

Impact of Motivation on Job Satisfaction among Nurses

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Abstract

Job satisfaction describes the individual's liking of the job. This liking towards the job becomes the reason of the individual's efforts to attain the organizational goal. Thus, it is important for any organization to focus on those key elements which ultimately ensure the employee's satisfaction towards the job. The current study investigated the role of intrinsic and extrinsic motivational factors towards the job satisfaction. The descriptive and cross-sectional study design is utilized in the current study. The data was collected from 160 nurses of services of the Services hospital Lahore, Pakistan through simple random sampling technique. The results of the current study reveal that extrinsic motivational factors (reward and promotion) and intrinsic motivational factor (job security) has positive and significant relationship with job satisfaction.

Key words: Job Satisfaction, Motivation, Nurses employees.

INTRODUCTION:

The concept of job satisfaction is widely studied in the field of psychology, sociology, and organizational behavior for several reasons. Job satisfaction is the level to which the workers like

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their jobs (Bahalkani et al. 2011). Job satisfaction plays key role to enhance the efficiency, creativity, and quality of work in any organization. In health care setting, job satisfaction among nurses is necessary because job satisfaction is a source of fulfilling the roles and responsibilities of nurses towards patient's care (Bahalkani et al. 2011). In health care settings job satisfaction of nurses may affect the patients and other organizational outcomes (Bahalkani et al. 2011). However, motivation is one of the key elements to enhance the level of the employee's performance (Bhatnagar 2007). Motivation is a process of energizing employee' performance, change in work attitude and enhance employee's ability as well (Luthans and Sommer 2005). The study emphasizes that there are two types of motivational factors i.e. extrinsic and intrinsic.

The current study considers the job security, reward, and promotion as the three basic motivational constructs which becomes the reason of employee's productive efforts. The extrinsic factors are promotion and rewards, whereas, intrinsic factors include the job security. When employee get the fair promotion then the performance of the employee also raises which ultimately upgrade the organization (Lepak and Snell 1999). However, reward give the strength to the employees and feeling of competition to give their best performance. Rewards are of two types intrinsic reward which include enthusiasm, feeling of passion and energy related to their work, whereas, extrinsic reward include pay, security and co-workers relationships (Abdullah 1994).

According to (Mohamad, Lo, and La 2009) extrinsic rewards enhance extrinsic motivation and intrinsic reward improve intrinsic motivation. Likewise, According to (Islam and Zaki Hj. Ismail 2008) rewards play the crucial role for employee's motivation that will definitely increase the job satisfaction. Motivation plays a significant role in employee's job satisfaction. Furthermore, many studies have shown that job satisfaction can be achieved through motivation (Singh and

Tiwari 2012). Motivation is essential for attaining job satisfaction among nurses. Employee can be motivated through extrinsic motivational determinants in form of reward e.g. Salary, benefits promotion, supervision, compensation, working environment, positive feedback from supervisor, power and intrinsically like need of achievements, need for affiliations, job security, achievements, responsibilities and recognition (Farooq and Hanif 2013). Rewards in the shape of handsome salaries make the employees most satisfied with their job. Majority of the nurses also mentioned good salary as the leading motivator. Thus, pay is among the key source of motivation for the nurses (Khan and Jan 2015). Likewise, promotion is the evident element of job satisfaction. The previous studies showed that promotion is much important for employee and organization, timely promotions in nursing profession will give a chance to provide best care to the patients and maximum productive output to the health care setting. Promotion has a positive association with job satisfaction and the workers can be motivated through fair strategies of promotion (Khan and Jan 2015).

On the other hand, employees can be satisfied with through the intrinsic motivation like job security. A feeling of job security is the key motivator of reaching the highest-level job satisfaction because many studies has shown that there is a progressive link in the job security and job satisfaction. However, insufficient income, lack of promotion and job insecurity has negative effect on the level of job satisfaction (Khan and Jan 2015). Low salary packages have a negative impact on job satisfaction among nurses in hospital setting which may has adverse effect on efficient nursing care as dissatisfied nurses will not be able to fulfill their responsibilities in providing care to the patients (Bahalkani et al. 2011).

