

## CHAPTER 2: REVIEW OF LITERATURE

### Review of Literature

People bring mental and physical abilities and time to their jobs. Many try to make a difference in their lives and in the lives of others through working. The reason for wanting a job is often considerably more than just a paycheck. Jobs can be looked at as the means used to achieve personal goals. When a job meets or exceeds an individual's expectation, the individual often experiences positive emotions. These positive emotions represent job satisfaction. Job satisfaction in turn is a major contributor to life satisfaction (Smith, 1992), a personal goal that many find worth pursuing.

**Stechmiller JK et al (1992)** conducted a research on job satisfaction among critical care nurses. The objective of this study was to develop a conceptual path model to explain the effects of a set of personal and work-related independent variables and the dependent variables of situational stress, job stress and job motivation on job satisfaction among critical care nurses. Data were collected by questionnaires from nine hospitals in the northeastern, northwestern, northcentral, and southern regions of Florida. The results of this study showed that job stress, job motivation, job expectations, meaningful work, knowledge of work results, commitment to career, health difficulties, task identity, supervision, dealing with others at work, opportunity for advancement, pay and job security had a significant effect on job satisfaction <sup>59</sup>.

**Cruz Canas E et al (1994)** conducted a research on assessment of job satisfaction of the nursing staff. The objective of this study was to find the overall and specific levels of job satisfaction of nursing staff in an Area's Health Institutions. Data were collected by Font-Roja questionnaires. The results of this study showed that the greatest valued dimensions were work content, relationships with colleagues and the least valued were tension associated with the job, promotion prospects and over-work <sup>16</sup>.

**Davidson H et al (1997)** conducted a research on the effects of health care reforms on job satisfaction and voluntary turnover among hospital based nurses. The objective was

to examine the effects of changes in the hospital environment on nurse's job satisfaction and voluntary turnover between 1993 and 1994. Data were collected in a longitudinal survey of 736 hospital nurses in one hospital. The results showed decline in most aspects of satisfaction as measured by Hinshaw and Atwood's and Price and Mueller's scales. Multivariate analysis indicated that the most important determinants of low satisfaction were poor instrumental communication within the organization and to great a workload. Intent to leave was predicted by the perception of little promotional opportunity, high routinization, low decision latitude, and poor communication. Predictors of turnover were fewer years on the job, expressed intent to leave, and not enough time to do the job well<sup>19</sup>.

**Chaboyer W et al (1999)** conducted a research on predictors of job satisfaction in remote hospital nursing. The objective was to examine the relationship between the content of work, the work environment and job satisfaction among nurses working in a teaching hospital located in a remote area of Central Australia. This study used a descriptive survey of 135 nurses employed in a 170 bed hospital. The results of this study showed that strongest predictors of job satisfaction were job variety, feedback and collaboration with medical staff. Other moderate correlates were cohesion amongst nurses and task identity<sup>11</sup>.

**Shader K et al (2001)** conducted a research on factors influencing satisfaction and anticipated turnover for nurses in Academic Medical Center. The objective was to examine the relationships between work satisfaction, stress, age, cohesion, work schedule and anticipated turnover. This study used a cross-sectional survey design in which nurses from 12 units in a 905 bed university hospital in the Southeast completed questionnaires on one occasion. The results of this study showed that the more job stress, the lower group cohesion, the lower work satisfaction, and the higher the anticipated turnover. The higher the work satisfaction, the higher group cohesion and the lower anticipated turnover. The more stable the work schedule, the less work-related stress, the lower anticipated turnover, the higher group cohesion, and the higher work satisfaction. Job stress, work satisfaction, group cohesion, and weekend overtime were all predictors of

anticipated turnover. There are differences in the factors predicting anticipated turnover for different age groups<sup>33</sup>.

**Shah MA et al (2001)** conducted a research on determinants of job satisfaction among selected care providers in Kuwait. The objective was to study job satisfaction of physicians, nurses, pharmacists, and medical laboratory technologists in the Ministry of Health hospitals in Kuwait. Dunnette's scale was used to measure Job satisfaction. The results of this study showed that the respondents in all four categories were satisfied with all aspects of their jobs except salary. The medical laboratory technologists were, however, dissatisfied with professional advancement as well<sup>57</sup>.

**Ingersoll G et al (2002)** conducted a research on nurse's job satisfaction, organizational commitment, and career intent. The objective was to determine the nurse's level of job satisfaction and commitment to the work setting. A random sample survey was mailed to registered nurses in the Finger Lakes Region of New York state. The results of this study showed that forty-six percent of the nurses returned completed questionnaires. Within this sample, most of the nurses were older, European American, and female. Personal and organizational characteristics contributed to differences in levels of job satisfaction, organizational commitment, and 1- and 5- year intent. In addition, many of the most satisfied and committed nurses reported their intent to leave nursing within the next 5 years<sup>24</sup>.

