

IDENTIFYING THE MAIN DETERMINANTS OF RETENTION IN JORDANIAN HOSPITALS. AN EMPIRICAL ANALYSIS BASED ON MCCLOSKEY/MUELLER SATISFACTION SCALE**Adriana AnaMaria DAVIDESCU***The Bucharest University of Economic Studies, 010552, Bucharest, Romania
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tania.raed@yahoo.com***Abstract**

The paper aims to identify the main determinants of job satisfaction and intention of retention in Jordanian hospitals using a sample of 325 employees from six hospitals at the level of the year 2015. In order to do that, we used McCloskey/Mueller Satisfaction Scale (MMSS), applying logistic regression models for measuring the intention of stay among health employees.

The study also analyzed the differences between socio-demographic variables and the retention and satisfaction factors using t-test and ANOVA analysis.

The empirical results revealed that the main job satisfaction factors that could be considered as predictors of the intention of retention are satisfaction related with recognition, satisfaction with extrinsic rewards and satisfaction with professional opportunities. A significant impact on the decision of remaining employed has also the socio-demographic variables like type of hospital, age, and graduation degree and time experience in hospitals.

The findings revealed that the financial incentives are very important but also non-financial incentives are fundamental in enhancing motivation among health employees.

Key words: *job satisfaction, intention of retention, survey, hospitals, Jordan, McCloskey/Mueller Satisfaction Scale*

JEL Classification: *J28, M54, O15, C83, I18*

I. INTRODUCTION

Health worker motivation can be defined “as the willingness to exert and maintain an effort toward organizational goals”(Franco, Bennett and Kanfer, 2002). Low motivation has a negative impact on the performance of individual health workers, facilities, and the health system as a whole (Mathauer & Imhoff, 2006).

The shortage of work motivation represents the major concern of health system performance in middle-income countries, taking into account the fact that it could have a large impact on health systems performance and for this reason it is very important to know more about the key factors that influence motivation in a country like Jordan.

The main purpose of the study was to identify the main determinants of the intention of retention in Jordanian hospitals using a sample of 325 employees from six hospitals at the level of the year 2015 based on McCloskey/Mueller Satisfaction Scale (MMSS) using binary logistic regression model.

We have also analyzed the differences between socio-demographic variables and the retention factors using t-test and ANOVA analysis.

The present study was conducted on the hospital employees as they are one of the most important stakeholders in hospitals to probe the factors influencing their job satisfaction. The study sample is composed by doctors, nurses, helpers, support staff, administrative staff and other health related staff.

The investigation of job satisfaction and retention of the employees especially for healthcare institutions like hospitals can make a significant contribution to better understanding of the complex phenomena of employee behaviour.

The paper is structured as follows. The section 2 presents the review of the most important studies from literature investigating the topic of job satisfaction and intention of retention.

The third section is dedicated to the methodology and data. The fourth one presents the most important empirical results, ending with the main conclusions.

II. LITERATURE REVIEW

Although the general theme of worker motivation was intensively approached and investigated in the literature, there is a relative few studies that examines health worker motivation in a country like Jordan and even a smaller number of studies approaching the overall health employee motivation not only the satisfaction of nurses.

With job dissatisfaction, employees may they change their careers or leave their jobs and effect of quality medical care in Jordanian public hospitals. The replacement of licensed professionals and experienced is time consuming and at the same time is costly. Employee's job dissatisfaction is also often attributed to leadership styles, inadequate training, and motivation, lack of respect and heavy workloads.

The review of the most important empirical studies concerning job satisfaction and intention of retention among Jordanian employees are provided in table 1.

III. METHODOLOGY AND DATA

The Mueller and McCloskey revised McCloskey's satisfaction scale(MMSS) was used to measure six components of job satisfaction- satisfaction with extrinsic rewards, balance of family and work, interaction opportunities, professional opportunities, praise and recognition, and control and responsibility (McCloskey & McCain, 1987; Mueller & McCloskey, 1990).

