

## ORIGINAL ARTICLE

## JOB SATISFACTION AMONG FOREIGN NURSES IN SAUDI ARABIA: THE CONTRIBUTION OF INTRINSIC AND EXTRINSIC MOTIVATION FACTORS

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## ABSTRACT

Foreign nurses face many challenges at the workplace which may affect their level of job satisfaction. High job satisfaction can ensure the delivery of safe and high-quality health services, while low job satisfaction may result in poor work quality and increases the likelihood of the nurses leaving the service. Therefore, ensuring high level of job satisfaction of the foreign nurses is important, especially in countries which heavily rely on their services, such as Saudi Arabia. This study aimed to determine job satisfaction level among foreign nurses in public hospitals in Hail City, Saudi Arabia, and the contribution of intrinsic and extrinsic motivation factors to their job satisfaction level. A cross-sectional study was conducted among 196 foreign nurses in two large public hospitals in Hail City, Saudi Arabia. Data was collected using anonymous self-administered questionnaire. Descriptive and bivariate analysis were conducted. Most foreign nurses had moderate job satisfaction level. There is significant and positive relationship between three components of intrinsic motivation namely autonomy, mastery, and purpose, and three components of extrinsic motivation which were pay, promotion, and operating conditions, with job satisfaction level. Job satisfaction among foreign nurses in the public hospitals is still not optimal. It is imperative for nursing managers, hospital directors, and policy makers to focus on the significant intrinsic and extrinsic motivation factors in formulating tailored actions to improve foreign nurses' job satisfaction.

**Keywords:** Job Satisfaction, Motivation, Nurses, Saudi Arabia, Foreign Nurses, Public Hospitals

## INTRODUCTION

Shortage of nurses has become a global concern<sup>1,2</sup>. The World Health Organization (WHO) has estimated a global shortage of health workers, and in particular nurses and midwives - who represent more than 50% of the total workforce<sup>3-4</sup>. In 2018, only 38% of nurses in Saudi Arabia were of local citizen<sup>4</sup>. This means approximately 60-70% of nurses were expatriate or foreign. These nurses often seek for better jobs opportunities with good financial benefits<sup>5</sup>. Nurses may intend to work in Saudi Arabia for various lengths of time, but the duration of the job contract is always one year, and the renew contracts' remunerations are not given always. So, with regards to the foreign nurses, employers need ensure intrinsic and extrinsic motivation factors are addressed so that the nurses' level of job satisfaction remains high, which then result in good quality healthcare service, long tenure, and low turnover rate. Intrinsic motivation is related to doing something inherent for fun or enjoyment and is able to develop interest of the workforce towards the job, regardless of any extrinsic rewards<sup>6</sup>. Extrinsic motivation refers to the external rewards or job conditions that can increase the satisfaction of the employees and induces the employees to work better<sup>7-8</sup>. According to Pink (2009), employers need to make a transition towards motivation on

autonomy, mastery and purpose<sup>9</sup>. These three factors are known as the Intrinsic Motivation Factors<sup>9</sup>. Complementary to the intrinsic motivation factors, Herzberg's Two factors theory falls into the category of extrinsic motivators, namely salary, promotion, and supervision<sup>9-10</sup>.

Pay is the primary factor of satisfaction for almost every type of employee in private, public, small, medium, and large organization<sup>11</sup>. Promotion is the chances of advancement and opportunities for job development<sup>12</sup>. Operating conditions are the factors that have influence on the factors that related to the employees that include the impact of environmental factors; and the impact of organizational factors that are primarily related to the organization of production<sup>13</sup>. Pink (2009), identified three intrinsic motivation factors which are related to job satisfaction, namely: "autonomy" as the feeling that one's behavior is a result of voluntary choice to engage in that behavior, "mastery" as the desire to continually strive to get better at a task, skill or behavior that matters to one personally, and "purpose" as the feeling that one's work is in service to a cause or objective larger than oneself<sup>9</sup>.

In the context of Saudi Arabia, the low volume of local nurses can be attributed to several factors, such as cultural, educational, and organizational.

