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The relationship between quality of nursing work life (QNWL) and job satisfaction in the central surgery unit (CSU)

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Abstract

Background: The Central Surgical Installation (IBS) represents a clinical unit with intensive workload demands, where nurses' Quality of Nursing Work Life (QNWL) plays a critical role in shaping job satisfaction and maintaining service sustainability.

Purpose: To identify the relationship between QNWL and job satisfaction among staff nurses working in the IBS.

Method: A quantitative correlational study with a cross-sectional design was employed. The sample consisted of 128 staff nurses selected through simple random sampling. Data collection utilized a 41-item QNWL questionnaire and a 20-item job satisfaction questionnaire, followed by descriptive analysis and Spearman correlation testing.

Results: QNWL was predominantly categorized as good (mean 153.88 ± 16.01), while job satisfaction was generally at a moderate level (mean 70.69 ± 11.42). Spearman correlation analysis revealed a strong and statistically significant positive relationship between QNWL and job satisfaction ($r_s = 0.647$; $p < 0.001$).

Conclusion: These findings indicate that enhancing QNWL through organizational support, improved job design, and healthier workload and scheduling management can contribute to higher levels of job satisfaction among nurses working in high-pressure units such as the IBS

Keywords: Job Satisfaction; Nursing Management; Operating Room; Quality of Nursing Work Life; Staff Nurses.

INTRODUCTION

Nurse job satisfaction is one of the main indicators in hospital human resource management because it is closely related to service quality, workforce stability, and the sustainability of nursing practices (Alzoubi, Al-Momani, Al-Mugheed, Owiedat, Shosha, Alabdullah, & Abdelaliem, 2024). The concept of job satisfaction emphasizes that nurses' assessment of their work is influenced by the extent to which their needs, expectations, and work experiences are consistently met within the organizational environment (Locke, 2016; Herzberg, Mausner, & Snydermann, 2019).

In high-demand units such as the Central Surgical Unit (CSU), nurses are faced with a fast-paced work rhythm, complex team coordination, and significant responsibility for patient safety. These conditions

have the potential to increase the physical and psychological burden on nurses (Wilson-Congo, 2021). Therefore, efforts to improve job satisfaction cannot only focus on individual factors but need to be directed at the overall quality of the work environment that shapes daily work experiences (Liu, Aungsuroch, & Yunibhand, 2016).

Quality of Nursing Work Life (QNWL) refers to nurses' perceptions of the quality of their work life, which includes the balance between work and personal life, job design, organizational context, and work world dimensions (Brooks, & Anderson, 2025; Brooks, & Anderson, 2024). The QNWL framework is relevant because it highlights systemic factors that can be managed by management, such as

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organizational support, leadership style, and workload arrangements (Hazouri, 2019). Previous studies have shown that QNWL has a positive relationship with job satisfaction and is related to nursing staff retention issues (Kaddourah, Abu-Shaheen, & Al-Tannir, 2018; Danquah & Jeevanandam, 2022).

RESEARCH METHOD

A correlational quantitative design with a cross-sectional approach involving practicing nurses at IBS. The study population consisted of 189 nurses, with a sample of 128 respondents determined using simple

random sampling. Data collection was conducted from September to November 2025 after the respondents gave their consent to participate. The research instruments included a QNWL questionnaire consisting of 41 items and a job satisfaction questionnaire consisting of 20 items, both using a Likert scale. Data analysis included descriptive statistics to describe the characteristics of the respondents and the distribution of QNWL and job satisfaction scores. The relationship between the two variables was analysed using Spearman's correlation test with a significance level of $p < 0.05$.