According to the short-form of the McCloskey/Mueller Satisfaction Scale (MMSS), the score of job satisfaction is represented by the mean of the 16 items rated on a five point Likert scale (5 = very satisfied, 4 = moderately satisfied, 3 = neither satisfied nor dissatisfied, 2 = dissatisfied, 1 = very dissatisfied) arranged into 6 dimensions:

- ✓ Satisfaction with extrinsic rewards (3 items: salary, vacation, benefits package);
- ✓ satisfaction with the balance of family (2 items: child care facilities, maternity/parental leave time);
- ✓ satisfaction with interaction opportunities (3 items: opportunities to interact professionally with other disciplines, social contact with colleagues at work and after work);
- ✓ satisfaction with professional opportunities (3 items: opportunities to write and publish, to participate in research, to belong to department and institutional committees);
- ✓ satisfaction with praise/recognition (3 items: recognition from superiors, recognition from peers, amount of positive feedback);
- ✓ Satisfaction with control and responsibility (1 item: career advancement).

According to Jaiswal et al. (2015), job satisfaction score for each respondent was worked out with the formula mentioned below and were classified into five groups according to the level of job satisfaction. A higher score indicated greater job satisfaction.

$$\text{job_}(satisf_score)=\frac{\text{total obtained score for a respondent}}{5*\text{total number of questions}} \quad (1)$$

The research was carried out among 325 health workers in six hospitals of Jordan: King Abdullah Hospital public hospital, Amman Specialist Hospital private hospital, Irbid Specialist Hospital private hospital, Ibn Al-Nafees private hospital, Al-Shona public hospital and Princess Basma hospital the biggest public hospital.

For the revealing of the main determinants of job satisfaction, descriptive statistics (mean and standard deviation) were used. In order to identify the most important factors of intention to stay in Jordanian hospitals, binary logistic models were applied using the six dimensions of MMSS scale and also socio-demographic variables. In the analysis of differences between socio-demographic factors and retention factors t-test and Anova analysis were applied. The Statistical Package for Social Sciences version 18 (SPSS) was used to perform the analysis.

This research aimed to answer the following research questions: (1) How satisfied are with their jobs the employees in Jordanian hospitals? (2) What are the main determinants of job satisfaction in Jordanian hospitals? (3) What are the main factors who contribute to the intention of stay among employees? (4) There are significant socio-demographic differences with respect of these factors?

Table 1. The summary of the most important studies concerning job satisfaction and retention factors