Therefore, the aim of this study is to determine the impact of intrinsic and extrinsic motivational factors on job

satisfaction. The impact will be assessed through both extrinsic factors like reward (Rewards and promotion) and intrinsic motivational factor like job security.

Problem statement:

Nurses play an important role in the public hospitals for efficient patient care. Patients and the hospital services are majorly depending upon the efficient nursing services. Thus, nurses are the back bone of the health care setting and lack of motivation leads to the nurse's poor job satisfaction. Moreover, the focus of the studies was not sufficient to resolve the problem of nurse's lack of motivation and poor job satisfaction which is the crucial to attain the efficient care services in any health care setting. Thus, it is need of the time to focus on the elements that create hindrance for nurses' job satisfaction.

Significance of study:

The current study will be beneficial to understand the problems of nurse's job satisfaction and the causes behind this. This study will provide insight regarding the role of motivation and the factors that play the important part in employee's motivation and become the reason of nurse's job satisfaction. The administration of the hospitals will get the benefits from this research and understand the relationship among motivation and job satisfaction. This study will also provide the new insight for the policy makers and administration of the public and private hospital while assigning the duties and motivation as the important element that can influence nurse's job satisfaction. In addition, this study will enhance the overall performance of nurses and improves the productivity of health care organization through practicing motivation.

LITERATURE REVIEW:

Job satisfaction is the level to which workers like their jobs (Bahalkani et al. 2011). Job satisfaction is a significant factor to enhance the efficiency, creativity, and quality of work in any organization. In health care setting, job satisfaction among nurses is necessary because job satisfaction is a source of fulfilling the roles and responsibilities of nurses for patient care (Bahalkani et al. 2011). Motivation is one of the key elements for employee to enhance ability to the best performance (Bhatnagar 2007). Motivation is a process of energizing employee performance, change in work attitude and enhance employee ability to work actively (Luthans and Sommer 2005). The study has shown that there are two types of factors effecting employee performance which are called motivator are extrinsic and intrinsic. Job security, reward and promotions are the basic needs of the employees at work place to work productively in which extrinsic factors are promotions and rewards, and job security is the intrinsic factor.

Previous literature emphasizes that job satisfaction is the key important factor to enhance the productivity of health care setting and it can be achieved through attractive salaries, fair promotion system and job security to the employees (Jaiswal et al. 2015). The study determined that efficient patient care services are positively related to the overall job satisfaction (Edoho et al. 2015).

Another study showed that rewards in term of appreciation for good work make the employee motivated for his or her work, some more external motivators like helpful response from the mangers and good working environment, but the rewards plays a vital role in achieving the maximum level of job satisfaction (Bahalkani et al. 2011). The study further elaborated that job security; salary and reward are the most important motivation for job satisfaction in health care organization (Bahalkani et al. 2011). Job satisfaction increases

the level of creativity and better working in the health care setting. Nurses who are satisfied with their jobs can provide the best care services to the clients in the health organization (Bahalkani et al. 2011).

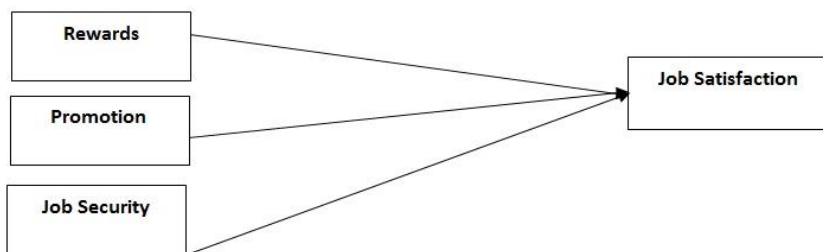
The employees who are taking the attractive salaries and fair promotions put more efforts to achieve the overall aim of the goal (Lepak and Snell 1999). Rewards give the strength to the employees and feeling of the competition to achieve the better performance than the other colleagues. According to study, rewards are crucial for employee's job satisfaction (Islam and Zaki Hj. Ismail 2008). Therefore, motivation has key importance for employees' job satisfaction. Correspondingly, job security is the leading motivator for making the employee more productive and efficient in the job (Islam and Zaki Hj. Ismail 2008). Contrary to this, job insecurity is the reason of poor job satisfaction and it can be achieved through safety and security. Employees at secure and permanent job positions are more satisfied with their jobs (Wang, Lu, and Siu 2015). The study showed that quality of work of an organization depends on the job satisfaction of the employee and the key factors of job satisfaction are the consistent values like equality in promotion, good salary, and secure job. Such motivator are also important for making the employee's more productive and devoted to their organization (Parvin and Kabir 2011). The Guardian mentioned that perception of job safety causes 45,000 suicides every year globally and additionally from 2000 to 2011 around 233,000 suicides were committed due to job related issues (Adewale 2015).