**Tzeng HM (2002)** conducted a research on the influence of nurse's working motivation and job satisfaction on intention to quit: an empirical investigation in Taiwan. The objective of this study was to determine the importance of nurse's job satisfaction and intention to quit. Data were collected by questionnaires from 3 hospitals in southern Taiwan. The results of this study showed that general job satisfaction, general job happiness, satisfaction with salary and promotion, institution, educational background, and age of nurse's youngest child were proved to be significant predictors of nurses' intention to quit<sup>27</sup>.

**Manojlovich M et al (2002)** conducted a research on the relationship of empowerment and selected personality characteristics to nursing job satisfaction. The objective of this study reports on a secondary data analysis undertaken to better understand the determinants of job satisfaction for hospital nurses. Both workplace and personal factors can contribute to job satisfaction. The sample of 347 nurses came from all specialty areas and instruments used were conditions for work effectiveness questionnaire, psychological empowerment tool, mastery scale, achievement scale, and job satisfaction scale. The results of this study showed that the structural and psychological empowerment predicted 38 percent of the variance in job satisfaction. Achievement and mastery needs were not significant <sup>42</sup>.

**Kalliath T et al (2002)** conducted a research on job satisfaction among nurses. The objective was to assess the impact of differential levels of job satisfaction on burnout among nurses. This study used the maslach burnout inventory to measure emotional exhaustion, depersonalization, and personal accomplishment. The job satisfaction scale of Katzell et al was used to measure overall job satisfaction. Statistical tests for significance used were confirmatory factor analysis, structural equation modelling, the chi-square statistic, root mean square error of approximation, goodness of fit index, and comparative fit index. The results of this study showed that job satisfaction has a significant direct negative effect on emotional exhaustion, whereas emotional exhaustion has a direct positive effect on depersonalization. A significant indirect effect was seen of job satisfaction on depersonalization via exhaustion. The path coefficient shows that job satisfaction has both direct and indirect effects on burnout, confirming job satisfaction as a significant predictor of burnout <sup>62</sup>.

**Chung C et al (2003)** conducted a research on factors that influence nurses job satisfaction. The objective was to examine factors affecting the job satisfaction of registered nurses. A cross-sectional study of secondary data was identify the individual, work, and geographic factors that impact nursing job satisfaction at the state level. A 27 question self-administered survey was sent to 17,500 registered nurses in South Carolina with postage paid envelopes for their responses. Univariate statistics were used to

describe the study sample. One-way and multivariate analysis of variance were used to determine which variables contributed the most to job satisfaction. The results showed that for about two thirds of the registered nurses, job satisfaction remained the same or had lessened over the past 2 years. In addition, statistically significant differences were found between job satisfaction and years of experience, job position, hospital retirement plan, and geographic area <sup>13</sup>.

**Chu CI et al (2003)** conducted a research on job satisfaction of hospital nurses, the objective was to empirically test a model of job satisfaction. The model represents a revision of the Price-Mueller model, which is based on empirical research conducted since 1972 at the University of Iowa. Analytical techniques used in this study are descriptive statistics, exploratory factor analysis and multiple regression analysis. The results based on a sample of 308 non-supervisory hospital nurses in Taiwan, indicate that 45percent of the variance in job satisfaction was accounted for by the revised model. The work characteristic variable 'routinization' had the greatest impact on job satisfaction, followed by the personality traits 'positive affectivity' and 'job involvement'. Although it is difficult to change the routine nature of nursing, the manager should make efforts to diversify the job description and empower his/her subordinates <sup>14</sup>.

**McNeese-Smith DK et al (2003)** conducted a research on nursing values and a changing nurse workforce. The objective was to identify the extent values are associated with age group and job stage; job satisfaction, productivity and organizational commitment, as well as education, generation, ethnicity, gender and role. Nurses in all roles (N=412) in three hospitals in Los Angeles county were randomly surveyed, using valid and reliable instruments to measure the variables of interest. The result showed that nurses in top third for job satisfaction, organizational commitment, and productivity showed higher scores for many values including their associates, creativity, esthetics, and management, while those in the bottom third scored higher in economic returns only. Nurses in different generations differed little, younger generations placed higher values on economic returns and variety <sup>20</sup>.

**Shaver K.H et al (2003)** conducted a research on job and career satisfaction among staff nurses. The objective was to assess the roles of employment setting, job commitment, tenure, years until retirement, short staffing, and patient load in predicting satisfaction for registered nurses and licensed practical staff nurses. The North Carolina center for nursing surveyed a random sample of 600 registered staff nurses and 600 licensed practical nurses. The results showed that when registered nurses and licensed practical nurses feel , short staffing interferes with their ability to meet patient care needs, they are also less satisfied with both their job and their career<sup>34</sup>.