Study	Location	Samples	Methods	Key findings
AbuAlRub & AL-ZARU (2008)	Jordan	362 employees from 5 Jordanian hospitals	Cronbach's alpha, descriptive statistics, correlations and linear regression analyses	Most Jordanian hospitals do not practice HRM effectively in their business.
Amarneh, Al-Rub(2009)	Jordan	365 Jordanian hospital nurses	Schwirian Six Dimension Scale of Nursing Performance, the McCain, Marklin Social Integration Scale	Results indicated the positive effect of co-workers support on job performance.
Saleh et al.(2014)	Jordan	210 registered nurses from 8 Jordanian hospitals	Organizational Commitment Questionnaire (OCQ) Minnesota Satisfaction Questionnaire (MSQ) short-form	Ward nurses reported higher levels of organizational commitment and work satisfaction than unit nurses. Significant differences between the two groups regarding social services, moral values, recognition, responsibility, supervision/human relations, and supervision/technical.
Hayajneh(2009)	Jordan	472 nurses		Positive attitudes among nurses toward continuing education.
AbuAlRu (2007)	Jordan			The decline in the number of nurses is a result of slow salary increases for nurses.
AbuAlRub, AL-ZARU(2008)	Jordan	206 Jordanian staff nurses	structured questionnaire	Importance of recognition for outstanding performance as well as achievements.
Abualrub,(2010)	Jordan	270 employees from three public hospitals	McCain's Intent to Stay Scale	Important role of workplace social support in enhancing the level of intent to stay at work.
AbuAlRub, Gharaibeh, Bashayreh (2012)	Jordan	convenience sample of 381 hospital nurses	Safety Climate and Teamwork Scale and the McCain's Intent to Stay Scale. Descriptive statistics, Pearson correlation, analysis of variance, and hierarchical regression analysis	positive effect of safety climate and teamwork on the level of nurses' intent to stay.
Alsaraireh, Quinn Griffin, Ziehm & Fitzpatrick (2014)	Jordan	154 nurses from psychiatric units of the Jordanian National Mental Health Center.	descriptive, correlational, cross-sectional design	Statistically-significant negative relationship between job satisfaction and turnover intention.
AbuAlRub, Omari, & Al-Zaru (2009)	Jordan	Jordanian nurses in public (288) and private hospitals (195).	McCloskey/Mueller Satisfaction Scale, the Social Support Scale, the McCain's Intent to Stay Scale	Nurses in private hospitals reported higher levels of satisfaction and intent to stay than nurses in public hospitals.
Abu Raddaha et al.(2012)	Jordan	180 critical care nurses in three hospitals during 2007	Descriptive and inferential statistics, ANOVA, correlations, regression and post-hoc tests.	Emphasize positive factors to enhance employees' satisfaction and to brainstorm solutions for improving job satisfaction and retaining nurses.
ALnems et al.(2005)	Jordan	convenience sample	descriptive and inferential statistic	significant negative relationship between the perceived job

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		of 73 nurses		related stress and the job satisfaction of the staff nurses in private hospital in Amman.
Mrayyan & Al-Faouri, (2008)	Jordan	sample of 640 registered nurses (RNs) from 24 hospitals	Descriptive statistics	Nurses were found to “agree” that they had a lifelong commitment to their careers, and that they were performing “well” their jobs in accordance with standards.
Mrayyan(2008)	Jordan	349 nurses from seven hospitals	Farley's Nursing Practice Environment Scale (NPES) McCain's Behavioral Commitment Stepwise regression analyses	Nurses' intent to stay, time commitment, types of hospitals and average daily census were predictors of hospitals' organizational climates. Predictors of nurses' intent to stay were hospitals' organizational climates, decision-making style, age and organizational structures.
Mrayyan, M. T. (2007)	Jordan	convenience sample of 433 nurses was obtained from three teaching hospitals and two non-teaching hospitals		Nurses who were working in non-teaching hospitals reported higher job satisfaction and intent to stay rates than those working in teaching hospitals.
Mrayyan(2005)	Jordan	sample of 438 nurses	descriptive and inferential statistics	Nurses' work in private hospitals were more satisfied and intended to retain their jobs more than nurses in public hospitals.
Mrayyan(2009)	Jordan	361 nurses from which 190 nurses from governmental hospitals, 107 nurses from teaching hospitals and 64 nurses from private hospitals.	Farley's Nursing Practice Environment Scale McCain's Behavioral Commitment Scale (1990)	Nurses 'somewhat disagree' about the organizational climates of their hospitals. Quality of care and professionalism were the most important variables that influence hospitals' organizational climates.

IV. EMPIRICAL RESULTS

IV.1. Sample profile

From the total of 325 respondents, 66.5% of them are from public hospitals, while only 33.5% of respondents work in private hospitals. Therefore, we can mention that about 33% of the respondents work in Princess Basma Hospital, while almost 22% of them are working in Irbid hospital and King Abdullah hospital. At the opposite side only 4.3% of the respondents are from IBN Al-Nafes hospital.

The majority of the respondents have ages lying between 25 and 35 years (51.4%) and most of the respondents are male (52.9% male respondents), 43.3% of respondents have bachelor degree in science as level of graduation. More than one-fourth of the employees were single (28.3%). The majority of respondents (40.3%) claimed to have more than 10 years' experience in the hospital. 33.5% of the employees declared to have more than 10 years' experience in the same position, only 38.8% of the respondents declared their intention to stay. The majority of the respondents (51.7%) work in therapeutic area.