RESEARCH METHODOLOGY:

Descriptive cross-sectional study design was used to analyze the relationship between motivation and job satisfaction. The setting of the study was the public hospitals of Lahore. Our target population was the staff nurses of the public hospitals.

The data was gathered from the target population through self-administered questionnaire. Respondents are selected through simple random sampling technique. The sample size of the study was 160 which was calculated by Slovin's formula. The questionnaires were based on have five-point Likert scale from "strongly disagree 1" to "Strongly agree 5". Job satisfaction scale was adapted from (Churchill Jr, Ford, and Walker Jr 1974) and scales of reward and promotion were adopted from (Moncarz, Zhao, and Kay 2009) and Job security from (Van Winkelen 2003) respectively. The data was analyzed by (SPSS) version 21. Respondents participated willingly, and Informed consent was taken from all participants and all the information was kept confidential.

Framework:



Hypotheses:

H0: There is no association between reward and job satisfaction.

H1: There is an association between reward and job satisfaction

Ho2: There is no association between promotion and job satisfaction.

H2: There is an association between promotion and job satisfaction

Ho3: There is no association between job security and job satisfaction.

H3: There is an association between job security and job satisfaction.

ANALYSIS AND RESULTS:

Frequency distribution:

Age

Table no.1: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20_25	49	30.6	30.6	30.6
26_30	84	52.5	52.5	83.1
Valid 31_35	20	12.5	12.5	95.6
36_40	7	4.4	4.4	100.0
Total	160	100.0	100.0	

Figure no.1: Age

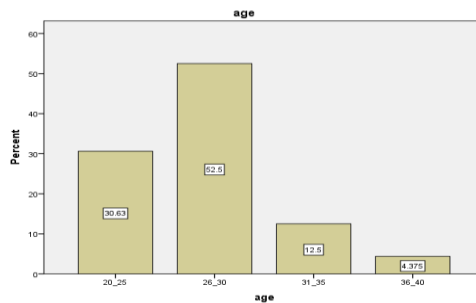


Table no.1 and figure no.1 show that in this study different age group were included. The results show that 30.6%(49) participants were from 20years to 25 years, 26 years to 30 years age participant were 52.5%(84), 31 years to 35 years of age participant were 12.5%(20) and 4.4%(7) participant were from 36 to 40 years of age group.

Marital Status

Table no.2: Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	57	35.6	35.6	35.6
Valid Unmarried	103	64.4	64.4	100.0
Total	160	100.0	100.0	

Figure 2: Marital status

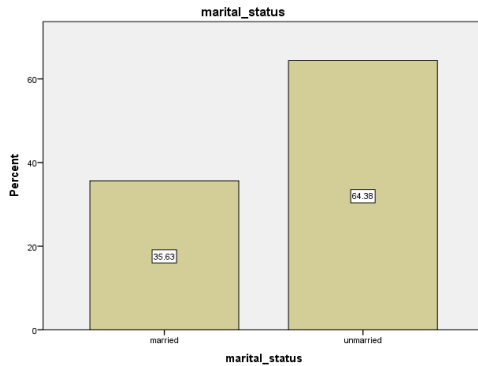


Table no.2 and figure no.2 show that in this study 64.4 % (103) participant were unmarried and 35.6 % (57) were married.

