

## Relationship between Absenteeism Rate and Job Satisfaction among ICU Nurses in Selected Hospitals

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### Abstract

*Background:* Absenteeism and job satisfaction in nursing are attitudes reflecting on productivity, quality of patient care, and the personal life of nursing staff. Some research has found no correlation between these two variables whereas other studies indicate a weak to moderate relationship between these two variables.

*Aim of Study:* To investigate the relationship between absenteeism rate and job satisfaction among ICU nurses in selected hospitals.

*Subjects and Methods:* A descriptive correlational design was utilized for this study to achieve the stated aim. The study was conducted at New Kasr El-Aini Teaching Hospital and El-Manial University Hospital. A samples of 307 nurses were invited to participate in the questionnaire. For the purpose of this study, questionnaire for nurses was adopted and utilized that consist of three parts: The first part was related to the nurse personal characteristics, the second part assess the nurses perception related to job satisfaction, the third part was related to nurses absenteeism rate from nurses attendance records and results of the current study indicated that the majority of the study sample had low satisfaction level. Moreover the study revealed that nurses' working at ICU at El-Manial University Hospital had low absenteeism rate while absenteeism rate among staff nurses working in ICU at New Kasr El-Ani Teaching Hospital had low absenteeism rate.

*Conclusion:* The study concluded that there was no statistical significant relation was found between total job satisfaction and staff nurses' absenteeism rate. Based on the study results, it was recommended that administrative authority should pay attention to salary of nurses to enhance their satisfaction, managers should develop system for communication with their staff to enhance communication. Similar study should be conducted in all department at New Kasr El-Ani Teaching Hospital and El-Manial University Hospital to identify their absenteeism rate on a large sample to compare and generalize the result.

**Key Words:** Job satisfaction – Absenteeism rate – ICU nurses.

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### Introduction

**NURSING** absenteeism make a big problem in different countries world-wide and a solution cannot be easily found. It leads to high costs for the organizations, shortage of nurses that become a daily problem for health care administrators [1]. There is an extensive body of research on absenteeism in general, one reason for this the phenomenon is increasing in most countries; another is that absenteeism has important effects on the functioning of organizations, it leads to high costs and has negative effects on nurse satisfaction and quality of patient care [2]. It consider one of the major causes of poor productivity and time wastage faced by health care sectors worldwide [3].

The workforce is the most important resource of any healthcare organization and has a strong impact on its overall performance. Nurses in particular are the linchpins of healthcare organizations and their attendance behavior (i.e., absences and turnover) can seriously affect quality of care outcomes, such as rate of medical errors, in addition to financial outcomes [4]. Health-care facility also plays a part in explaining absenteeism. Four sets of factors appear to be insignificant. The first is related to the nature and type of activity of the units that make up the organization, a second concerns the size of the organization, i.e., [5] have demonstrated that absenteeism is lower in smaller units. A third group of factors relates to resources, a scarcity of resources positively influence absenteeism and turnover, a final group of factors relates to work organization as shift work [6].

Job satisfaction is one of the most important and significant variables in organizational behavior and in work organizations. It is the general attitude of an employee to the job. The higher the job satisfaction, the more likely workers will hold a

positive attitude toward their jobs and are more likely to be committed to the organization. Workers with higher level of job satisfaction decreased the probability to search for a job or to leave the organization [7].

The most accepted and common facets of job satisfaction are the satisfactions with pay, promotion opportunities, coworkers, supervision, and the work itself. Absenteeism appears to be a major issue for many organizations, and indeed a problem of considerable importance because of the costs associated with hiring and training new personnel; rewards, particularly intrinsic rewards, such as interesting job and job autonomy, are found to be the major drivers of job satisfaction for most countries [8].

Nurse managers have to maintain high-quality standards of care and job satisfaction among nurses, often with a lack of human and financial resources and maintain workplace structures to support healthier nurses, reduce stress and increase job satisfaction [9]. Its for nurse manager to examine job satisfaction when developing work policies to determine and assess the attitudes and perceptions of staff, as well as the various elements that can affect job productivity and quality of care, such as environment, pay, workload, leadership style, shortages of nursing staff and nursing staff turnover [10].