In terms of the job, nursing staff represents 36.2% of the total staff while medical doctor take up about 19%. Regarding the unit's average daily census, 62.5% of the respondents declared that they have more than 20 patients per day. The majority of the respondents consider that heavy workload and health care financing issues are the changes that affect the hospitals in Jordan.

IV.2. Key factors of employee job satisfaction in Jordanian hospitals

The mean level of job satisfaction for the 325 employees is 3.44, revealing that the employees from Jordanian hospitals are most likely moderated satisfied with their jobs. Analysing the main dimensions of job satisfaction according to MMSS, we can mention that the highest rank motivator factor was interaction opportunities, followed by recognition and career advancement. At the opposite side, the most demotivating factor is the extrinsic rewards (salary, vacation and benefits package).

	Mean	Std. Deviation
extrinsic_rewards	2.7344	1.04832
family_balance	2.8138	1.01530
interaction_opport	3.4974	.83256
prof_opport	2.8841	.91918
recognition	3.1097	.89116
control_resp	3.1169	1.14875
Job satisfaction level	3.44	0.75

IV.3. The determinants of the intention of retention in Jordanian hospitals

In order to analyze the main determinations of the intention of retention in the hospital, a binary logistic regression analysis was used. The dependent variable is the "intention to stay" which is coded as a binary variable: 1-Yes and 0-No. As independent variables, were used the six satisfaction factors of MMSS scale and the socio-demographic variables.

Step	Chi-square	df	Sig.
1	11.250	8	.188

The value of Hosmer-Lemeshow statistic indicates a good adequacy of the model (Sig>0.05). The empirical results of logistic regression revealed that three of four job satisfaction factors could be considered statistically significant predictors of intent to remain employed with p values less than 0.10: satisfaction with praise/recognition, satisfaction with extrinsic rewards and satisfaction with professional opportunities.

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	satisfaction with praise/recognition	-.322	.146	4.875	1	.027	.725
	satisfaction with extrinsic rewards	-.589	.147	16.151	1	.000	.555
	satisfaction with professional opportunities	-.229	.137	2.804	1	.094	.796

TYPE OF HOSPITAL- Private Public Reference categ.	-.650	.321	4.096	1	.043	.522
GENDER-Male Female Reference categ.	.042	.281	.023	1	.880	1.043
AGE(1)-<25 years old	-1.561	.874	3.189	1	.074	.210
AGE(2)-[25-35] years old	-.377	.647	.340	1	.560	.686
AGE(3)-[36-45] years old	-.649	.658	.972	1	.324	.523
AGE(4)-[46-55] years old Over 55 years old Ref. categ.	-.467	.739	.400	1	.527	.627
GRADUATIONDEGREE(1)	1.098	1.139	.928	1	.335	2.998
GRADUATIONDEGREE(2)	1.910	1.094	3.049	1	.081	6.751
GRADUATIONDEGREE(3)	1.113	.908	1.502	1	.220	3.044
GRADUATIONDEGREE(4)	2.461	1.060	5.394	1	.020	11.718
GRADUATIONDEGREE(5)	1.041	.882	1.393	1	.238	2.832
GRADUATIONDEGREE(6) Doctor Ref. categ.	.763	.827	.851	1	.356	2.146
TIMWORKINGINHOSPITAL(1)	1.436	.716	4.021	1	.045	4.204
TIMWORKINGINHOSPITAL(2)	.538	.505	1.133	1	.287	1.712
TIMWORKINGINHOSPITAL(3)	-.123	.428	.083	1	.774	.884
TIMWORKINGINHOSPITAL(4) Over 10 years Ref. categ.	.132	.423	.097	1	.756	1.141
YEARSINTHESAMEPOSITION(1)	-.155	.662	.055	1	.815	.857
YEARSINTHESAMEPOSITION(2)	.308	.478	.414	1	.520	1.360
YEARSINTHESAMEPOSITION(3)	.668	.427	2.452	1	.117	1.950
YEARSINTHESAMEPOSITION(4) Over 10 years Ref. categ.	.160	.453	.124	1	.725	1.173
MARITALSTATUS(1)	-.754	1.042	.524	1	.469	.470
MARITALSTATUS(2) Separated/divorced or widowed Ref. categ.	-1.171	1.053	1.236	1	.266	.310
POSITION(1)	.333	.636	.274	1	.601	1.395
POSITION(2)	.002	.449	.000	1	.997	1.002
POSITION(3)	-.259	.513	.255	1	.613	.772
POSITION(4)	-.391	1.136	.118	1	.731	.677
POSITION(5) Other health related staff Ref. categ.	.206	.561	.135	1	.713	1.229
AREAOFWORK(1)	.744	.614	1.470	1	.225	2.105
AREAOFWORK(2)	.828	.600	1.902	1	.168	2.288
AREAOFWORK(3) Diagnostic area Ref. categ.	.817	.530	2.383	1	.123	2.265
MANAG.POSITION(1) No Ref. categ.	.151	.366	.170	1	.680	1.163
Constant	-1.239	1.609	.593	1	.441	.290