Gender

Table no.3: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	155	96.9	96.9	96.9
Valid Male	5	3.1	3.1	100.0
Total	160	100.0	100.0	

Figure no.3: Gender



Table no.3 and figure no: 3, show that in this study both gender were included 96.9 % (155) were female and 3.1 % (5) were male.

Qualification

Table no.4: Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
nursing diploma	143	89.4	89.4	89.4
Valid Specialization	17	10.6	10.6	100.0
Total	160	100.0	100.0	

Figure no. 4: Qualification

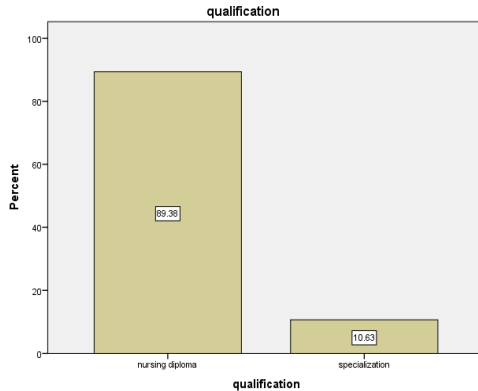


Table no.4 and figure no.4 show that total 160 participants were included in this study in which 89.4% (143) participant were nursing diploma holder, and 10.6 % (17) were specialized in nursing field.

Experience

Table no. 5: Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
less_1year	18	11.3	11.3	11.3
1_5_year	86	53.8	53.8	65.
Valid 6_10_year	49	30.6	30.6	95.6
above_10_year	7	4.4	4.4	100.0
Total	160	100.0	100.0	

Figure 5: Experience

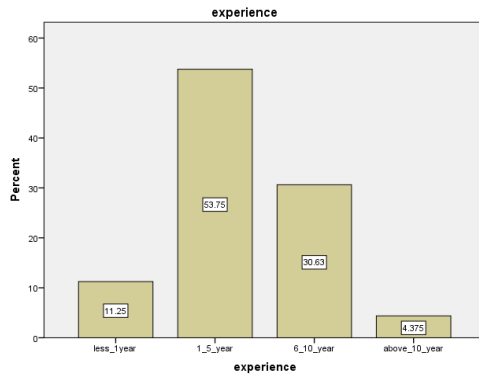


Table no. 5 and figure no. 5 shows that in this study 160 respondents were included from which 53.8%(86) people were those who were 1_5 years experienced, 30.6%(49) were 6_10 year experienced, 11.3%(18) were those who have less than 1 year experienced and 4.4%(7) participant were those who have above 10 year experience.

Reliability Assessment:

Table no.6: My job is satisfying.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	16	10.0	10.0	10.0
Disagree	97	60.6	60.6	70.6
Valid Neutral	32	20.0	20.0	90.6
Agree	15	9.4	9.4	100.0
Total	160	100.0	100.0	

It presents Cronbach’s alpha for four scales used in the study. Cronbach alpha is the most commonly used measure of scale reliability (Cortina, 1993). Cronbach alpha above 0.70 is the acceptable indicator of reliability (Santos, 1999; Bryman & Cramer, 2005; Pallant, 2007; Hair et al., 2006).

Promotion

Table no. 7

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.685	.709	4

Table no. 7 is showing the Cronbach's alpha value for promotion is .685 and it is acceptable. Its means that internal reliability of the scale is accurate

Rewards

Table no. 8

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.726	.739	5

Table no. 8 is showing the Cronbach's alpha value for job reward is .726 and it is acceptable. Its means that internal reliability of the scale is accurate

Job Security

Table no. 9

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.877	5

Table no. 9 is showing the Cronbach's alpha value for job security is .880 and it is acceptable. Its means that internal reliability of the scale is accurate.

Job Satisfaction

Table no. 10

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.684	.670	2

Table no. 11 is showing the Cronbach's alpha value for job satisfaction is .684 and it is acceptable. Its means that internal reliability of the scale is accurate.