These seems to be weak nursing authority, poor working environments and language barriers<sup>14</sup>. Additionally, the public image of the nursing profession in Saudi Arabia, is negative<sup>14-15</sup>. Unfortunately, there is a high level of turnover among the nurses in Saudi Arabia, for example more than 1200 foreign nurses left their jobs in 2017<sup>4-16</sup>. The high turnover rate leads to nursing shortage. In Saudi Arabia, the ratio of nurses to the population is only about 49 nurses per 10,000 population, which is lower than the United States, Scotland, the United Kingdom, Canada, Japan, and Germany<sup>17</sup>. This nursing shortage among foreign nurses has been linked to the decreasing quality of healthcare service delivery<sup>18</sup>. Among the factors correlated with a high intention to leave were dissatisfaction with their work life<sup>19</sup>, being single, of Filipino or Indian origin, working in the medical and surgical department, having a low monthly gross salary, perceived workload, professional support, and pay and prospects for promotion<sup>20-21</sup>.

Because of their large number and that they work in most public hospitals there is a need to ensure that foreign nurses are satisfied with their jobs and do not leave the service<sup>18</sup>. To maintain the level of the job satisfaction among employees, both intrinsic and extrinsic sources of motivation are significant<sup>22</sup>. Lack of intrinsic motivation factors prohibits nurses from taking care of patients in the best possible manner, and low extrinsic motivation diminishes the willingness of nurses to increase productivity in the workplace<sup>23-24</sup>. The main objective of this study was to determine the contribution of intrinsic and extrinsic motivation on job satisfaction of foreign nurses in public hospitals in Saudi Arabia. The study hypotheses are (1) there is a significant relationship between intrinsic motivation factors and job satisfaction, Study hypothesis (2) there is a significant relationship between extrinsic motivation factors and job satisfaction

## METHODOLOGY

This was a cross-sectional study conducted in the two public hospitals, Hail General Public Hospital and King Khaled Public Hospital, because these hospitals employed the greatest number of foreign nurses. There is a total of 471 foreign nurses in these two hospitals: 303 work in King Khaled Public Hospital with 400 beds, while 168 work in Hail General Public Hospital with 280 beds<sup>4</sup>.

The inclusion criteria for the respondents were foreign nurses, defined as nurses who were not of Saudi Arabian origin/descent, and who worked in Hail General Public Hospital and King Khaled Public Hospital. Sample size was apportioned based on the size of the hospital and samples were selected via systematic random sampling. A list

of the foreign nurses who work in Hail General Public Hospital and King Khaled Public Hospital provided by the hospitals' management during data collection period. After obtaining the necessary permission to carry out the study, the Head of the Nursing Department was approached. The Head of the Nursing Department was given envelopes containing the study information sheet, consent form and the questionnaire. Each envelope had bearded the name of the selected nurse written on it. The Head of the Nursing Department's assistance was sought to distribute the envelopes to the nurses. The nurses who received the envelopes returned the consent form and questionnaires to the Head of the Nursing Department three weeks from the date the envelopes were distributed. Those who did not respond after two weeks were given a note to gently remind them of the questionnaire. The reminder note was given twice and who did not respond were removed from the list.

The study instrument was a self-administered questionnaire in the English language. The questionnaire had four sections. Section A collected sociodemographic data of the respondent (age, gender, nationality, educational level, marital status, monthly salary, and overall experience; the total of the years that respondents worked as nurses as the time data was collected. In addition, to start working in Saudi Arabia for nurses, the Ministry of Health require minimum of two years of working experience to those with Diploma degree, and one year for those with Bachelor's degree. Also, for further information, question of the work experience in Saudi Arabia was asked.

Section B collected data on the satisfaction level with extrinsic motivation factors (pay, promotion, supervision, fringe benefits, and operating conditions). The questions in this section were adopted from Job Satisfaction Survey by Spector (1994)<sup>25</sup>. The permission to use the questionnaire was obtained, and the extrinsic factors studied in this research were pay, promotion, supervision, fringe benefits, operating conditions. Each factor was assessed with four items, and a total score was computed from all items. A summated rating scale format was used, with six choices per item ranging from "strongly disagree" to "strongly agree" and the scores were arranged into three categories, low, moderate, and high. Each scale was divided based on mean score when it was between 6-12, it categorized as low level, scores ranging between 12-18 considered as moderate level, and 18-24 was categorized as high level<sup>25</sup>.