Regarding the impact of socio-demographic variables on the overall score of job satisfaction, it is important to mention that there is a higher level of job satisfaction on private hospitals, for young employees (less than 25 years old), for employees under diploma and post diploma, for employees with almost 1 year experience in the health care system.

So in the model, type of hospital, age, graduation degree and time experience in hospitals have a significant effect on job satisfaction score at the level of 10% significance level. The Nagelkerke R Square for this model was 0.276, which indicates that 27.6% of the variations in overall job satisfaction score can be explained by the correlates variables in the model.

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	359.979 ^a	.204	.276

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

	Observed		Predicted		
			INTENT_stay		Percentage Correct
			Yes	No	
Step 1	INTENT_stay	Yes	166	33	83.4
		No	60	66	52.4
	Overall Percentage				71.4

a. The cut value is .500

The classification table pointed out that, of the cases used to create the model, 166 of the 199 people who manifest their intention to stay are classified correctly, while 66 from 126 who decided to leave are correctly classified. Overall, 71.4% of these cases were correctly classified by the model.

IV.4. Analysing the differences between demographic characteristics and job motivation and retention factors in Jordanian hospitals

Analyzing the potential differences in the individuals perceptions using statistical tests, can be mentioned the following:

The results of independent sample t-test revealed that employees from private hospitals in Jordan scored significantly higher on extrinsic rewards and professional opportunities comparative with public hospitals (Sig<10%). There are no statistically significant differences between the overall job satisfaction score and the satisfaction regarding recognition in private/public hospitals (Sig>10%).

Also there are no statistical differences between male and female concerning the retention actors and also the overall level of job satisfaction due to the fact that Sig.>10%.

The empirical results of ANOVA table revealed that young employees (before 25 years old) had significantly higher scores on extrinsic rewards compared with other age groups (Sig.<10%) and also employees having post diploma have a higher satisfaction level comparative with other groups regarding extrinsic rewards. Regarding the overall level of job satisfaction, there are no differences between several age groups.

It is important to mention that there were no statistically significant differences on the overall job satisfaction and the retention factors by marital status, working experience in hospital and management position.

Regarding the experience in the same position, peoples having almost 1 year experience in hospitals have significantly higher scores than other groups on extrinsic rewards and recognition (Sig.<10%). There is no a statistical significant difference on professional opportunities and also on the overall level of job satisfaction.