Correlation Analysis:

Table no.12: Correlations

		JS	Promotion	Reward	Job Security
JS	Pearson Correlation	1	.444**	.457**	.555**
	Sig. (2-tailed)		.000	.000	.000
	N	160	160	160	160
Promotion	Pearson Correlation	.444**	1	.601**	.532**
	Sig. (2-tailed)	.000		.000	.000
	N	160	160	160	160
Reward	Pearson Correlation	.457**	.601**	1	.660**
	Sig. (2-tailed)	.000	.000		.000
	N	160	160	160	160
Job Security	Pearson Correlation	.555**	.532**	.660**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	160	160	160	160

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

Table no.12 shows that the relationship between job satisfaction and promotion is positive as its value is $r=.444$ and significant as p value is less than .05. Similarly, relationship between job satisfaction and reward is positive with the value $r=.457$ and significant as p value is .000 which is less than .05. And the relationship between job satisfaction and job security is positive with value $r=.555$ and significant as p value is .000 which is less than .05. Hence these results show the initial support to the hypothesis of the study.

VALIDITY

Promotion

Table no. 13

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.698
	Approx. Chi-Square	165.757
Bartlett's Test of Sphericity	Df	6
	Sig.	.000

Table no. 13 shows the values of KMO is .698 which is above .50 and Bartlett's test is significant, so this study is fulfilled the criteria of KMO test and Bartlett's test. Thus, the instrument of promotion is valid.

Rewards

Table no. 14

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.696
	Approx. Chi-Square	182.604
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

Table no. 14 shows that value of KMO is .696 which is above .50 and the value of Bartlett's test is significant and meet the standard value. So, the study has fulfilled the criteria of KMO and Bartlett's and the instrument of rewards is valid.

Job Security

Table no. 15

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.779
	Approx. Chi-Square	479.367
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

Table no.15 shows the value of KMO is .779 which is above .50 and Bartlett's test is significant and meets the standard value.

So, the study has fulfilled the criteria of KMO and Bartlett's, so the instrument of job security is valid.

Job Satisfaction

Table no. 15

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
	Approx. Chi-Square	50.862
Bartlett's Test of Sphericity	Df	1
	Sig.	.000

Table no. 15 shows the value of KMO is .500 and the Bartlett's test is significant and meet the standard value. So, the study fulfilled the criteria of KMO and Bartlett's test and the instrument of job satisfaction valid.

Regression analysis

Regressions test was used to assess the impact of motivational extrinsic factor like reward, promotion, and intrinsic motivational factor like job security on job satisfaction among nurses.

Table no. 16

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.444 ^a	.198	.192	.47971	.198	38.892	1	158	.000	1.588

Table no. 16 shows that R square value 19.8 which explains the total variation in dependent variable Job Satisfaction caused by independent variable Promotion.

Table no. 17

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.950	1	8.950	38.892	.000 ^b
	Residual	36.359	158	.230		
	Total	45.309	159			

Table no.17 shows that ANOVA is significant as p value is less than .05. So, the research model is fit.

Table no. 18

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.134	.263		8.125	.000		
	Promotion	.389	.062	.444	6.236	.000	1.000	1.000

a. Dependent Variable: JS

Table no. 18 shows that relationship between promotion and job satisfaction is significant as p value is .000 which is less than .05. Moreover, the increase in one unit of promotion will increase the value of job satisfaction by .389. Similarly, the relationship between job security and job satisfaction is significant as p value is .000 and t value is also positive which is 6.236.

Table no. 19

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.457 ^a	.209	.204	.47623	.209	41.776	1	158	.000	1.211

Table no. 19 shows that R square value .209 which is the total variation in dependent variable Job Satisfaction caused by independent variable Reward.

Table no. 20

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	9.475	1	9.475	41.776	.000 ^b
Residual	35.834	158	.227		
Total	45.309	159			

Table no. 20 shows that ANOVA is significant as p value is less than .05 which shows that the research model is significant.