**Laeabee JH et al (2003)** conducted a research on predicting registered nurse job satisfaction and intent to leave. The objective was to investigate the relative influence of nurse attitudes, context of care, and structure of care on job satisfaction and intent to leave. A nonexperimental, predictive design evaluated these relationships in a nonrandom sample of 90 registered staff nurses using instruments with known psychometric properties. The results of this study showed that the major predictor of intent to leave was job dissatisfaction, and the major predictor of job satisfaction was psychological empowerment. Predictors of psychological empowerment were hardiness, transformational leadership style, nurse/physician collaboration, and group cohesion<sup>32</sup>.

**Yaktin US et al (2003)** conducted a research on personal characteristics and job satisfaction among nurses in Lebanon. The objective was to study the level of satisfaction of Lebanese nurses in their job and the influence of their personal characteristics. The study included 421 registered nurses. A modified version of measure of job satisfaction, developed by Taynor and Wade, was used to assess the effect of the personal characteristics, namely educational level, age, years of work experience, position and marital and parental status, on 5 dimensions of satisfaction: personal satisfaction, workload, professional support, pay and prospect, and training. The result showed that personal characteristics have important influences on nurse's job perceptions. University graduate nurses reported more dissatisfaction with the quality of supervision and with respect and treatment they receive from their supervisors. Nurses younger than 30 years and the technically trained were more dissatisfied with the available opportunities to

attend continuing education courses. Results of staff nurses and unmarried nurses showed trends of more dissatisfaction than the married and nurses of higher positions. Moreover, the whole sample perceived that nursing provided a high level of personal satisfaction, but nurses were most dissatisfied with salary and lack of prospects for promotion<sup>63</sup>.

**Kaarna M et al (2004)** conducted a research on the progress of reforms: job satisfaction in a typical hospital in Estonia. The objective of this study was to evaluate the level of job satisfaction among the staff at an Estonian hospital and to describe factors related to their job satisfaction. Data was collected using questionnaire. The result of the study showed that the efficiency of hospital management as measured by planning, relationships with supervisors, knowledge and communication regarding hospital goals, plans, quality of services, budgetary situation, and staffing problems was positively correlated with job satisfaction. Stress and unrealistic expectations were negatively correlated with job satisfaction<sup>39</sup>.

**Shah MA et al (2004)** conducted a research on determinants of job satisfaction among nurses in Kuwait. The objective of this study was to identify job satisfaction among nurses working in five general hospitals in Kuwait was analysed using a global scale based on the McClosky Mueller Satisfaction Scale (MMSS) in relation to selected background characteristics (eg age, gender, nationality, educational qualification, monthly salary and the departments in which they worked. Data was collected using a questionnaire. The result of the study showed that age, nationality and the department worked in had a positive significant relationship with job satisfaction. However, a higher level of educational qualification and previous work experience in other countries showed an inverse relationship with job satisfaction<sup>58</sup>.

**Hu J et al (2004)** conducted a research on job satisfaction among nurses in China. A nationwide survey was conducted with 403 nurses employed at hospitals in 16 provinces in China using the job descriptive index scale. The results showed that overall nurses were dissatisfied with work, pay, and promotions. Pay was rated as the least satisfying aspect of work followed by promotions. Nurses with more years of experience, higher professional titles, and more opportunities to attend continuing education programs were

more likely to have a high level of job satisfaction than nurses with fewer years of experience, lower professional titles, and fewer opportunities to attend continuing education programs<sup>31</sup>.

**Pietersen C (2005)** conducted a research on job satisfaction of hospital nursing staff. The objective of this study was to determine the job satisfaction of nursing staff at a government hospital located in the Capricorn District of the Limpopo Province, South Africa. Data was collected using questionnaire. The findings of the study showed that the nursing staff at the hospital were, in general, not clearly satisfied or dissatisfied. As such, it would be difficult to use their general level of job satisfaction to predict the turnover rate at the hospital<sup>12</sup>.

**Buciuniene I et al (2005)** conducted a research on health care reform and job satisfaction of primary health care physicians in Lithuania. The objective of this research was to study job satisfaction of physicians and general practitioners at primary health care institutions during the health care reform in Lithuania. Data was collected using self administered questionnaire. The result of the research showed job satisfaction of doctors working at primary health care establishments in Lithuania is relatively low, and compensation, social status, and workload are among the key factors that condition PHC doctors' dissatisfaction with their job<sup>29</sup>.

**Nylenna M et al (2005)** conducted a research on unhappy doctors? a longitudinal study of life and job satisfaction among Norwegian doctors 1994 – 2002. The objective of this study was to investigate a possible decline in professional and personal satisfaction among doctors by the turn of the century. Data was collected through questionnaire and compared the findings with answers to the same questions by (most of) the same doctors in 1994 and 2000. The result of the study showed that Norwegian doctors seem to have enjoyed an increasing level of life and job satisfaction rather than a decline over the last decade<sup>36</sup>.