The empirical results of ANOVA table showed that there were statistically significant differences for scores on overall score of job satisfaction, professional opportunities, and recognition by position (Sig.<1%). Support staff registered the highest score of satisfaction followed by administrative staff. At the opposite side, the most demotivated are nurses and doctors. The administrative staff has a higher score on satisfaction comparative with other categories on recognition.

Regarding the area of work, the empirical results of ANOVA analysis revealed that employees from managerial area of work have the highest level of both overall satisfaction and also on its components, while at the opposite side the most demotivated employees are those from therapeutic area.

Regarding the working unit, the empirical results revealed that those employees from horizontal structure have a higher level of both overall satisfaction and also on the retention factors comparative with other categories (Sig.<1%).

Regarding the overall scores for job satisfaction, statistically significant differences were determined by experience in the same position, position and area of work. The people with at most 1 year experience on the same position, being part of support staff and administrative staff and working in a managerial area exhibits higher level of satisfaction comparative with other categories. At the opposite side, people with more than 10

years' experience in the same position, being nurses and working in therapeutic area registered low levels of satisfaction.

Table 7.Socio-demographic differences on the job satisfaction and retention factors

		extrinsic_r ewards	prof_opport	recognition	job_satisf_ mean_score
Type of hospital	Sig(t-test)	0.00*	0.056***	0.689	0.13
Gender	Sig(t-test)	0.231	0.803	0.600	0.577
Age	Sig(ANOVA)	0.055***	0.69	0.283	0.472
Graduation degree	Sig(ANOVA)	0.002*	0.312	0.486	0.244
Time working in hospital	Sig(ANOVA)	0.126	0.195	0.258	0.249
Years in the same position	Sig(ANOVA)	0.009*	0.218	0.007*	0.02**
Marital status	Sig(ANOVA)	0.231	0.474	0.874	0.639
Position	Sig(ANOVA)	0.978	0.005*	0.019**	0.009*
Area of work	Sig(ANOVA)	0.248	0.000*	0.000*	0.000*
Management position	Sig(t-test)	0.772	0.586	0.404	0.327
Organisation structure	Sig(ANOVA)	0.00*	0.00*	0.00*	0.00*

V. CONCLUSIONS

The paper aims to identify the main determinants of job satisfaction and intention of retention in Jordanian hospitals using a sample of 325 employees from six hospitals at the level of the year 2015. In order to do that, we used McCloskey/Mueller Satisfaction Scale (MMSS), applying logistic regression models for measuring the intention of stay among health employees.

The empirical results pointed out that the majority of employees in Jordanian hospitals was somewhat satisfied or satisfied with their jobs however there is scope for further enhancement within a realistic range.

Analyzing the respondent responses, the highest rank motivator factor was interaction opportunities, followed by recognition and career advancement. At the opposite side, the most demotivating factor is the extrinsic rewards (salary, vacation and benefits package).

The empirical results revealed that the main job satisfaction factors that could be considered as predictors of the intention of retention are satisfaction related with recognition, satisfaction with extrinsic rewards and satisfaction with professional opportunities. A significant impact on the decision of remaining employed has also the socio-demographic variables type of hospital, age, graduation degree and time experience in hospitals.

The findings revealed that the financial incentives are very important but also non-financial incentives are fundamental in enhancing motivation among health employees.

The results are also supported by the study of Munteanu (2015, p.1) who stated that “supporting employee creativity through free expression of ideas, involvement in decision making, will result in the way to innovation and thus to obtain competitive advantage”. Also the customer satisfaction (patients) is an important indicator in determining the future coordinates of any entrepreneurial activity, be it company, institution or non-governmental organization (Muntean and Putan, 2015).

Regarding the overall scores for job satisfaction, statistically significant differences were determined by experience in the same position, position and area of work. The people with at most 1 year experience on the same position, being part of support staff and administrative staff and managerial area exhibits higher level of satisfaction. At the opposite side, people with more than 10 years' experience in the same position, being nurses and working in therapeutic area registered low levels of satisfaction.

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