The widespread shortage and the high absenteeism rates of nurses have become persistent problems in most healthcare organizations around the world and that lead to negative job satisfaction among nurses that leads to nurses having negative attitudes towards their jobs and poor patient care outcomes which can increase the length of patients' hospital stays, thus increasing treatment costs, as well as resulting in an increase in staff turnover and absenteeism.

On the other hand increases job satisfaction leads to decrease absenteeism rate and increase retention of nursing staff can positively affect the overall work of the organization [11]. Several studies have suggested that hospitals with lower staff absenteeism have greater job satisfaction that leads to enhance patient satisfaction, improve quality of patient care, improve nurse performance, increase nurse loyalty to organization, reduce cost and improve productivity as all. Other studies detect that there is inverse relationship between absenteeism rate and staff nurses job satisfaction when satisfaction is high absenteeism rate is low and when satisfaction is low absenteeism rate is high [12].

#### *Significance of the study:*

Job satisfaction is crucially important in the nursing field because when nurses are dissatisfied with their jobs, the rate of absenteeism usually increase, their morale and productivity decrease, as well as work performance and quality of patient care are affected. So this study will hold special significance for nursing managers if the majority of nursing staff are dissatisfied with their job and it has reflection on their absence rate to identify how they can enhance their satisfaction through improving their work environment.

This study will be conducted in intensive care units, the place that is characterized by high level of patient acuity and complex pathologies so absenteeism rate has great impact on ICU patients because it affects on continuity of care and quality of administered care, increase infection, increase length of stay, increase missed care, delay care process, increase mortality rate, increase work load on nurses that may affect on their satisfaction. Understanding the relationship between absenteeism rate and nurses' job satisfaction may provide important insight for manager who must cope with the consequences of absenteeism.

While the literature offers limited researches concerning relationship between absenteeism rate in ICU nurses and job satisfaction. So it is hopefully that the result of the present study will provide information about absenteeism rate among ICU nurses and it's relationship with their job satisfaction.

#### *Aim of study:*

The aim of the present study was to investigate the relationship between absenteeism rate and staff nurses job satisfaction.

#### *Research questions:*

- 1- What is the absenteeism rate among staff nurses in a selected ICUs?
- 2- What is staff nurses level of job satisfaction?
- 3- What is the relationship between absenteeism rate and staff nurses job satisfaction?

### **Subjects and Methods**

#### *Research design:*

Descriptive correlational design was utilized to achieve the aim of this study.

#### *Setting:*

The current study was carried out at New El-Kasr El-Aini Teaching Hospital and El-Manial University Hospital. The New Kaser Al-Aini Teach-

ing Hospital which affiliated to Cairo University, and it includes different categories of staff nurses (baccalaureate, technical and diploma). It includes nine critical care units (total number of staff nurses 185) as follow; surgical ICU contains 16 beds, Cardio-thoracic ICU that divided in to 2 parts (adult with 8 beds and infant with 4 beds, Cardiac ICU which consist of: Coronary Care Unit (CCU 2A) consist of 8 beds, Coronary Care Unit (CCU1) consists of 8 beds, Coronary Care Unit (CCU2) consists of 8 bed. All these units provide paid medical care. Hepatology (6B) which contains of 8 beds, Pulmonary ICU (7A) contains of 8 bed, Neurology ICU (7B) which consist of 4 beds all these units provide paid medical care, Pediatric ICU (7D) consist of 12 beds critical care beds and 4 intermediate beds. Regarding to El-Manial University Hospital it includes 5 ICU (total number of staff nurses (122) as follow; Intensive Care Unit of new emergency hospital that contains (20) beds, first unit which consist of 2 floors with bed capacity 45 beds, third unit at El-Manial Hospital consist of 2 halls with bed capacity 28 beds, neurology ICU that contains 2 halls with bed capacity 14 beds, Cardio-thoracic ICU that contains 2 halls with bed capacity 11 beds. All these units provides free health care to critical ill patient.

#### *Subjects:*

The number of the study sample was 307 nurses (convenient sample) most of them were females, between age 25-35 years old and about (174) diploma nurse, (91) technical nurse, (42) bacaloric nurse and most of them have more than 10 years experience at profession.

