for enhancing staff morale and retention, ultimately leading to improved patient care and hospital reputation. Targeted interventions, such as adjusting salaries, increasing staffing, and providing equitable training opportunities, are recommended to create a more positive and productive work environment at Remera Rukoma Hospital.

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INTRODUCTION

Job satisfaction is “the positive emotional state

resulting from the appraisal of one's job or job experiences,” or “the extent to which people like or dislike their job [1]. In a constantly challenging

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environment, healthcare systems are expected to achieve the often competing aims of improving public health, while simultaneously avoiding increases in health spending [2]. Employee job satisfaction is the fulfilment, gratification, and enjoyment that come from work. It's not just the money or the fringe benefits, but the feelings employees receive from the work itself [3].

Several studies have shown that managers' approach and leadership styles may influence both staff performance and healthcare system performance metrics [4]. According to a review by Buffer et al. [5], work-related well-being is a comprehensive concept, which includes (besides occupational health and health behaviour), social and economic well-being and well-being connected to professional development, as well as both psychological and physical health [6]. Interactions with some doctors and nurses have shown that monetary incentives primarily drive the current rate of emigration of health workers to other countries such as the United Kingdom, Canada, and the Middle East to seek greener pastures [7]. It is believed that health workers in such climes are better remunerated and have better working conditions [7]. Poor remuneration was the most common reason for job dissatisfaction among nurses in a government teaching hospital in Ethiopia [8].

There is a definite link between employee attitudes and patient satisfaction, if employees are unhappy or dissatisfied, despite their best efforts, it is difficult for them to conceal this factor when interacting with patients and other staff members [9]. One of the primary reasons for evaluating employee satisfaction is to identify problems and try to resolve them before they impact on patient care and treatment [9].

By conducting regular satisfaction surveys, leaders and managers can get vital data on how employees perceive company culture [10]. Also, these surveys help Human resource professionals understand which issues have a deeper impact on employee engagement and productivity [10]. In addition to improved patient satisfaction, other benefits of measuring and improving employee satisfaction include: improved employee engagement, reduced turnover, associated reductions in training costs, reduced absenteeism, strengthening supervision, assessing training needs, Improved Employee's performance and attitude, Evaluate employee's understanding of, and agreement with, the

facility's mission [9]. The staff satisfaction survey is an important tool for improving the quality of care at Remera Rukoma Hospital. However, the level of staff satisfaction at Remera Rukoma hospital is unknown. Therefore, the study was conducted to assess overall staff's satisfaction, and identify strategies to enhance staff satisfaction and retention at the Hospital.

The findings of the survey will be used to develop strategies to enhance staff satisfaction and retention. This should contribute to improved patient care, reduced staff turnover, and a stronger hospital reputation at Remera Rukoma Hospital.

Remera Rukoma Hospital is a major healthcare provider in Kamonyi District, Rwanda, serving a large and diverse population. The hospital is committed to providing high-quality care and maintaining a positive and productive work environment for its staff. However, there is limited data available on the current level of staff satisfaction at the hospital. To address this gap, we propose conducting a staff satisfaction survey at Remera Rukoma Hospital. The purpose of the survey is to assess the overall level of staff satisfaction, identify areas where the hospital can improve, and develop strategies to enhance staff satisfaction and retention. We conducted this study to assess overall staff satisfaction, and develop strategies to enhance staff satisfaction and retention at Remera Rukoma Hospital.

METHODS

Design and settings: This study employed a comprehensive and systematic approach. A cross-sectional design was utilized, with data collection occurring from August 5th to September 5th, 2023. The study setting was Remera Rukoma Hospital, a district hospital in Kamonyi District, Southern Province, Rwanda, which provides a range of inpatient and outpatient services.

Participants: The sample size of 123 participants was determined using Fisher et al.'s 1998 formula [11], ensuring statistical significance with a 95% confidence level and 5% margin of error. Non-purposive sampling was employed to select 123 participants from the total staff population of 180.

Data collection: Data collection was primarily conducted through self-administered questionnaires, distributed via a hospital's staff

WhatsApp group link to ensure wide accessibility. The survey instrument was pretested and refined before full deployment to enhance validity and reliability. To maintain confidentiality and encourage honest responses, the survey was anonymous.