Section C collected data on the satisfaction with intrinsic motivation factors. The questions were adopted from a survey by Pink (2009). The permission to use the questionnaire was obtained, and the intrinsic factors studied in this research

were autonomy, mastery, and purpose, with each factor assessed by 10 statements. The motivation-self assessment is a 30 item, ten questions are for autonomy statement, ten for mastery statement, and ten for purpose statement, with out of 100 total score possible points. A scores from 8 to 10 on any or all of these scales, appear to have a high sense of autonomy, mastery and purpose and are probably very intrinsically motivated at work<sup>9</sup>. A scores from 6 to 8 on any or all of these scales, appear to have a moderate sense of autonomy, mastery and purpose at work<sup>9</sup>. A scores of 5 or less on any or all these scales, appear to have a low sense of autonomy, mastery and purpose and probably have a low prevalence of intrinsic motivation at work<sup>9</sup>.

Section D collected data on the overall job satisfaction. The questions in this section were seven and adopted from Survey by Price and Muller (1981)<sup>26</sup>. The permission to use the questionnaire was obtained, and the total score of job satisfaction was calculated based on seven items in 5-point Likert scale, therefore the possible minimum and maximum of this scale were 7 and 35, respectively. This range was divided into three equal intervals. The scores were arranged into three categories, low, moderate, and high. Each scale was divided based on mean score when it was between 7-16.3, it categorized as low level, scores ranging between 16.4-25.6 considered as moderate level, and between 25.7-35.00 was categorized as high level<sup>27</sup>.

Table 1: Reliability analysis

Variable	Cronbach's Alpha	No. of Items
Autonomy	0.926	10
Mastery	0.898	10
Purpose	0.967	10
Promotion	0.738	4
Pay	0.847	4
Supervision	0.717	4
Fringe benefits	0.760	4
Operating conditions	0.734	4
Job satisfaction	0.891	7

Ethical approval was obtained from The Ethics Committee for Research Involving Human Subjects Universiti Putra Malaysia (JKEUPM), reference: UPM/TNSPI/RMC/1.4.18.2 (JKEUPM) in September 9, 2020, and from the Ethics Committee for Human Study of Ministry of Health (MOH) in Saudi Arabia, reference: 2020-18, and from the management of Hail General Public Hospital and King Khaled Public Hospital in Hail city, Saudi Arabia. Written informed consent was obtained from the respondents.

**RESULTS**

A total of 282 questionnaires were distributed and 239 of them were returned. Data screening found

By using simple random sampling method, the filled questionnaires were reviewed and entered into the SPSS version 25. Categorical data were summarized in frequencies, percentages, and proportions. Continuous data were summarized in mean and standard deviation, or median and interquartile range. The level of the job satisfaction among the respondents was determined using descriptive statistics. Pearson's correlation was used to determine the association between the intrinsic motivation factors, extrinsic motivation factors and job satisfaction, while multiple linear regression was used to determine the predicting factors between the intrinsic motivation factors, extrinsic motivation factors and sociodemographic factors and job satisfaction.

Face validity was assessed from the respondent's feedback during the pre-test and modification was made. Content validity was assessed by the experts in the field of study. Sekaran, (2003), stated that Cronbach Alpha value < 0.6 is considered unsatisfactory internal consistency and alpha value > 0.7, indicates 'acceptable' internal consistency<sup>28</sup>. Results of reliability analysis show that Cronbach Alpha values for all the variables were greater than 0.7 indicating that the research instrument is reliable<sup>28</sup>. Test-Retest Reliability to determine internal consistency of the questionnaire was done, and the Cronbach's alpha value was measured.

that 43 of the obtained questionnaires are not usable which render the balance of 196 questionnaires to be used for further data analysis. Of the 196 subjects, 59.2% were Indian, 37.2% were Filipino, 3% were Malaysian, 0.6% were Pakistani. The sample was composed of 99% females and only 1% males. In addition, 50% were between 25 and 24 and 21.9% were between 45 and 54 and 16.3% were between 35 and 44 and 8.2% were between 55 and 64 and 3.6% were between 18 and 24 years old. According to the Ministry of Health in 2017, the foreign nursing workforce consists of 62% of the actual nursing manpower available in Saudi Arabia.

