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# Analyzing the Determinants of Job Satisfaction among Jordanian Hospital Employees Using The Warr-Cook-Wall Scale

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## ABSTRACT

*The paper aims to identify the main determinants of job satisfaction 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 Warr-Cook-Wall scale to assess job satisfaction based on four dimensions: extrinsic job satisfaction, and intrinsic job satisfaction, working conditions satisfaction, employee relations satisfaction applying the multivariate regression analysis to highlight the predictors of job satisfaction.*

*The empirical results revealed that the main determinants of job satisfaction among Jordanian employees are related to the intrinsic job satisfaction and employee relations satisfaction and the wage have a relatively small impact on this.*

*The findings revealed that the financial incentives have their significance but they are not fundamental, the non-financial incentives being really important in enhancing motivation among health employees. So, in order to improve the overall degree of retention, the managers need to reinforce the importance of non-financial factors like the freedom to choose the working methods, the recognition for a good work, the responsibility, the chance for promotion, the opportunity to use the abilities, the attention paid to the suggestions and the level of variety in the job.*

**Keywords:** job satisfaction, hospitals; health workers; Warr-Cook-Wall scale; Jordan

**JEL classification:** C25, C38, C83, O15

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## INTRODUCTION

Qualified and motivated human resources are an essential asset for the health system in every country. According to WHO (2006), the performance is

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considered to be “a combination of staff being available (retained and present) and staff being competent, productive and responsive”. There is a wide range of reasons why health workers leave their jobs, and financial reasons are often not the only (or the main) reasons. Lehmann et al.(2005) suggested that the influence of financial benefits on job satisfaction is ambiguous and could be explained in the case of low salaries. The studies of Joyce et al.(2003), Lynn & Redman(2005), Shen et al.(2004) considered professional support, control over working life, career opportunities and professional development as fundamental factors of job satisfaction. In his study, Lu et al. (2005) highlighted physical working conditions, relationships with fellow workers and managers, pay, promotion, job security, responsibility, recognition as determinants of job satisfaction.

Also Franco et al.(2004), Mathauer & Imhoff(2006), Manongi et al.(2006) pointed out that even if the financial incentives are very important, they do not represent the main reasons, pointing out the importance of appreciation and recognition. The determinants of job satisfaction are related with working conditions, organizational and management support, teamwork.

Among the useful facilities mend to improve job satisfaction we can mention improving the conditions of work, improving the team work, offering financial and non-financial incentives and also offering opportunities for professional advancement.

In the context of the importance of health employees for the satisfaction of patients, the paper aims to reveal what are the main determinants apart of financial incentives that influence job satisfaction among the health workers from Jordanian hospitals using a sample of 325 employees from six hospitals at the level of the year 2015 based on Warr-Cook-Wall scale. In order to do that, multiple regression analysis has been applied.

The paper is structured in such a way, presenting the literature review, the methodology, the data used, the profile of the respondents and the main empirical results followed by the main recommendations on how to improve job satisfaction.

## **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.

AbuAlRub and AL-ZARU (2008) pointed out that most Jordanian hospitals do not practice HRM effectively in their business.

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AbuAlRu (2007) stated that in the case of nurses, the salary strongly influenced the intention to leave.

In his study on 472 nurses, Hayajneh(2009) revealed positive attitudes among nurses toward continuing education.

AbuAlRub, Gharaibeh, Bashayreh (2012) pointed out the importance of safety climate and teamwork on the level of nurses' intent to stay using a sample of 381 hospital nurses.

In the context of job satisfaction and intention of stay in Jordanian hospitals, we can mentioned the studies of Mrayyan on nurses: Mrayyan (2008a), Mrayyan and Al-Faouri(2008), Mrayyan(2008b), Mrayyan (2007).

Mrayyan & Al-Faouri, (2008) have used a sample of 640 nurses from 24 hospitals revealing the importance of the lifelong commitment to the carrier, while Mrayyan(2008) found from a sample of 349 nurses from seven Jordanian hospitals that hospitals' organizational climates, age and organizational structures could be considered to be the predictors of nurses intent to stay.