Data Analysis: Data analysis was performed using SPSS version 25 and Microsoft Excel, employing descriptive statistics. Satisfaction levels were

categorized into three groups: Not at all Satisfied (score below 50%), Satisfied (score from 50.1% to 74.9%), and Highly Satisfied (score above 75%) [12], providing a nuanced understanding of staff contentment across various aspects of their work environment. This rigorous methodology ensured a comprehensive and statistically sound assessment of staff satisfaction at Remera Rukoma Hospital.

This study was approved by the ethical committee

Table 1: Characteristics of the participants

Characteristics		n(%)
Age group of the participants (in years)	15-30	46(37%)
	31-45	68(55.3%)
	>=46	9(7.3%)
Gender of the participants	Male	57(46.7%)
	Female	66 (53.7%)
Marital status	Single	32 (26%)
	Married	86 (69.9%)
Job title of the part	Nurse	67(54.5%)
	Midwife	13(10.6%)
	Doctor	16(13%)
	Others	23(18.7%)
	Prefer not to say	2(1.6%)
Duration participants worked at Hospital	Less than 6 months	1(0.8%)
	1-3 years	4(3.3%)
	3-10 years	100(81.3%)
	More than 10 years	18(14.6%)
Department of the participants	Allied health	23(18.7%)
	Clinical	10(8.1%)
	Administration	23(18.7%)
	Out datient department (OPD)	4(3.3%)
	antiretroviral (ARV) therapy service	5(4.1%)
	Neonatology	11(8.9%)
	Surgery	9(7.3%)
	Maternity	14(11.4%)
	Internal Medicine	4(3.3%)
	Pediatry	3(2.4%)
	Emergency	11(8.9%)
	Pharmacy	6(4.9%)

and hospital leadership of Remera Rukoma Hospital, and the informed written consent was obtained before participating in this study.

RESULTS

Background information of the participant at Remera Rukoma Hospital

The study participants exhibited diverse demographic characteristics. As shown in Table 1, the majority (55.3%) were aged 31-45 years, with a slight predominance of females (53.7%). Most respondents were married (69.9%) and had worked at the hospital for 3-10 years (81.3%). Nurses constituted the largest professional group (54.5%), followed by doctors (13%) and midwives (10.6%). Participants were distributed across various departments, with allied health and administration each representing 18.7% of the sample. This demographic profile provides a comprehensive representation of the hospital staff, ensuring a well-rounded perspective on satisfaction levels across different age groups, genders, professions, and departments.

Satisfaction with the care process, care environment, education, and technical support among the participants

This survey reveals a mixed picture of staff satisfaction at Remera Rukoma Hospital. There are several areas of high satisfaction, including understanding of the hospital's vision and mission (82.9% agree), pride in working for the hospital (61.8% agree), and feeling respected by colleagues (85.4% agree). Moreover, staff generally like the type of work they do (84.6% agree) and feel part of a team (76.4% agree). However, significant dissatisfaction is evident in areas such as salary (74.8% disagree with being satisfied), overall benefits and compensation (78% disagree), and equal opportunities for training (44.7% disagree). Workload and staffing issues are also apparent, with 59.3% disagreeing that there are enough staff available and 56.9% dissatisfied with current working hours. While communication from management is generally viewed positively (68.3% agree), there's room for improvement in areas like staff involvement in decision-making and recognition of good performance. These results highlight areas of strength in team spirit and job satisfaction, but also point to critical areas for improvement, particularly in compensation,

workload management, and equal opportunities for professional development.

Overall staff satisfaction level among the participants

The results of the staff satisfaction survey at Remera Rukoma Hospital reveal a diverse range of satisfaction levels among employees. The largest group, comprising 40.7% of respondents (50 individuals), reported being "Satisfied" with their overall work experience. However, a substantial portion of the staff, 37.4%, (46 individuals), indicated they were "Not satisfied," suggesting considerable room for improvement in various aspects of the work environment. On the positive side, 22% of the participants (27 individuals) expressed being "Highly satisfied," representing a core group of content employees. This distribution highlights that while there is a moderate level of satisfaction among staff, there are also substantial challenges to address, as over a third of employees report dissatisfaction. These findings underscore the need for targeted interventions to improve overall staff satisfaction and address the concerns of the dissatisfied group.