#### *Tools of data collection:*

*It is composed of three parts as follows:*

##### *The first part:*

##### *Demographic data:*

This tool was containing the personnel characteristics of the study sample such as (age, sex, marital status, level of education, years of experience in profession, years of experience in this unit, salary, number of children and work shift.

##### *The second part:*

1- *Job satisfaction questionnaire:* Job satisfaction questionnaire developed by Amer (2011) and was adopted by the researcher to measure nurses job satisfaction. It was consists of (36) items and divided into (9) dimensions as follow: Payment (4) items, promotion (4) items, supervision (4) items, fringe benefits (4) items, contingent reward (4) items, operating procedure (4) items, coworker (4) items, nature of the work (4) items, communi-

cation (4) items. Respondents answers for each item were rated on a five point likert scale (1=strongly disagree; 2=disagree; 3= neutral 4=agree; and 5=strongly agree) to measure participant their degree agreement and disagreement regarding nurses job satisfaction. Regarding scoring system, data presented in three levels of agreement were developed and utilized as follow: Disagree (1)=(strongly disagree & disagree), neutral (2), agree (3)=(strongly agree & agree).

2- *Scoring system:* Job satisfaction levels is considered low level from 36 to 81 (20% to 45%), moderate level from 82 to 135 (46% to 75%), high level from 136 to 180 (76% to 100%) [13].

##### *The third part:*

Nurses attendance records that was utilized by the researcher to collect a retrospective data from January 2015 to January 2016 about nurses absenteeism rate. The researcher reviewed records of personnel from each unit to identify the number of nurses who were absent themselves from work without permission and calculate absenteeism rate by using.

##### *Procedure:*

- Consent to conduct the study was taking from the vice dean of graduate studies at Faculty of Nursing, Cairo University, and hospital administrator.
- The purpose and procedure of the study were explained to the study subjects.
- The questionnaires were distributed to the studied sample during morning, afternoon and night shifts.
- Data collection was completed over a five months from April 2017 to August 2017 and the time spent to fill the questionnaire was ranging between 10-15 minutes. The second source to estimate nurse absenteeism rate the researcher referred to the personnel department to collect data from nursing records about the same respondents. Data was calculated from January 2015 to January 2016.

##### *Tools validity and reliability:*

Job satisfaction questionnaire was developed by Amer (2011) and was adopted by the researcher and it's valid and reliable. The reliability was done for each dimension as following; pay was (0.92)-promotion was (0.96)-supervision was (0.97)-fringe benefits was (0.88)-contingent rewards (0.89)-operating procedures was (0.93)-coworkers was (0.91)-nature of work was (0.82) and communication was (0.88).

**Ethical considerations:**

Before commencing the study, ethical approval was granted from the research ethics committee in which the study took place. The researchers ensured that the correct procedures were undertaken concerning informed consent, autonomy, anonymity and the maintenance of confidentiality.

**Statistical analysis:**

The data was collected from the participants were coded and entered in to the statistical package for the social science (SPSS), Version 20.0 for analysis. Data were presented using a descriptive statistics in the form of a frequency distribution, percentage. (ANOVA), *t*-test, mean and standard deviation to test difference between demographic data and job satisfaction, absenteeism rate. Correlation between absenteeism rate and job satisfaction dimensions. Also liner regression to test the effect of job satisfaction on absenteeism rate. The significance level of all statistical analysis was at ( $p < 0.05$ ).

**Results**

Table (1) shows that the majority of the study sample (82.4%) were females and about (68.1%) of them were married. Also shows that nearly about half of the sample about (42.3%) were in the age group (25-<35) years old. The same table also show the least percent of them (5.2%) have more than 3 children and regarding education level more than half of the sample (56.7%) were diploma nurse.

Table (2) shows that the lowest mean score of nurses' job satisfaction regarding fringe benefits were about ( $5.9805 \pm 1.80584$ ) with mean percent of (11.96%) which represent low satisfaction level. While, the highest mean score of nurses' job satisfaction regarding nature of work dimension were about ( $10.1498 \pm 1.98$ ) with mean percent of

(50.75%) which represent moderate satisfaction level.