Table 2: Respondents' Demographic Information (n=196)

Variable	Level	n	%
Nationality	Indian	116	59.2
	Filipino	73	37.2
	Malaysian	6	3.1
	Pakistani	1	0.6
Gender	Female	194	99
	Male	2	1
Marital status	Married	117	59.7
	Single, never married	79	40.3
Age	18-24	7	3.6
	25-34	98	50
	35-44	32	16.3
	45-54	43	21.9
	55-64	16	8.2
Education	Diploma	47	24
	Bachelors	149	76
Salary	Under 3000 SAR	1	0.5
	3000-4000 SAR	7	3.6
	4000-5000 SAR	90	45.9
	5000-6000 SAR	57	29.1
	6000-7000 SAR	22	11.2
	Over 7000 SAR	19	9.7
Overall work experience	1-2 years	28	14.3
	2-3 years	31	15.8
	3-5 years	55	28.1
	5-7 years	23	11.7
	Over 7 years	59	30.1
Work experience in Saudi Arabia	Less than 1 year	3	1.5
	1-2 years	41	20.9
	3-5 years	40	20.4
	5-7 years	37	18.9
	Over 7 years	75	38.3

**Overall job satisfaction level**

The overall mean score for level of job satisfaction was  $23.32 \pm 5.35$ , which was in the moderate level category. The distribution of the scores was: 54.1% had moderate level of job satisfaction, 34.7% of nurses had a high level of job satisfaction and 11.2% has shown low level of satisfaction.

**Level of satisfaction with extrinsic and intrinsic motivation factors**

For extrinsic factors, operating conditions had the highest mean score, while fringe benefits scored the lowest. For intrinsic factors, mastery's mean score was the highest, followed by autonomy and purpose.

Table 3: Central tendency of extrinsic and intrinsic constructs

Variable	Mean	Std. Deviation	Range
Operating Conditions	15.31	3.18	6 - 24
Pay	14.98	3.02	6 - 23
Supervision	14.44	2.49	5 - 24
Promotion	14.35	4.05	5 - 24
Mastery	62.14	14.74	21 - 100
Autonomy	52.99	17.05	10 - 97
Purpose	40.40	18.67	10 - 87

The scores were categorized into dissatisfied (4 to 12), ambivalent (12 to 16) and satisfied (16 to 24). As the mean scores ranged between 13 and 16, they fell into the ambivalent category. The results show that majority of the respondents showed ambivalent/neutral response towards all extrinsic factors. For the intrinsic factors, the scores

ranged from 10 to 100 and were categorized into low (score 50 or less), moderate (score 60-70), and high (score 80-100)<sup>9</sup>. For mastery, majority of the respondents (45.4%) gave moderate score but for autonomy and purpose majority of the respondents showed low score (66.3% and 87.8% of the respondents, respectively).

Table 4: Distribution of levels of extrinsic and intrinsic constructs

Factors	Dissatisfied Score 4 - 12 Frequency (%)	Ambivalent Score 12-16 Frequency (%)	Satisfied Score 16-24 Frequency (%)
Pay	13 (6.6%)	142 (72.4%)	41 (20.9%)
Promotion	38 (19.4%)	123 (62.8%)	35 (17.9%)
Supervision	7 (3.6%)	173 (88.3%)	16 (8.2%)
Fringe Benefits	34 (17.3%)	146 (74.5%)	16 (8.2%)
Mastery	83 (42.3%)	89 (45.4%)	24 (12.2%)
Autonomy	130 (66.3%)	55 (28.1%)	11 (5.6%)
Purpose	172 (87.8%)	10 (5.1%)	14 (7.1%)

**Association between extrinsic and intrinsic factors with job satisfaction**

Pearson correlation analysis showed that only three extrinsic motivation factors were strongly

associated with job satisfaction: pay, promotion, and operating conditions, while all intrinsic motivation factors were strongly associated with job satisfaction: autonomy, mastery, and purpose

Table 5: Association between extrinsic and intrinsic motivation and job satisfaction

Factors	Pearson Correlation (r)	P value
Pay	0.446	<0.001**
Promotion	0.445	<0.001**
Operating Conditions	0.169	0.018*
Supervision	0.133	0.063
Fringe Benefits	0.073	0.312
Autonomy	0.518	<0.001**
Mastery	0.468	<0.001**
Purpose	0.350	<0.001**

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Predictors of job satisfaction**

Multiple linear regression (MLR) was used to determine the significant predictors of job satisfaction among foreign nurses. The results indicated that three intrinsic factors and four extrinsic factors significantly predict job

satisfaction. These predictor variables are autonomy, mastery, purpose, pay, promotion, fringe benefits, and operating conditions. Only Supervision had no significant impact on job satisfaction.