Table no. 21

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.642	.176		14.988	.000		
Reward	.268	.041	.457	6.463	.000	1.000	1.000

a. Dependent Variable: JS

Table no. 21 shows that relationship between reward and job satisfaction is significant as p value is .00 which is less than .05. Moreover, the increase in one unit of reward will increase the value of job satisfaction by .268.

Table no.22

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.555 ^a	.309	.304	.44530	.309	70.495	1	158	.000	1.537

Table no. 22 shows that 30.9% of total variation in dependent variable job Satisfaction caused by independent variable Promotion.

Table no. 23

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13.979	1	13.979	70.495	.000 ^b
Residual	31.330	158	.198		
Total	45.309	159			

Table no. 23 shows that ANOVA is significant as p value is less than .05. So, the research model is significant.

Table no. 24

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.161	.193		11.200	.000		
Job Security	.398	.047	.555	8.396	.000	1.000	1.000

a. Dependent Variable: JS

Table no. 24 shows that relationship between job security and job satisfaction is significant as the p value is .00 which is less than .05. Moreover, the increase in one unit of job security increases the value of job satisfaction by .398.

DISCUSSION:

The purpose this study was to assess how motivation effects on the job satisfaction of the employee, what are the extrinsic and intrinsic factors and what is the reason of poor job satisfaction of the employees. The focus of the study is to analyze the impact of motivation on employee job satisfaction. The results of the study support the hypothesis and explain the relationship among motivation and job satisfaction of the nurses of the public hospital.

So, motivation plays an important role in nurse's job motivation. Results showed 29.4% participants were not satisfied with their job due to poor salary, lack of promotion and

lack of benefits like reward and literature strongly evident that 49% participant were not satisfied with their job due to lack of promotion and insufficient salary (Parvin & Kabir,2011).

The given study also showed that Lack of promotion and reward like handsome salary and financial benefits were leading cause of poor job satisfaction because promotion and reward in form of handsome salary has positive significant impact on job satisfaction of employee because study 83% participant were agreed that promotion has a positive impact on job satisfaction and 68%were agreed that reward has positive significant impact on job satisfaction and these finding are similar to those of study conducted in Pakistan by (Bahalkani et al., 2011) where it was found that 86% participant were not satisfied with their job due to lack of promotion and reward .

The present study also indicated that 83% participant were agreed that job security has a positive impact on job satisfaction as it is evident from previous study (Parvin and Kabir 2011). 61 % were agreed that job security has positive impact on job satisfaction were not happy with their job security and other findings of this study was that motivational factors are directly linked with job satisfaction and an organization can work efficiently by motivating their employee in term of handsome salary, reward, promotion and job security.

CONCLUSION:

Current study examined the four factors such as promotion, reward, job security and job satisfaction. The results of current study showed the relationship between reward and job satisfaction is positive and significant, the relationship between job promotion and job satisfaction is also positive and significant, similarly relationship between job security and job satisfaction is also positive and significant. Moreover, study

provide evidence that the extrinsic factors such as promotions and rewards and intrinsic factors such as job security have significant relationship with job satisfaction which is in line with the previous literature (Sadia Farooq & Nadia Hanif, 2013). So, health care organization should focus on job satisfaction of nurses which provide the quality care to the patients and job satisfaction should achieve through intrinsic motivation like reward, promotion, and extrinsic motivation like job security.

LIMITATION:

Current study was conducted in a very short time and due to the shortage of time data was collected from only nurse's employees of Services Hospital Lahore. Simple random sampling technique was used to gather data in a very short time and at once from respondents.

RECOMENDATION:

All health care organization should take the extrinsic motivational factors like reward, promotion and intrinsic motivational factors such as job security as base of job satisfaction because only satisfied and motivated employee can make an organization more efficient and productive and policy makers should include the timely promotion system, reward and job security in service structure of nurses it will motivate the nurses towards their job which will also increase the quality of nursing care .Government should improve their promotion policies and promotion should be merit and seniority base. Furthermore, reward in term of handsome salaries should be the part of these policies.

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