Table (3) reveals that there was a negative weak relationship between nurses satisfaction with payment ( $r = -.217, p = .041$ ) and promotion ( $r = -.99, p = .043$ ), while no statistical significant relation was found between total job satisfaction and staff nurses' absenteeism rate ( $r = .081, p = .276$ ).

*Fig. (1):* Clarifies that the majority of nurses' (93.5%) having low job satisfaction.

*Fig. (2):* Shows that the highest percent of absenteeism rate at surgical ICU about (13.8%).

*Fig. (3):* Shows that the highest unit of absenteeism rate was first critical care unit (6.9%).

Table (1): Percentage distributions of demographic data of study sample n=(307).

Variable	N	%
<i>Gender:</i>		
Male	54	17.6
Female	253	82.4
<i>Marital status:</i>		
Single	84	27.4
Married	209	68.1
Divorced	8	2.6
Widow	6	2.0
<i>Age:</i>		
<25 years	83	27.0
25-<35 years	130	42.3
35-<45 years	79	25.7
45-<50 years	14	4.6
>50 years	1	0.3
<i>Number of children:</i>		
No children	113	36.8
2 children	113	36.8
3 children	65	21.2
More than 3 children	16	5.2
<i>Educational level:</i>		
Diploma nurse	174	56.7
Technical nurse	91	29.6
Bacaloric nurse	42	13.7

Table (2): Mean, standard deviations and mean percent of nurses' perception of job satisfaction dimensions (n=307).

Job satisfaction dimensions	Minimum	Maximum	Mean	Std. deviation	Mean %
Payment	4	20	5.8795	$\pm 1.67502$	29.39
Promotion	4	20	6.7980	$\pm 1.72399$	33.99
Supervision	4	20	9.2150	$\pm 1.90785$	46.08
Fringe benefits	4	20	5.9805	$\pm 1.80584$	11.96
Contingent reward	4	20	6.3974	$\pm 1.80370$	31.98
Operating procedure	4	20	8.2778	$\pm 1.42965$	41.98
Coworkers relationship	4	20	9.2899	$\pm 1.79433$	46.45
Nature of work	4	20	10.1498	$\pm 1.98286$	50.75
Communication	4	20	7.6091	$\pm 2.04292$	38.05
Total satisfaction	36	180	69.5850	$\pm 7.79539$	38.66

Table (3): Relationship between nurses job satisfaction dimensions and their absenteeism rate (n=307).

Job satisfaction	Absenteeism rate	
	r	p
Payment	-0.217	0.041
Promotion	-0.991	0.043
Supervision	-0.013	0.817
Fringe benefits	0.049	0.392
Contingent reward	0.012	0.836
Operating procedure	0.064	0.265
Coworkers relationship	-0.005	0.925
Nature of work	-0.106	0.047
Communication	0.104	0.069
Total	0.081	0.276

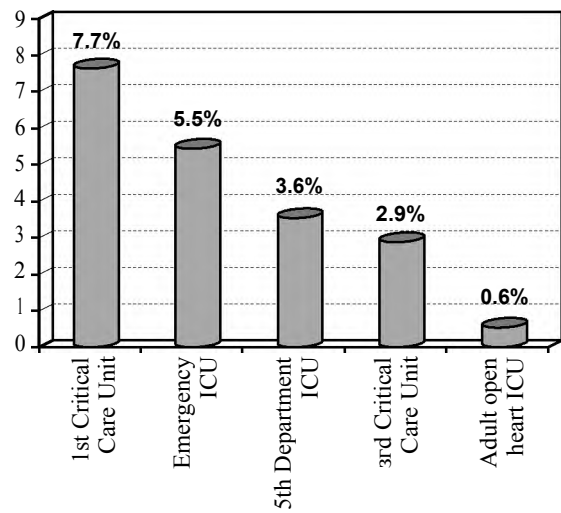


Fig. (3): Nurses absenteeism rate in selected ICU affiliated from El-Manial University Hospital (n=307).

This figure demonstrate that nurse working in first critical care unit had absenteeism rate of (6.9), while nurses working in adult open heart ICU had the lowest rate of absenteeism about (0.7%).