DISCUSSION

This study showed that 40.7% and 22% of the participants were satisfied and highly satisfied respectively, which is consistent with the findings of the study that was conducted in Canada on Job satisfaction among Canadian orthodontists [13]. Also, this finding is consistent with the study conducted in four referral hospital in Rwanda [14], Ethiopia [15], and Alexandria [16] as well as in Yemen [17], and Nigeria [18]. However, 37.4% of the participants were not satisfied, this was consistent with the study which was conducted in Nigeria that showed a low level of satisfaction among healthcare professionals in tertiary Hospital [7].

Most of the participants have a clear understanding of the vision and mission of Remera Rukoma Hospital, which should be linked to their commitment, contribution and dedication to the hospital. This study showed that 44.7% of the staff are satisfied with how the hospital offers a good working environment and flexible working conditions, this is not far from other research that was conducted in Finland, found that nurses believe that nurse managers are able to change the

Table 2: Satisfaction with the care process, care environment, education, and technical support

Variables	Agree N (%)	Disagree N (%)	Neutral N (%)
I have a clear understanding of the vision and mission of Remera Rukoma Hospital	102 (82.9%)	8(6.5%)	13(10.6%)
I am proud to work for the hospital and I would not hesitate to recommend this hospital to a friend	76 (61.8%)	20(16.3%)	27(22%)
My supervisor involves me in decision-making processes that affect my department	66 (53.7%)	34(27.6%)	23(18.7%)
The hospital offers a good working environment and flexible working conditions	55 (33%)	33(26.8%)	35(28.6%)
I contribute enough to decision making	51 (41.5%)	46(37.4%)	26(21.1%)
I am satisfied with how the management recognizes my good work performance	62 (50.4%)	40(32.5%)	21(17.1%)
Quality is a top priority at Remera Rukoma District Hospital	71 (57.7%)	26(21.1%)	26(21.1%)
I am satisfied with how the hospital conducts training sessions as frequently as possible	50 (40.7%)	42(34.1%)	31(25.2%)
Communications from the management team keep me updated about the hospital's activities	84 (68.3%)	24(19.5%)	15(12.2%)
The hospital provides sufficient tools and support to accomplish my tasks	62 (50.5%)	34(27.6%)	27(22%)
I am satisfied with how my supervisor helps me to identify job-related issues and finds ways to resolve them	84 (68.3%)	22(17.9%)	17(13.8%)
I like the type of work that I do	104 (84.6%)	10(8.1%)	9(7.3%)
The responsibilities and objectives related to my work are clearly defined and well-understood by both myself and my immediate supervisor	85 (69.1%)	23(18.7%)	15(12.2%)
I feel like I am part of a team that is working towards common goals	4 (76.1%)	9(9.3%)	20(16.3%)
I feel valued at Remera Rukoma District Hospital	83(67.5%)	21(17.1%)	19(15.4%)
At Remera Rukoma District Hospital I am treated with respect by the leaders	79(64.2%)	0(16.3%)	24(19.5%)
My colleague treats me in a respectful manner	105 (85.4%)	10(8.1%)	8(6.5%)
I am satisfied with the salary I earn compared to the tasks I perform	14 (11.4%)	92(74.8%)	17(13.8%)
Internal training provided by Remera Rukoma Hospital has been helpful	81 (65.9%)	27(22%)	15(12.2%)
I am satisfied with the overall benefits (PBF) and other overall compensations	13 (10.9%)	96(78%)	14(11.4%)
I am satisfied that everyone has an equal opportunity to participate in a training program	41 (33.3%)	55(44.7%)	27(22%)
I am satisfied with the general hygiene of the working environment and the availability hygiene facilities and materials	53 (43.1%)	37(30.1%)	33(26.8%)
I am satisfied with the working premises	41 (33.3%)	60(48.8%)	22(17.9%)
I am satisfied with the current maintenance of the biomedical equipment	69 (56.1%)	31(25.2%)	23(18.7%)
I am satisfied with the number of staff available (in my service) for performing work tasks	35 (28.5%)	73(59.3%)	15(12.2%)
I am satisfied with the current fixed working hours	34 (27.6%)	70(56.9%)	19(15.4%)
I am satisfied with the workload pressure in general	35 (28.5%)	60(48.8%)	28(22.8%)