Mrayyan (2005) and AbuAlRub, Omari and Al-Zaru (2009) analyzed the job satisfaction and retention among Jordanian nurses in both public and private hospitals revealing that the nurses from private hospitals are more satisfied and intended to retain their jobs more than the nurses from public hospitals.

Mrayyan(2006) revealed that nurses who work in wards reported a slightly better job satisfaction than nurses who work in critical care units. Also Saleh et al.(2014) reported that ward nurses reported higher levels of organizational commitment and work satisfaction than unit nurses.

Using a sample of 361 nurses, Mrayyan(2009) highlighted the importance of quality of care and professionalism in the organizational climates.

## **METHODOLOGY AND DATA**

The paper aims to identify the main factors of job satisfaction based on a sample of 325 hospital workers from Jordan. The Warr-Cook-Wall scale was used to assess job satisfaction( JS)(16 items) measured on 5-point Likert scale(5 = very satisfied, 4 = moderately satisfied, 3 = neither satisfied nor dissatisfied, 2 = dissatisfied, 1 = very dissatisfied) arranged into 4 dimensions: intrinsic job satisfaction, extrinsic job satisfaction, working conditions satisfaction, employee relations satisfaction and total job satisfaction mean score. This type of scale was used by Chew et al.(2013).

The research was carried out among 325 health workers in six hospitals of Jordan: King Abdullah Hospital public hospital, Amman Specialist Hospital

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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, frequencies) and Cronbach alpha coefficient were used. In order to identify the most important factors of job satisfaction among employees in Jordanian hospitals, multiple regression analysis were applied using the four dimensions of Warr-Cook-Wall scale and also socio-demographic variables. 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) The financial incentives really matter or it is important to focus also on non-financial incentives?

## **EMPIRICAL RESULTS**

### **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.

### Key factors of employee job satisfaction in Jordanian hospitals

The paper aims to examine the factors that could influence the job satisfaction of health employees using a sample of 325 hospital workers from Jordan the analysis being based on information from Warr-Cook-Wall scale.

This scale is based on 17 items rated on a 5-point Likert scale (1=strongly disagree and 5=strongly agree) and offers also information about the overall level of satisfaction regarding the job and also the salary.

Using the scale can be constructed four dimensions of satisfaction: intrinsic job satisfaction, extrinsic job satisfaction, working conditions satisfaction and employee relations satisfaction using the Cronbach's Alpha statistic. The values of the coefficients revealed that all items have internal adequacy and there are suitable for the construct.

### THE WARR-COOK-WALL JOB SATISFACTION SCALES ITEMS

Table 1

Scale		Cronbach's alpha
All in all, I am satisfied with my job		
All in all, I am satisfied with my wage		
Freedom to choose your own working methods The recognition you get for good work The amount of responsibility you are given The opportunity to use your abilities Future chance of promotion The attention paid to your suggestions The amount of variety in your job	Intrinsic job satisfaction	0.798
The physical conditions in which you work Your fellow workers Your immediate manager The rate of pay Relations between management and staff The way the hospital is managed Your job security	Extrinsic job satisfaction	0.740
The physical conditions in which you work Your fellow workers Your immediate manager The hours of work Your job security	Working conditions satisfaction	0.633
The recognition you get for good work The rate of pay Relations between management and staff Future chance of promotion The way the hospital is managed The attention paid to your suggestions	Employee relations satisfaction	0.811
	Total job satisfaction mean score	0.897

### The overall level of job and wage satisfaction and its factors

Very important information offered by this scale is that regarding the overall level of job satisfaction and also a measure of satisfaction related to financial incentives.