### Discussion

The level of employees' job satisfaction is very important for health care institutions. Satisfied employees are the goal of every leader. On the other hand, the goal of every employee is to find the kind of work that matches with their abilities and interests as possible, enables them success, and provides them with opportunities for promotion. Previous research proved that increase job satisfaction is associated with better organizational and individual performance, increased productivity, lower absenteeism rate [13], and the aim of the study was to investigate the relationship between absenteeism rate and job satisfaction among ICU nurses in selected hospitals.

The present study results revealed that the majority of nurses' having total low job satisfaction. From the investigator point of view this might be due to decrease all dimensions of the study subject of job satisfaction so nurses were not satisfied by their salary and they mentioned that they didn't receive enough salary and financial recognition regarding their difficult work activity. Additionally they preferred to work in private sectors to gain more money but they afraid that they can't arrange between the governmental and private sector so they may be absence continuously and may expose them to termination from the governmental hospital.

In addition they reported that they did not have any promotion opportunities and promotion was

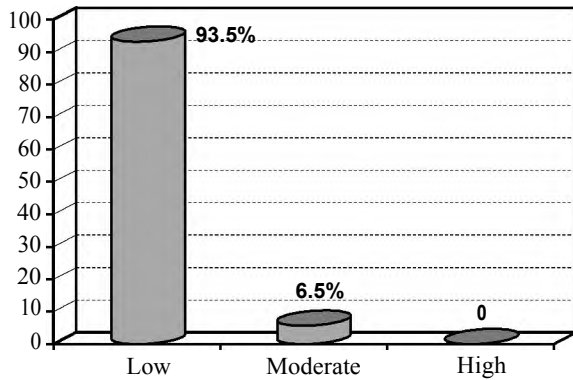


Fig. (1): Percentage distribution of nurses' job satisfaction dimensions levels (n=307).

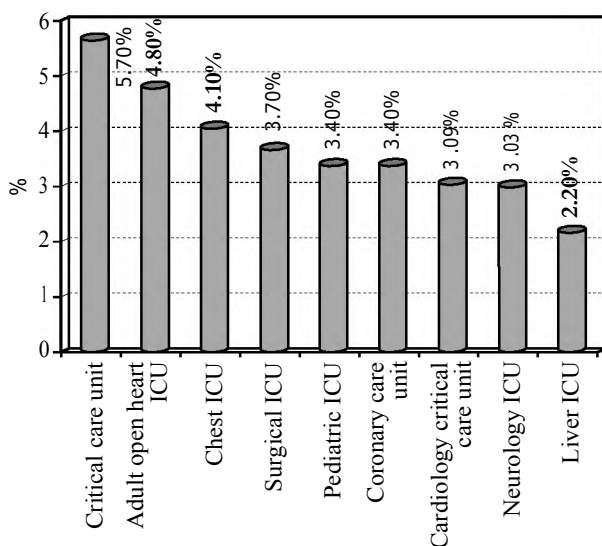


Fig. (2): Nurses absenteeism rate in selected ICU affiliated from New Kasr El-Ani Teaching Hospital (n=307).

This figure demonstrate that nurse working in surgical ICU had absenteeism rate of (13.8), while nurses working in liver ICU had the lowest rate of absenteeism.

done only for administrative position. More over the hospital administrative ignore their needs/ desires for promotional opportunity. Additionally might be consider another fact lead to low satisfaction among studied nurse, which expose them to occupational hazards such as (infection, back-ache, varicose vein). In addition to low satisfaction might be due to inappropriate policies in the workplace, working conditions, rules and regulations. This study is supported by study done by [14,15] who documented that. The findings of study indicate that nurses in both the private and public sectors were dissatisfied with their jobs. This study is contradicted by study done by [16] that detected that high level of job satisfaction among nurses [17] who concluded that nurses' job satisfaction of Turkish nurses were at moderate satisfaction level.