Table 6: Summary of MLR Analysis Predicting job satisfaction among Respondents

Factors	B	Std. Error	Beta	t value	P value
(Constant)	.039	3.000		0.013	0.99
Autonomy	.106	.019	0.336	5.531*	<0.001*
Mastery	.070	.023	0.193	3.108*	0.002*
Purpose	.055	.016	0.193	3.374*	0.001*
Pay	.296	.128	0.167	2.317*	0.022*
Promotion	.223	.096	0.168	2.312*	0.022*
Fringe benefits	.232	.095	0.144	2.444*	0.015*
Operating conditions	.210	.094	0.124	2.24*	0.026*
Supervision	-.194	.137	-0.09	-1.421	0.157

**DISCUSSION**

This study was conducted in two public hospitals in Hail City. There was a significant relationship between the intrinsic motivation factors; autonomy, mastery, purpose and job satisfaction. Also, there was a significant relationship between the extrinsic motivation factors; pay, promotion, operating conditions and job satisfaction. The respondents were foreign nurses who were mostly from India (59.2%) and the Philippines (37.2%). Almost all were female nurses, majority were

between the ages 45-54 years old and held bachelor's degrees. Most nurses earned 4000-5000 SAR salary per month and have work experience of more than 7 years in KSA. As for the overall job satisfaction level, the results show that only 11.2% had low job satisfaction level, while the majority (54.1%) had moderate level, while 34.7% of the respondents had high level of job satisfaction. This is an encouraging finding as two other recent local studies showed that only 12.7% were satisfied with their jobs, while another study showed that job satisfaction was at a neutral

level<sup>29-30</sup>. The former study was among 2418 nurses comprising of locals (63%) and foreigners (37%), from public hospitals and primary healthcare centers in five cities across Saudi Arabia, while the latter was among 122 registered operating room nurses, of whom 99.2% of the participants were non-Saudis.

The high percentage of moderate to high levels of job satisfaction in this study could be because nurses with longer job duration (more than 7 years) comprised of a higher percentage among the respondents, compared to those with shorter tenure. Studies have shown that job duration is associated with the level of job satisfaction<sup>31</sup>. This finding concurred with an earlier local study which showed nurses who reported job dissatisfaction were more likely to have shorter job duration (<5 years) than nurses who did not report dissatisfaction with their job (67.9% vs. 49.0%, respectively)<sup>32</sup>. Also, the high percentage of moderate to high level of job satisfaction in this study could be because of the nurses' age. Studies have shown that nurse's age is associated with the level of job satisfaction, where most study respondents who were satisfied with their jobs, were in the older age range because people become older and more experienced, their expectations will reduce to practical and real-life levels; as a result, their expectations will be somehow achievable, which can lead to an increase in their job satisfaction<sup>31-33</sup>.

As mentioned earlier, overall job satisfaction may be contributed by intrinsic and extrinsic factors. In this study, results show that majority of the respondents were ambivalent towards the extrinsic motivation factors. This means they were neither satisfied nor dissatisfied with the factors, hence there is still room for improvement for the management to work on to increase the level of job satisfaction among these nurses, especially factors which have statistically significant association with job satisfaction. Of the five extrinsic motivation factors' individual mean scores, only three were strongly associated with job satisfaction namely promotion, pay, and operating conditions. Of the three, promotion showed slightly higher correlation than pay, while operating condition had the smallest statistically significant correlation with job satisfaction. These results agree with several studies found promotion, pay, and operating conditions in significant association with job satisfaction<sup>34,29,35,36,37</sup>.

Promotion is important in the nursing career because promotion can help them flourish in their profession, motivates them, and helps them develop a sense of value. Following advancement, they feel greater commitment and responsibility toward their jobs<sup>38-39</sup>. Nurses who perform well should be encouraged by giving them early promotions<sup>35</sup>. However, despite the known