Analyzing the level of satisfaction of individuals from Jordanian hospitals regarding the job, it was revealed the fact that only 51.1% of respondents are somewhat satisfied with their job and only 16% declared to be very satisfied. Regarding the level of satisfaction by wage, only 39.1% declared to be satisfied and only 8% of the respondents declared to be very satisfied by wage.

### THE LEVEL OF OVERALL JOB AND WAGE SATISFACTION

Table 2

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
All in all, I am satisfied with my job	29 8.9%	40 12.3%	38 11.7%	166 51.1%	52 16.0%
All in all, I am satisfied with my wage	51 15.7%	83 25.5%	38 11.7%	127 39.1%	26 8.0%

Analyzing the potential correlations between wage satisfaction and the overall level of job satisfaction, we can reveal the existence of a relatively weak and positive relationship, but statistically significant proven by the values of Kendall, Gamma and Somers coefficients of 0.38 indicating that if the satisfaction related with wage is increasing most probably also that one related with overall job, but not fundamentally and this is available only on short-run.

### THE CORRELATION MEASURES ANALYZING THE RELATIONSHIP BETWEEN JOB SATISFACTION AND WAGE SATISFACTION LEVEL

Table 3

Directional Measures						
			Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Ordinal by Ordinal	Somers' d	Symmetric	.381	.050	7.403	.000
		All in all, I am satisfied with my job Dependent	.366	.049	7.403	.000
		All in all, I am satisfied with my wage Dependent	.398	.052	7.403	.000
a. Not assuming the null hypothesis.						
b. Using the asymptotic standard error assuming the null hypothesis.						

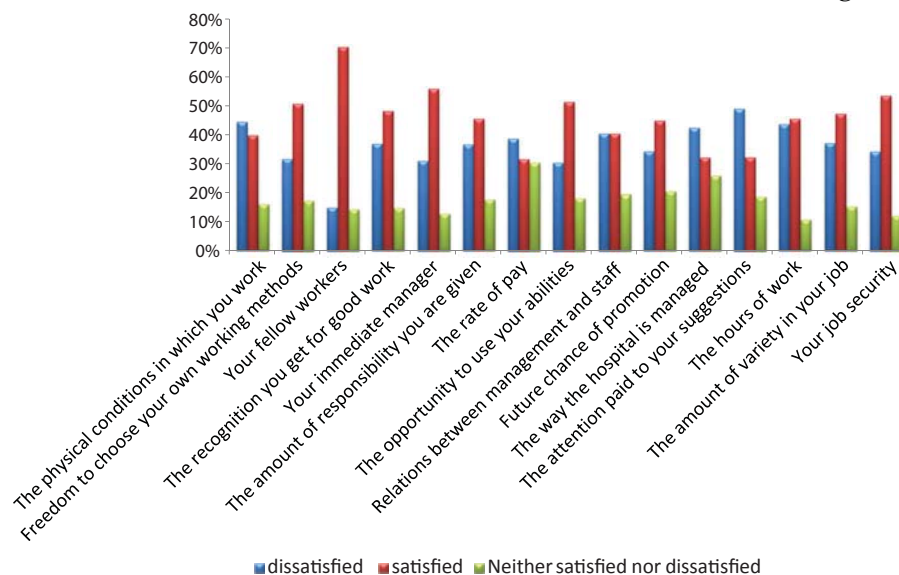
Symmetric Measures					
		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Ordinal by Ordinal	Kendall's tau-b	.382	.050	7.403	.000
	Kendall's tau-c	.337	.046	7.403	.000
	Gamma	.502	.062	7.403	.000
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					

The analysis of the responses of individuals regarding all items in the analysis pointed out that (table from appendix):

- The factors with the highest level of dissatisfaction mentioned by the majority of individuals are attention paid to your suggestions, physical conditions of working, the working time and also the way in which the hospital is managed.
- At the opposite side, the elements that create the highest degree of satisfaction among health workers are the fellow workers, the manager, the opportunity to use the abilities and the chance to choose the working methods and the recognition associate with a good job.