**Sveinsdottir H et al (2006)** conducted a research on occupational stress, job satisfaction, and working environment among Icelandic nurses: A cross-sectional questionnaire

survey. The objective of this study was to explore what factors contribute to work-related stress among Icelandic nurses working within and outside the hospital environment. Data was collected using self administered questionnaire. The result of the study showed that the strenuous conditions of Icelandic nurses are felt more severely among hospital nurses than among nurses working outside hospital settings <sup>25</sup>.

**Unni Krogstad et al (2006)** conducted a research on predictors of job satisfaction among doctors, nurses and auxiliaries in Norwegian hospitals: relevance for micro unit culture. The objective of this study was to explore what domains of work are important for job satisfaction among doctors, nurses and auxiliaries and to discuss differences between professional groups in the perspective of micro team culture. Data was collected through questionnaire. The result of the study showed that only domain of work that significantly predicted high job satisfaction important for all groups was positive evaluation of local leadership <sup>64</sup>.

**Lu H et al (2007)** conducted a research on job satisfaction and its related factors: A questionnaire survey of hospital nurses in Mainland China. The objective of this study was to explore nurses' views and experience regarding different components of their working lives in Mainland China. Data was collected through questionnaire. The result of the study showed that more than half of nurses (53.7percent; n=275) were satisfied or very satisfied with their jobs and 15percent (n=77) felt moderate to extreme occupational stress. The majority of the sample reported a high level of organizational commitment (63.7percent; n=326) and professional commitment (85.9percent; n=440) and only 5.9percent (n=30) and 10.0percent (n=51), respectively reported role conflict and role ambiguity often or very often. Nurses with a diploma or associate degree reported greater professional commitment and a lower level of role conflict than those with a bachelor degree <sup>26</sup>.

**Bjork IT et al (2007)** conducted a research on job satisfaction in a Norwegian population of nurses: A questionnaire survey. The objective of this study was to explore the relationship between nurses' job satisfaction and participation in a clinical ladder program and to explore relationships between several variables and intent to stay. Data

was collected through questionnaire. The result of the study showed that interaction, followed by pay and autonomy were the most important job factors for Norwegian nurses. There was no significant difference in job satisfaction between participants and non-participants in a clinical ladder. Nurses intending to stay more than a year were significantly more satisfied in their job<sup>28</sup>.

**Mosadeghrad AM et al (2008)** conducted a research on a study of the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees. The objective of this study was to gain a better understanding of the relationships between job satisfaction and organizational commitment of employees, and their impact on turnover intention at Isfahan Hospitals, Isfahan, Iran, in 2005. Data were collected by the distribution of two questionnaires among 629 employees of these hospitals through a stratified random sampling method. The results indicate that hospital employees are moderately satisfied with their jobs and committed to their organization<sup>6</sup>.

**Sharaf E et al (2008)** conducted a research on physician job satisfaction in primary care. The objective of this study was to evaluate the level of job satisfaction among primary care physicians (PHCPs) in the ministry of health in Bahrain. Data were collected through self-administered questionnaire which consist of two parts: social and personal characteristic part, and job satisfaction survey part. The result of the study showed that 42percent PHCPs returned the completed questionnaire. PHCPs were found to be slightly satisfied<sup>22</sup>.

**Hussami MA (2008)** conducted a research on a study of nurses' job satisfaction: the relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. The objective of this study was to investigate the relationship of nurse's job satisfaction to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. Data were collected from four nursing homes from a total of 53 Medicare/Medicaid certified nursing homes located in Miami-Dade County. The results of this study showed that positive correlation between the dependent variable and the following independent variables. Of the five independent

variables, a multiple regression analysis indicated that organizational support was most strongly related to job satisfaction<sup>37</sup>.

**Mosadeghrad AM et al (2008)** conducted a research on a study of the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees. The objective of this study was to gain a better understanding of the relationships between job satisfaction and organizational commitment of employees, and their impact on turnover intention at Isfahan hospitals, Isfahan, Iran, in 2005. Data were collected by questionnaires among 629 employees of these hospitals. The results of this study showed that hospital employees are moderately satisfied with their jobs and committed to their organization. Employee's job satisfaction and organizational commitment were closely inter-related and correlated with turnover intention<sup>44</sup>.

**Konstantinos N et al (2008)** conducted a research on factors influencing stress and job satisfaction of nurses working in psychiatric units: A Research Review. An analysis done by review research studies to investigate variables which influence stress and job satisfaction of nurses working in mental health settings. The result of the study showed nurses' job satisfaction was found to be influenced primarily by psychological stress and the quality of clinical leadership<sup>48</sup>.