Table 3: *The overall satisfaction level of the participants at Remera Rukoma Hospital.*

Satisfaction Category	Frequency (n)	Percentage (%)
Not satisfied	46	37.4
Satisfied	50	40.7
Highly satisfied	27	22

work systems and equipment to promote nurse safety [19].

Furthermore, this study showed that 59.3% of the staff were dissatisfied with the number of staff available (in my service) for performing work tasks, this calls for hospital management to increase the number of staff for quality service delivery. In addition, 78% were dissatisfied with the overall benefits (performance-based financing) and other overall compensations. This finding is consistent with the study that was conducted in Nigeria which showed that the average staff of the hospital is dissatisfied with the financial remuneration [7]. Moreover, 74.8% of the staff were dissatisfied with the salary they earn compared to the tasks they perform. Another study showed that good wages ranked first among employees' viewpoints of motivational factors for quality healthcare service delivery at Iran University Medical Sciences, Tehran [20]. This implies that dissatisfaction with one's salary will automatically adversely affect the person's motivation to put in his best at the workplace, for quality healthcare service delivery [7]. Yami et al. in his study identified human resources as a vital component in health services delivery [7]. This study showed that 48.8% of the staff were dissatisfied with the workload pressure in general. However, Barnes recognized the need to address the issue of realistic workload concerning salary, to increase the satisfaction of health professionals on their job, thereby improving healthcare provision [21].

This study found that 50.5% of the staff were satisfied with the hospital's provision of necessary tools and resources to accomplish their tasks. This finding contrasts with a previous study conducted in Nigeria, which reported that 34.1% of staff disagreed with the hospital's frequency of training sessions [7]. Research has emphasized that training and retraining are essential components of modern healthcare, and a lack of support from hospital management for these activities can be discouraging for staff [7]. Additionally, prior studies in 2016 at Ethiopia have identified motivation and job satisfaction as key factors in encouraging further

training among nurses, while time constraints and employer discouragement were critical barriers to nurses' continued education [22].

This study had several limitations worth noting. As a cross-sectional study, it captured staff satisfaction at a single point in time, potentially missing seasonal or temporal variations in satisfaction levels. The self-reported nature of the survey may have introduced response bias, with participants possibly over- or under-reporting their satisfaction levels. Additionally, the study was confined to a single institution, limiting its generalizability to other healthcare settings. Lastly, while the survey measured satisfaction, it may not have fully captured the complex factors influencing employee contentment or the long-term impact of satisfaction on hospital performance and patient care quality.

CONCLUSION

The staff satisfaction survey conducted at Remera Rukoma Hospital reveals a clear need for improvement in several key areas, including the current Performance-Based Funding (PBF) system, inadequate salaries, demanding work hours, and insufficient staffing. These factors have impact on staff morale, motivation, and potentially patient care, and must be addressed as a priority. Increasing transparency and refining the metrics for the PBF system, advocating for salary increases with the Ministry of Health to match the cost of living and provide clear career progression opportunities, reviewing workload and implementing flexible work arrangements to alleviate the burden of long hours and understaffing, developing targeted training programs with equal participation opportunities, and improving overall working conditions are all crucial recommendations. Promoting open communication, recognizing staff contributions, and fostering a culture of continuous improvement will also be essential in enhancing staff satisfaction, boosting productivity, and ultimately improving the quality of healthcare

provided to the community. By investing in these areas, Remera Rukoma Hospital can create a more positive and productive work environment, leading to increased staff retention and a more resilient healthcare system. Additionally, conducting a similar study in a comparable setting and assessing the factors associated with satisfaction and dissatisfaction would provide valuable insights for further improvement, underscoring the importance of staff satisfaction in the hospital's long-term success and effectiveness.

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