### THE PERCENTAGES OF EMPLOYEES REGARDING THE ELEMENTS OF JOB SATISFACTION

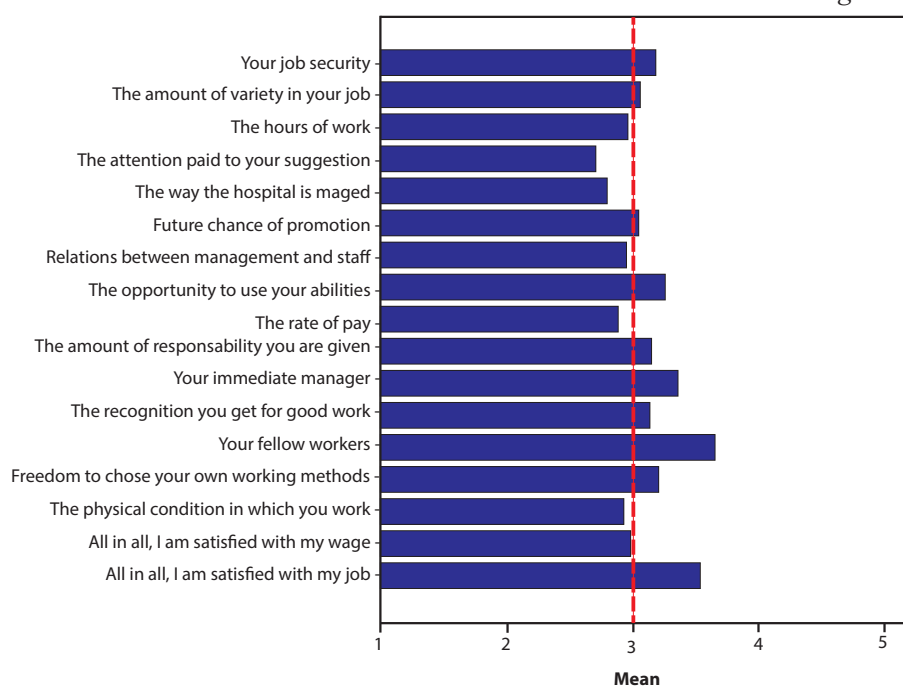
Figure 1



Analyzing the mean score of each item, the values ranged from 2.70 to 3.65, confirming that the attention paid to the suggestions is perceived as the factors associated with the highest level of dissatisfaction, while the fellows, the manager and the freedom to choose the working conditions have been mentioned having the highest level of satisfaction among employees.

### MEAN SCORE OF EACH ITEM IN THE JOB SATISFACTION SCALE, N = 325

Figure 2



Investigating the level of satisfaction using the mean scores of the four dimensions of job satisfaction according to Warr-Cook-Wall scale, it was highlighted that the working conditions are very important for health employees.



## DESCRIPTIVE STATISTICS OF THE FOUR DIMENSIONS OF JOB SATISFACTION

*Table 4*

		Intrinsic Job satisf.	Extrinsic Job satisf.	Working cond. satisf.	Employee rel. satisf.	Overall job Satisf.
N	Valid	325	325	325	325	325
	Missing	0	0	0	0	0
Mean		3.0815	3.1037	3.2117	2.9169	3.0746
Std. Deviation		.79475	.73714	.75604	.84128	.72446

### Identifying the main determinants of job satisfaction level among health employees in Jordanian hospitals

Multivariate regression analysis was applied in order to identify the main determinants of job satisfaction level. Thus the dependent variable was the mean score of job satisfaction, while the independent variables considered are: the wage satisfaction level, the four dimensions of job satisfaction computed as mean scores as Cronbach Alpha indicated- extrinsic job satisfaction, and intrinsic job satisfaction, working conditions satisfaction, employee relations satisfaction- and also demographic and employment related variables. The empirical results are presented in table 5.