**Sridharan S et al (2008)** conducted a research on keys to job satisfaction of nursing officers in government hospitals. The objective was to assess the effect of selected variables on job satisfaction of nursing officers in Central and Provincial Ministry hospitals, using a conceptualized model. Data were collected from four Central Ministry hospitals and four Provincial Ministry hospitals with specialist medical care located in the Western Province. Sample consists of 85 female Nursing Officers from each category of hospitals. The results showed workload, professional support, training received, and working conditions as the main factors that influence job satisfaction among Nursing Officers. Of these, professional support influenced job satisfaction most, while this study revealed that opportunities for career development had no influence on their job satisfaction<sup>56</sup>.

**Sultana A et al (2009)** conducted a research on level of job satisfaction in doctors. The objective of this study was to assess and compare the level of job satisfaction in different medical specialties and to identify the areas needing improvement. Data was collected using questionnaire from Rawalpindi Medical College and teaching hospitals (Holy Family Hospital (HFH) Rawalpindi General Hospital (RGH) and District Head Quarters Hospital (DHQ) among doctors. The result of the study showed that majority of the doctors are satisfied with their jobs. However a significant number on the clinical side has reservations regarding income, working hours and system of promotion <sup>3</sup>.

**Mache S et al (2009)** conducted a research on physicians' working conditions and job satisfaction: does hospital ownership in Germany make a difference? The purpose of this study was to compare the respective working conditions and job satisfaction for physicians working at public hospitals with those working at nonprofit and for-profit private hospitals. The study was conducted as a cross-sectional survey using a standardized questionnaire to assess physicians' socio-demographic data, psychosocial working conditions and job satisfaction. The result of the study demonstrated that the type of ownership is a potential factor accounting for differences in working conditions. In contrast there was no significant variation in satisfaction levels between the three groups. However, based on the findings it is not possible to generally state that job demands are higher or job resources are better at nonprofit or for-profit hospitals <sup>60</sup>.

**Alkhalaf JH et al (2009)** conducted a research on Job satisfaction and stress level of primary health caregivers at primary health centers in Qatar. The objective of this study was assess the extent of job satisfaction and stress of primary health caregivers who offer their services in the primary health centres in Qatar. Data was collected through questionnaire. The result of the study showed that overall job satisfaction and stress were below the average levels and Qatari physicians were less satisfied with their salaries and the variety in their work. Occupational stress was more intensive in the Qatari health caregivers than their non-Qatari counterparts were <sup>30</sup>.

**Malliarou M et al (2009)** conducted a research on job satisfaction among nurses staff in military health care of Northern Greece. The objective of this study was to investigate nurses' job satisfaction in military hospitals of Northern Greece; identify the working conditions that affect their attitude towards the profession. Data was collected through questionnaire by using Warr-Cook-Wall job satisfaction scale. The result of the study showed that a majority of military nurses were satisfied with their job, they were experiencing a number of pressures at work <sup>38</sup>.

**Enezi NA et al (2009)** conducted a research on job satisfaction of nurses with multicultural backgrounds: a questionnaire survey in Kuwait. The objective of this study was to identify factors related to the job satisfaction of nurses and the effect of selected background characteristics (e.g., age, gender, nationality, educational qualification, marital status, monthly salary, experience in other countries, and years of experience) on the global satisfaction scale by using the McCloskey–Mueller Satisfaction Scale. Data were collected using a questionnaire. The result of the study showed that the Nurses were dissatisfied with two factors that are professional opportunities and extrinsic rewards <sup>49</sup>.

**Latif A (2010)** conducted a research on Relationship between organizational climate and nurses' job satisfaction in Bangladesh. This study was aimed to examine the relationship between organizational climate and nurses' job satisfaction within the context of the government hospitals in Bangladesh. Data were collected by using self-administered questionnaires from the random sample of 126 nurses at two Medical College hospitals. The results showed that nurses perceived a moderate level of organizational climate and job satisfaction. Therefore, health care policy makers and nurse administrators should give emphasis on creating and maintaining a positive encouraging organizational climate that will contribute in increasing the nurses' job satisfaction in Bangladesh <sup>2</sup>.

**Milt DG et al (2010)** conducted a research on nurse practitioners' job satisfaction and intent to leave current positions, the nursing profession, and the nurse practitioner role as a direct care provider. The objective of this study was to describe job satisfaction among a national nurse practitioner (NP) sample; to examine differences in NP job satisfaction based on their intent to leave current positions, the nursing profession, and the NP role as

a direct care provider; and to describe the relationship between job satisfaction and anticipated turnover. Data were collected by 254 NPs from the 2008 American Academy of NPs (AANPs) 23rd national conference. The results of this study showed that the NPs were satisfied with benefits, challenge, and autonomy. They were minimally satisfied with professional growth, intrapractice partnership, and collegiality. Twenty-seven percent of NPs indicated intent to leave current positions; a small percentage (5.5percent) indicated intent to leave the nursing profession and the NP role as a direct care provider (5.5percent) <sup>17</sup>.