RESEACRH RESULTS

Table 1. Respondent Characteristics (n=128)

Variable	Results
Age (n/%) (Mean$\pm$SD) (Range) (Years)	(35.2 $\pm$ 4.7) (20-45)
20-30	17/13.3
31-40	91/71.1
≥ 40	20/15.6
Gender (n/%)	
Male	82/64.1
Female	46/35.9
Education (n/%)	
Diploma	71/55.5
Degree	56/43.7
Specialist	1/0.8
Duration of Employment (n/%)	
<1 Years	23/18.0
1-3 Years	13/10.2
3-5 Years	5/3.9
≥ 5 Years	87/68.0
Employment status (n/%)	
Government Employees with Employment Agreements	85/66.4
Civil Servant	38/39.7
Public Service Agency	5/3.9
Position (n/%)	
Practicing Nurse	106/82.8
Head Nurse	22/17.2

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QNWL Category (n/%)	
Good	72/56.3
moderate	55/43.0
Poor	1/0.8
Job satisfaction category (n/%)	
Good	50/39.1
moderate	66/51.6
Poor	12/9.4

Table shows the demographic characteristics of respondents, Quality of Nursing Work Life (QNWL), and job satisfaction categories. The mean age of respondents was 35.2 ± 4.7 years (range 20–45), with most aged 31–40 years (71.1%). The majority were male (64.1%), had a diploma education (55.5%), worked for ≥ 5 years (68.0%), were Government Employees with Employment Agreements (66.4%), and held positions as practicing nurses (82.8%). Most respondents had a good QNWL category (56.3%), while job satisfaction was predominantly moderate (51.6%), followed by good (39.1%) and poor (9.4%).

DISCUSSION

The results of the Spearman correlation test show a strong and significant positive relationship between QNWL and job satisfaction ($r_s=0.647$; $p<0.001$). This indicates that an improvement in the quality of nurses' working lives tends to be followed by an increase in job satisfaction (Biresaw, 2017). This finding reinforces the QNWL conceptual framework, which emphasizes the contribution of work system quality to the evaluation of nurses' job satisfaction. Organizational support, leadership that encourages the creation of a healthy work environment, and realistic job design are managerial aspects that can be optimized to improve nurses' work experience (Shirey, 2017).

The results of this study are also consistent with various studies in other healthcare contexts that report a positive relationship between QNWL and job satisfaction, as well as its association with nursing staff retention (Lubis, 2023). In units with high work pressure, improving QNWL can be prioritized through healthier workload management and scheduling, strengthened supervision, and increased team collaboration (Raeissi, Rajabi, Ahmadizadeh, Rajabkhah, & Kakemam, 2019). Interventions in these

areas are expected to increase job satisfaction while maintaining nursing staff stability (Dudley, 2025).

The demographic characteristics of respondents indicate that the nursing workforce was predominantly in the productive age range, with most participants aged 31–40 years and having more than five years of work experience. This reflects a relatively mature and experienced workforce, which may contribute positively to professional competence, clinical decision-making, and adaptation to workplace demands (Farsi, 2025). The majority of respondents were male, held diploma-level education, and worked as practicing nurses under government employment agreements. Longer work experience and stable employment status are often associated with better role mastery, stronger organizational commitment, and improved perceptions of work life quality, although they may also increase exposure to workload pressures and occupational stress over time (Kheiri, Gholizadeh, Taghdisi, Asghari, Musavi, Mahdavi, & Ghaffari, 2021).

The findings also showed that more than half of respondents reported a good Quality of Nursing Work Life (QNWL), while job satisfaction was mostly in the moderate category. This suggests that although many nurses perceived their work environment, support systems, and professional conditions positively, these factors did not fully translate into high job satisfaction for all respondents (Vaizoğlu & Şenturan, 2025). Moderate job satisfaction may be influenced by factors such as workload, career development opportunities, compensation, leadership support, and work–life balance (Al Mutair, Al Bazroun, Almusalami, Aljameez, Alhasawi, Alahmed, & Ahmed, 2022). The presence of a small proportion of respondents with poor QNWL and job satisfaction indicates the need for organizational strategies to enhance workplace well-being, including supportive

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leadership, fair reward systems, and opportunities for professional growth to optimize both nurse performance and retention (Almalki, FitzGerald, & Clark, 2022).

CONCLUSION

There is a strong and significant positive relationship between Quality of Nursing Work Life (QNWL) and job satisfaction among nurses working in the Central Surgery Unit ($r_s=0.647$; $p<0.001$). Thus, the better the QNWL perceived by nurses, the higher their level of job satisfaction.

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