The empirical results revealed that job satisfaction score increased by 0.31 units due to a unit increase in intrinsic job satisfaction, by 0.25 units to an increase of a unit in working conditions satisfaction, by 0.243 units to an increase in employee relations satisfactions. It is very important to point out that the wage satisfaction is not fundamental, meaning that people are attracted more by non-financial incentives in order to increase their level of retention.

Analyzing the influence of each dimension by the values of standardized coefficients, we can mentioned that the biggest impact is revealed by intrinsic job satisfaction meaning that for people are very important the freedom to choose your own working methods, the recognition you get for good work, the responsibility, the chance for promotion, the opportunity to use their own abilities, the attention paid to their own suggestions and the level of variety in their job. These are more important than financial incentives.

On the second place, we have the impact of employee relation satisfaction, related to the rate of pay, relations between management and staff, chance of promotion, the way the hospital is managed. The third place is occupied by the importance granted to working conditions satisfaction, while the wage satisfaction had a relatively small importance on the overall level of satisfaction.

The experience in same position, marital status, and area of work, organizational structure, management position and average daily census manifest a significantly impact the level of overall satisfaction.

Management position, organizational structure and the average daily census revealed a negative impact, while the other variables manifest a positive impact.

## THE EMPIRICAL RESULTS OF REGRESSION MODEL

Table 5

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.035		.830	.407
	<b>wage_mod</b>	.086	.004	.111	20.893	<b>.000</b>
	<b>intrinsic_job_satisf</b>	.314	.009	.345	34.471	<b>.000</b>
	<b>extrinsic_job_satisf</b>	.120	.018	.122	6.776	<b>.000</b>
	<b>working_conditions_satisf</b>	.254	.012	.265	20.786	<b>.000</b>
	<b>employee_rel_satisf</b>	.243	.012	.282	20.268	<b>.000</b>
	TYPE OF HOSPITAL	.008	.007	.005	1.010	.313
	GENDER	-.006	.006	-.004	-.929	.354
	AGE	5.950E-5	.004	.000	.016	.987
	GRADUATION DEGREE	-.001	.002	-.002	-.308	.758
	TIME WORKING IN HOSPITAL	-.001	.003	-.001	-.271	.787
	<b>YEARS IN THE SAME POSITION</b>	.007	.003	.012	2.284	<b>.023</b>
	<b>MARITAL STATUS</b>	.019	.007	.013	2.747	<b>.006</b>
	POSITION	.000	.002	-.001	-.123	.902
	<b>AREA OF WORK</b>	.010	.004	.013	2.620	<b>.009</b>
	<b>MANAG.POSITION</b>	-.015	.008	-.009	-1.863	<b>.063</b>
	INTENTION_LEAVE	.002	.007	.001	.310	.757
	<b>ORGANIS_STRUCTURE</b>	-.007	.003	-.014	-2.672	<b>.008</b>
	CHANGES AFFECT HOSPITAL	-.002	.003	-.003	-.604	.546
	<b>AVERAGE DAILY CENSUS</b>	-.005	.003	-.010	-2.139	<b>.033</b>

a. Dependent Variable: total\_job\_satisf

The degree of determination in the model is  $R^2=0.99$ , meaning that that 99 % of variation in job satisfaction scores was explained by the variables in the regression equation.

The model is statistically significant in terms of F-test, due to the fact that probability of statistical test is smaller than 1% (sig.<0.01).

## ANOVA<sup>B</sup>

*Table 6*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.090	19	8.899	2827.588	.000 <sup>a</sup>
	Residual	.960	305	.003		
	Total	170.050	324			
a. Predictors: (Constant), AVERAGE DAILY CENSUS, GENDER, MARITAL STATUS, intrinsic_job_satisf, TYPE OF HOSPITAL, POSITION, TIME WORKING IN HOSPITAL, CHANGES AFFECT HOSPITAL, MANAG.POSITION, INTENTION_LEAVE, GRADUATION DEGREE, AGE, ORGANIS_STRUCTURE, AREA OF WORK, YEARS IN THE SAME POSITION, wage_mod, working_conditions_satisf, employee_rel_satisf, extrinsic_job_satisf						
b. Dependent Variable: total_job_satisf						

## CONCLUSIONS

The main purpose of our paper was to analyze the determinants of job satisfaction among health employees in Jordanian hospitals, using a sample of 325 workers based on Warr-Cook-Wall scale highlighting also the importance of non-financial incentives for the Jordanian employees.