**Alam MM et al (2010)** conducted a research on level of job satisfaction and intent to leave among Malaysian nurses. The objective of this study was to the level of perceived job satisfaction and intention to leave. Data were collected from 153 nurses working in public sector hospital in Perlis. The results of this study showed the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management polices and therefore exhibits a perceived lower level of their intention to leave the hospital and the job <sup>47</sup>.

**Hassanzadeh R et al (2010)** conducted a research on effect of management on job satisfaction of the staff and employees in hospitals. The objective was to examine the effect of management on job satisfaction of the staff and employees in hospitals. This study used a descriptive survey. Data were collected by 199 employees working in Imam Khomeini Hospital and Shahid Chamran Hospital in Brojerd. The results of this study showed that there was a significant relationship between the effective communication of managers and the job satisfaction of the staff and employees. There was also a significant relationship between employees awareness of all job aspects and their job satisfactions <sup>52</sup>.

**Yami A et al (2011)** conducted a research on job satisfaction and its determinants among health workers in Jimma university specialized hospital, Southwest Ethiopia. The objective of this study was to determine the job satisfaction of health professionals working in Jimma University specialized hospital and factors affecting their level of satisfaction. Data was collected using self administered questionnaire and focus group

discussion The result of the study showed that Job satisfaction of health professionals in Jimma University specialized hospital was found to be low. Responsible bodies should devise mechanisms to improve job satisfaction and retention of health professional so as to improve the healthcare services of the hospital <sup>5</sup>.

**Joyce CM et al (2011)** conducted a research on Australian doctors' satisfaction with their work: results from the MABEL longitudinal survey of doctors. The objective of this study was to compare the level and determinants of job satisfaction between four groups of Australian doctors: general practitioners, specialists, specialists-in-training, and hospital non-specialists. National cross-sectional questionnaire survey was done for data collection. The result of the study showed 85.7percent of doctors were moderately or very satisfied with their jobs <sup>9</sup>.

**Mohr DC et al (2011)** conducted a research on job characteristics and job satisfaction among physicians involved with research in the veterans health administration. The objective of this study was to examine whether physicians who are involved with research have greater job satisfaction and more positive job characteristics perceptions. Data was collected using questionnaire. The result of the study showed that involvement with research was associated with more favorable job characteristics and job satisfaction perceptions among physicians in VA <sup>18</sup>.

**Radman SA et al (2011)** conducted a research on factors affecting job satisfaction among doctors in Sana'a city, Yemen. The objective of this study was to determine the overall level and aspects of job satisfaction among doctors in Yemen. The Warr- Cook-Wall Scale was used to measure the overall satisfaction among doctors. The result of the study showed that majority of doctors (61percent) were dissatisfied with their job. Doctors were less satisfied with remuneration, salary given and physical working conditions <sup>54</sup>.

**Patil SB et al (2011)** conducted a research on assessment of job satisfaction and H R Practices: a case study for nursing staff. The purpose of this study is to assess the satisfaction level of nurses in private and government hospitals with their jobs and

working environment as well as to examine the effect of nurses 'demographic factors on it This study found that nurses in government hospital are more satisfied and committed to their hospital<sup>55</sup>.

**Yafe SA et al (2011)** conducted a research on assessing job satisfaction level of employees in a tertiary care hospital- a tool for talent retention. The objective of this study was to evaluate employee satisfaction and to identify the factors influencing job satisfaction. Data was collected using structured questionnaire with closed ended questions. The result of the study showed that 97 percent of employees are satisfied with their jobs, while only 3percent dissatisfied<sup>45</sup>.

**Ktharsha US et al (2011)** conducted a research on job stress and job satisfaction: an investigation of nursing personnel. The objective of this study was to examine job stress and its impact on job satisfaction among the nursing personnel in private hospitals. Data were collected from 210 nurses working in hospitals having more than 300 beds in Tiruchirappalli district. The results of this study revealed that some independent variables concerned with job stress, burnouts and job satisfaction are significant in explaining the level of overall job satisfaction of nursing personnel<sup>65</sup>.

**Khan AH et al (2012)** conducted a research on impact of job satisfaction on employee performance: an empirical study of autonomous Medical Institutions of Pakistan. The study was conducted to find out determinants of job satisfaction and impact of job satisfaction on the employee performance in the autonomous medical institutions of health department of Pakistan. It can be concluded from the study that facets of job satisfaction such as pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor, and nature of the work significantly affect the level of job satisfaction among autonomous medical institutions of Pakistan<sup>4</sup>.