As regards absenteeism rate, the study show that there was low absenteeism rate among nurses even with low satisfaction this was may be due to the ministry of health make connections between incentives and rate of attendance so nurses fear to absent that leads to decrease their incentives. In addition to low absenteeism may be due to nurses covers their absence with annual and casual leaves and most of the study sample were females that they take about 4 months as delivery vacation with salary and also take about 6 years child care vacation, and their hospitals were governmental so that they not fear from termination. This study contradicted with study [18] that show high absenteeism rate among nurses at cape town hospitals, and [19] that detected high absenteeism rate among nurses at Mansoura University Hospital. And [20] that show high absenteeism rate among nurses at Giza Hospitals. In addition to study done by [21] that detected high absenteeism rate among nurses at Menoufyia University Hospital. Finally the current study revealed that there was no statistical relationship between nurses total job satisfaction and their absenteeism rate. This study supported by study done by [22,23] who found no relationship between the absenteeism rate and nurses job satisfaction. This study is contradicted with study done by [24] who found inverse relationship between job satisfaction and absenteeism rate.

#### *Conclusion:*

The present study concluded that the majority of the study sample perceived low level of job satisfaction. In addition to the study sample having low absenteeism rate and there was no statistical relationship between nurses total job satisfaction and their absenteeism rate.

#### *Recommendations:*

In the light of the findings of the present study, the following are recommended:

- Administrative authority should pay attention to physiological needs of nurses as (salary, break time, scheduling of nurses to enhance their satisfaction.
- Managers should pay attention to social needs as communication, supervision, coworker relations with their staff to enhance satisfaction.

Managers should pay attention to job security of nurses as (payment, contingent reward, fringe benefits).

Managers should pay attention to psychological needs as (promotions, staff development, team sprit) of nurses.

Nursing administrators should make acceptable nurses/patient ratio to decrease work load for nurses especially who working at ICU.

Nursing administrators should be keep nurses aware of new rules, policies and procedures.

Nurse administrators should making periodic evaluation to absenteeism rate for appropriate management.

Replication of the current study should be conducted in all department at New Kasr El-Ani Teaching Hospital and El-Manial University Hospital to identify their absenteeism rate on a large sample to compare and generalize the result.

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## العلاقة بين معدل الغياب ومدى الرضا الوظيفي بين ممرضات الرعاية المركزة في مستشفيات مختارة

يعد الرضا الوظيفي في مجال التمريض ذات أهمية كبيرة حيث أن الممرضين الذين لديهم معدل منخفض من الرضا الوظيفي عادة يكون لديه نسبة غياب عالية بالإضافة إلى قلة الإنتاج والروح المعنوية مما يؤثر سلباً على جودة الرعاية التمريضية وأداء العمل. لذا فإن الدراسة الحالية تدرس العلاقة بين معدل الغياب ومدى الرضا الوظيفي بين ممرضات الرعاية المركزة في مستشفيات مختارة، وقد تمت الدراسة على عينة مكونة من ٣٠٧ مشارك من أعضاء هيئة التمريض (٥٤ ذكور-٢٥٣ إناث) بمستشفى القصر العيني التعليمي الجديد ومستشفى القصر العيني (المنيل الجامعي) حيث تم إعلام المشاركين في الدراسة بكافة حقوقهم وإن إشتراكهم في الدراسة تطوعي وتم إستطلاع آراء المشاركين في الدراسة على مدى ٥ أشهر خلال الفترة من أبريل ٢٠١٧ وحتى أغسطس ٢٠١٧. وأهم نتائج هذه الدراسة إنخفاض المستوى الكلي للرضا الوظيفي لدى الممرضين، من نتائج الدراسة إنخفاض الرضا الوظيفي لدى الممرضات، حيث أثبتت الدراسة أنه لا يوجد علاقة بين معدل الغياب ومدى الرضا الوظيفي للممرضات، وبعد الإنتهاء من الدراسة فقد إقترح الباحث، يجب على السلطة الإدارية الإنتباه إلى مرتبات الممرضات/الممرضين، كما ينبغي على مديري التمريض تعزيز رضى الممرضات عن الأمان في عملهم ومكانهم ويمكن تحقيق ذلك من خلال تخطيط برامج تطوير الموظفين والحصول على السلطة وزيادة حوافزهم لتحسين الرضا الوظيفي.