significance of promotion, many people feel that these opportunities are sparse in the nursing profession in Saudi Arabia<sup>40</sup>. This is because, in the context of Saudi Arabia, foreign nurses are employed on yearly contracts, there is no clear manner of promotion for foreign nurses. Promotion is given by the agreement between MOH before the renew of the contract. The second extrinsic factor which is significantly associated with job satisfaction in this study is pay. Undeniably, pay is a strong extrinsic motivation factor in the nursing profession<sup>40,41,42</sup>. Several studies on the significant association of pay with job satisfaction among various groups of nurses show similar results<sup>14,40,43</sup>. Pay was also ranked as the most important component of job satisfaction in Malaysia, through a cross-sectional study conducted to examine job satisfaction and its contributing factors among 209 nurses in a Malaysian private hospital, who gave the lowest scores on pay, task requirements, and organizational policies<sup>43</sup>. Another study indicated that the common cause of turnover for Filipino nurses in the Saudi Arabian Ministry of Health (MOH) hospitals to be related to low salary, 18.3% of the respondents indicated the low salary and low nursing patient ratio to be the most significant factor in Filipino nursing turnover in Saudi Arabian hospitals<sup>29</sup>.

As for operating conditions, the results of this study agree with many other studies where poor working conditions were rated highest as cause of job dissatisfaction among the participants<sup>44-37</sup>. Examples of poor working conditions include shortage of staff, excessive workload, and scarcity of resources. Conversely, good working conditions such as adequate space, lighting, quality and adequate equipment, good staffing, ideal workload, were positively associated with job satisfaction<sup>45</sup>. In contrast to extrinsic factors, of which majority of the respondents in this current study were ambivalent about, intrinsic motivation factors received moderate score for mastery and low scores for autonomy and purpose. In this study, all intrinsic motivation factors are significantly associated with job satisfaction, with autonomy having the strongest correlation, followed by mastery, and purpose. The moderate score that the nurses give to mastery means they may not believe that they have unlimited potential and have not much motivation to continually improve themselves.

For autonomy and purpose, majority of the respondents scored them the lowest. Nurses who demonstrate greater autonomy experience higher job satisfaction and better outcomes for nurses, and tended to be high performing, satisfied, and committed in their jobs<sup>46-47</sup>. Autonomy has been shown to be a significant factor for job satisfaction in several studies, especially those among nurse managers or senior nurses<sup>48-49</sup>. The moderate score that the nurses give to mastery

means they may not believe that they have unlimited potential and have not much motivation to continually improve themselves. The low score that the nurses give to the factor "purpose" indicated that they do not have much sense of working towards something big within the context of their profession. This may be understandable as they are foreign nurses, and they would not have any other aim than to work for financial gain. Being foreigner, they would not have any opportunity in the management or development of the hospital, or the healthcare services.

A multiple regression analysis was conducted to predict job satisfaction from all the factors. The results indicated that three intrinsic factors and four extrinsic factors significantly predict job satisfaction. These predictor variables are autonomy, mastery, purpose, pay, promotion, fringe benefits, and operating conditions. These variables statistically significantly predicted job satisfaction, and all four variables added statistically significantly to the prediction. This study found out that 54.1% had moderate level of job satisfaction, 34.7% of nurses had a high level of job satisfaction and 11.2% had low level of satisfaction. A significant association was found between job satisfaction and autonomy, mastery, purpose, pay, promotion, and operating conditions. As for the moderating factors (Nationality, marital status, age, level of education, monthly salary, work experience), only age, level of education, monthly salary, and working experience had statistically significant moderating effects on motivation components and job satisfaction among respondents. Also, all three intrinsic factors (autonomy, mastery, and purpose) and four extrinsic factors (pay, promotion, fringe benefits, and operating conditions) significantly predict job satisfaction.

The strength of this study is that this is the first known study which evaluated the contribution of intrinsic factors autonomy, mastery and purpose towards job satisfaction level among foreign nurses. The limitations of this study include not being able to fully understand how exactly the studied factors contributed their job satisfaction level, and the inability to explore other factors which are unique to foreign nurses, that may contribute to their job satisfaction level.

## CONCLUSION

Majority of foreign nurses in Hail City have moderate level of job satisfaction, and about 11% have low job satisfaction level. Factors that contribute to job satisfaction are extrinsic motivation factors (pay, promotion operating conditions, and fringe benefits), and intrinsic motivation factors (mastery, autonomy, and purpose). It is recommended that, to improve the level of job satisfaction among these nurses, special attention should be given to those with

low and moderate job satisfaction, by way of motivating them through extrinsic motivation factors. For example, providing suitable and ample opportunities for promotion and pay raise, improve the working conditions according to their needs and increase the fringe benefits. Additionally, these nurses should be motivated intrinsically through the provision of suitable levels of autonomy, mastery, and purpose.

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