**Meerza AA et al (2012)** conducted a research on comparison of sources and expressions of stress among hospital and primary health care physicians. The objective of this study

was to compare sources and expressions of stress among hospital and primary health care physicians. Data were collected using the Quick Stress Questionnaire (QSQ), in addition to sociodemographic and work characteristics of physicians. The result of the study showed that hospital physicians were significantly more exposed to sources of stress than primary health care physicians <sup>8</sup>.

**Rao TK et al (2012)** conducted a research on job satisfaction among nurses: a comparative study of nurses employed in government and private hospitals. This study was done to know the level of job satisfaction among nurses of government and private hospitals which is affected by many factors both intrinsic and extrinsic. The result of the study showed that the level of satisfaction is found to be more in case of government nurses as compared to the private nurses but at the same time there are certain factors on which private nurses are more satisfied <sup>46</sup>.

**Kuzey C (2012)** conducted a research on impact of health care employees' job satisfaction on organizational performance support vector machine approach. The objective of this study was search for key factors that contribute to job satisfaction among health care workers, and also to determine the impact of these underlying dimensions of employee satisfaction on organizational performance. Data was collected using self administered questionnaire. The result of the study showed that the determination of job satisfaction factors and their impact on organizational performance is very important in the health care system and management's attitude towards employees is the most significant dimension of job satisfaction<sup>10</sup>.

**Cortese CG (2012)** conducted a research on predictors of critical care nurse's intention to leave the unit, the hospital, and the nursing profession. The objective of this study was to determine the factors influencing critical care and intensive care nurse's intention to leave (ITL) the unit, the hospital, and the nursing profession. Data were collected by using questionnaires. The results of this study revealed a low job satisfaction (JS) for interaction with physicians and nurses, seniority  $\geq 20$  years, and working in Emergency are related to higher ITL the unit. Low JS for work organization policies, seniority  $\geq 11$

years, working in a private hospital, and higher educational level are related to higher levels of ITL the hospital. Low JS for professional status, for pay, and for work organization policies, age  $\geq 40$  years, part-time schedule are related to higher ITL the nursing profession <sup>15</sup>.

**Lorber M et al (2012)** conducted a research on Job satisfaction of nurses and identifying factors of job satisfaction in Slovenian Hospitals. The objective of this study was to determine the level of job satisfaction of nursing professionals in Slovenian hospitals and factors influencing job satisfaction in nursing. For data collection structured survey questionnaire was administered. The result of the study showed medium level of job satisfaction in both leaders and employees <sup>40</sup>.

**Kaplan M et al (2012)** conducted a research on the relationship between job satisfaction and organizational commitment: the case of hospital employees. The objective of this study was to determine the relationship between job satisfaction and organizational commitment (affective commitment, normative commitment and continuance commitment) in pay hospitals in Konya city, Turkey. Data were collected by using questionnaires. The results of this study revealed that job satisfaction was positively and significantly correlated with affective commitment. In addition, job satisfaction was positively related to normative commitment and it was found that job satisfaction had no effect on continuance commitment <sup>41</sup>.

**Almalki MJ et al (2012)** conducted a research on the relationship between quality of work life and turnover intention of primary health care nurses in Saudi Arabia. The objective of this study was to examine the relationship between quality of work life and turnover intention of primary health care nurses in Saudi Arabia. Data were collected using Brooks' survey of Quality of Nursing Work Life with the Anticipated Turnover Scale and demographic data questions. The result of the study showed that the respondents were dissatisfied with their work life, with almost 40percent indicating a turnover intention from their current primary health care centres. Turnover intention was significantly related to quality of work life <sup>43</sup>.

**Miryala RK et al (2012)** conducted a research on job satisfaction amongst doctors. The purpose of the study is to explore and present the factors influencing job satisfaction amongst doctors working in various government, corporate and private hospitals. Data was collected using questionnaire through physicians working in metropolitan cities, towns and rural places in government, corporate and own hospitals. The result of the study considered about six perspectives of job satisfaction: human resource practices; personal contentedness; work and delegation; human resources policies, pride and recreation facilities; and retirement benefits. From this the human resource practices factor has attracted high prominence, followed by the personal contentedness aspect <sup>50</sup>.

**Ravari A et al (2012)** conducted a research on job satisfaction as a multidimensional concept: a systematic review study. The objective of this study was to clarify dimensions of job satisfaction's concept based on a systematic review study. Data were collected by reviewing 38 articles which were published between 1986 and 2009 to clarify job satisfaction's concept. The results of this study revealed that both conceptually and operationally, job satisfaction was assumed to be influenced by personal and organizational dimensions <sup>51</sup>.