The individuals' responses stated that only half of the interviewed employees declared to be somewhat satisfied with their jobs and only a relatively low proportion declared to be very satisfied. In the case of financial incentives, the degree of satisfaction is even lower.

Analyzing the employees' responses, the factors with the highest level of dissatisfaction mentioned by the majority of individuals are attention paid to your suggestions, physical conditions of working, the working time and also the way in which the hospital is managed. At the opposite side, the elements that create the highest degree of satisfaction among health workers are the fellow workers, the manager, the opportunity to use the abilities and the chance to choose the working methods and the recognition associate with a good job.

In order to identify the factors that mostly impact the job satisfaction, multivariate regression analysis was applied taking into account the four dimensions of this scale-intrinsic job satisfaction, extrinsic job satisfaction, working conditions satisfaction, employee relations satisfaction-the wage satisfaction and also some specific demographic and employment related variables.

The empirical results revealed that the main determinants of job satisfaction among Jordanian employees are related to the intrinsic job satisfaction and employee relations satisfaction and the wage have a relatively small impact on this. We have obtained also a significant impact from working conditions satisfaction and extrinsic component and also from marital status,

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area of work, management position, and experience in the same position, organizational structure and average daily census.

As main conclusion, for Jordanian employees the non-financial incentives like the freedom to choose your own working methods, the recognition you get for good work, the responsibility, the chance for promotion, the opportunity to use their own abilities, the attention paid to their own suggestions and the level of variety in their job are much more important than the financial ones and managers need to focus more on that, in order to improve the overall degree of retention.

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**FREQUENCY AND PERCENTAGE OF EACH ITEM IN  
THE JOB SATISFACTION**

	Very dissatisfied		Dissatisfied		Neither satisfied nor dissatisfied		Satisfied		Very satisfied	
	Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %
The physical conditions in which you work	37	11.4%	107	32.9%	52	16.0%	102	31.4%	27	8.3%
Freedom to choose your own working methods	23	7.1%	80	24.6%	57	17.5%	138	42.5%	27	8.3%
Your fellow workers	13	4.0%	36	11.1%	47	14.5%	186	57.2%	43	13.2%
The recognition you get for good work	19	5.8%	101	31.1%	48	14.8%	131	40.3%	26	8.0%
Your immediate manager	33	10.2%	68	20.9%	42	12.9%	114	35.1%	68	20.9%
The amount of responsibility you are given	22	6.8%	97	29.8%	58	17.8%	109	33.5%	39	12.0%
The rate of pay	45	13.8%	80	24.6%	98	30.2%	73	22.5%	29	8.9%
The opportunity to use your abilities	19	5.8%	80	24.6%	59	18.2%	135	41.5%	32	9.8%
Relations between management and staff	43	13.2%	88	27.1%	63	19.4%	105	32.3%	26	8.0%
Future chance of promotion	42	12.9%	70	21.5%	67	20.6%	124	38.2%	22	6.8%
The way the hospital is managed	52	16.0%	85	26.2%	84	25.8%	86	26.5%	18	5.5%
The attention paid to your suggestions	61	18.8%	98	30.2%	61	18.8%	87	26.8%	18	5.5%
The hours of work	42	12.9%	100	30.8%	35	10.8%	127	39.1%	21	6.5%
The amount of variety in your job	38	11.7%	83	25.5%	50	15.4%	130	40.0%	24	7.4%
Your job security	38	11.7%	73	22.5%	40	12.3%	141	43.4%	33	10.2%