**Jayasuriya R et al (2012)** conducted a research on rural health workers and their work environment: the role of inter-personal factors on job satisfaction of nurses in rural Papua New Guinea. The objective of this study was to inter-personal, intra-personal and extra-personal factors that influence job satisfaction among rural primary care nurses in a Low and Middle Income country (LMIC), Papua New Guinea. Data were collected from 344 nurses by using self administered questionnaires. The results of this study showed that there was significant difference in the level of job satisfaction by age and years in the profession. Higher levels of overall job satisfaction and intrinsic satisfaction were seen in nurses employed by Church facilities compared to government facilities. Ownership of facility, work climate, supervisory support and community support predicted 35percent of the variation in job satisfaction. The factors contributing most were work climate (17percent) and supervisory support (10percent) <sup>53</sup>.

**Kvist T et al (2012)** conducted a research on the job satisfaction of Finnish nursing staff: the development of a job satisfaction scale and survey results. The objective of this study was to describe the development of the Kuopio University Hospital Job Satisfaction Scale (KUHJSS). Data were collected through the final version of KUHJSS which included 37 items. The results of this study showed that the staff reported relatively high job satisfaction. The greatest satisfaction was derived from motivating factors associated with the work; the least, from the job's demands. The KUHJSS proved to be a reliable and valid tool for measuring job satisfaction in hospital care <sup>61</sup>.

**Choong YO et al (2012)** conducted a research on job satisfaction of Malaysian nurses: A Causal Model. The objective of this study was to examine the antecedents of job satisfaction among nurses in the healthcare industry. An analysis was done by the previous literature review. The result of this study showed that there is a significant relationship of leadership style, psychological empowerment and job stress with job satisfaction and this will reduce the nurses' turnover intention <sup>66</sup>.

**Rita AA et al (2013)** conducted a research on the causes of stress and job satisfaction among nurses at Ridge and Pantang hospitals in Ghana. The objective of this study was to find out the main causes of stress among nurses in Ridge and Pantang Hospitals and the level of job satisfaction among them in both Hospitals. Data were collected by using the expanded nurses stress scale. The result of the study showed that causes of stress among nurses in Pantang and Ridge Hospitals are the same except workload which is higher in Ridge Hospital and there was a weak negative correlation between work stress and job satisfaction in the two Hospitals <sup>1</sup>.

**Barikani A (2013)** conducted a research on satisfaction and motivation of general physicians toward their career. The objective of this study was to determine the motivation and satisfaction of general physicians (GP) towards their career. Data were collected using a self-administered questionnaire. The result of the study showed that if biological motivators were important, but most of physicians have growth needs that must be noticed by decision makers <sup>7</sup>.

**Blaauw D et al (2013)** conducted a research on comparing the job satisfaction and intention to leave of different categories of health workers in Tanzania, Malawi, and South Africa. The objective of this study was to compare the job satisfaction and intention to leave of different categories of health workers in Tanzania, Malawi, and South Africa. This study used a cross-sectional survey. Data were collected from a stratified cluster sample of 2,220 health workers, 564 from Tanzania, 939 from Malawi, and 717 from South Africa. The results of this study showed the significant differences in job satisfaction and intention to leave between the three countries. Approximately 52.1percent of health workers in South Africa were satisfied with their jobs compared to 71percent from Malawi and 82.6percent from Tanzania. 18.8percent of health workers in Tanzania and 26.5percent in Malawi indicated that they were actively seeking employment elsewhere, compared to 41.4percent in South Africa <sup>21</sup>.

**French F (2013)** conducted a research on what influences the job satisfaction of staff and associate specialist hospital doctors? The objective of this study was to determine the determinants of job satisfaction for staff grades and associate specialists. Data were collected by using self-completion questionnaire by sending each doctor. The results of this study showed that doctors in both grades were least satisfied with their pay. They were more satisfied if they were treated as equal members of the clinical team, but less satisfied if their workload adversely affected the quality of patient care. With the exception of female associate specialists, respondents who wished to become a consultant were less satisfied with all aspects of their jobs. Associate specialists who worked more sessions also had lower job satisfaction <sup>23</sup>.

**Cominetti L (2013)** conducted a research on evaluation of staff's job satisfaction in the spinal cord unit in Italy. The objective of this study was to assess job satisfaction of Functional Rehabilitation Center (FRC) personnel, using organizational well-being and discomfort indicators. Data were collected by using questionnaires, interviews, shadowing. The results of this study showed by quantitative analysis on the self- filled questionnaires were integrated with results from qualitative analysis. All the health care

professionals operating in the field were involved. Positive aspects were the perception of carrying out a useful job, the feeling of personal fulfillment and the wish to engage new energies and resources. Problematic aspects included role conflict among staff categories and communication with managers<sup>35</sup>.

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