



UNIVERSITI PUTRA MALAYSIA

***CONTRIBUTION OF INTRINSIC AND EXTRINSIC MOTIVATION
FACTORS ON JOB SATISFACTION OF FOREIGN NURSES IN PUBLIC
HOSPITALS OF HAIL CITY, SAUDI ARABIA***

ALSABHAN TURKI FAHAD B

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By

ALSABHAN TURKI FAHAD B

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfilment of the Requirements for the Degree of
Master of Science**

July 2021

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

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July 2021

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High job satisfaction is vital to enhance nursing care, improve daily practice, increase productivity, and enable the delivery of high-quality healthcare, and to maintain a stable nursing work force. Saudi Arabia is very dependent on foreign nurses who comprise of 62% of the nurses who work in the public hospitals. However, the number of these nurses are decreasing from 41,431 in 2016 to 40,208 in 2017, which may be due to job satisfaction factor. The objective of this study is to determine the contribution of intrinsic and extrinsic motivation on job satisfaction of foreign nurses in public hospitals in Hail city, Saudi Arabia.

This was a cross-sectional study, conducted among foreign nurses who work in two public hospitals in Hail City, Saudi Arabia. Simple random sampling of 196 foreign nurses were done to select the respondents. Self-administrated questionnaires were distributed manually. The questionnaires consist of four section: section A captured the sociodemographic data, section B measured job satisfaction with extrinsic motivation factors, section C was measured job satisfaction with intrinsic motivation factors, while section D measured the overall job satisfaction level. Analysis was done using SPSS Version 25, which included descriptive analysis to determine the level of job satisfaction, Pearson's correlation to find the association between intrinsic and extrinsic factors with job satisfaction, and multiple regression for the predicting factors. The SPSS Macros, called PROCESS was used to test if the demographic characteristics moderate the relationship between motivation (intrinsic and extrinsic) and job satisfaction. The level of significance for this study was set up at alpha of 0.05.

The majority of foreign nurses (54.1%) in the public hospitals in Hail city, Saudi Arabia had a moderate job satisfaction level. There is a significant and positive relationship between three components of intrinsic motivation including autonomy ($r=0.518$,

$p < 0.010$), mastery ($r = 0.468$, $p < 0.001$) and purpose ($r = 0.350$, $p < 0.001$). Also, while there is significant and positive association between three components of extrinsic motivation of pay ($r = 0.446$, $p < 0.001$), promotion ($r = 0.445$, $p < 0.001$) and operating conditions ($r = 0.169$, $p = 0.018$) with job satisfaction. Of these, autonomy, purpose, mastery, promotion, fringe benefits and operating conditions have statistically significant relationship with the job satisfaction level. Age was able to moderate the relationship between mastery, purpose, pay, promotion, fringe benefits with job satisfaction positively. Similarly, education was able to moderate positively the relationship between purpose and promotion with job satisfaction, salary was able to moderate the relationship between pay with job satisfaction, work experience was able to moderate positively the relationship between pay and promotion with job satisfaction.

This study revealed that in public hospitals in Hail City, Saudi Arabia, level of job satisfaction was moderate among most of the foreign nurses. Autonomy, purpose, mastery, promotion, fringe benefits and operating conditions significantly predict the job satisfaction level. It is imperative that nursing managers, hospitals directors, and policy makers in Saudi Arabia apply these factors when considering programs to improve foreign nurses' job satisfaction.

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

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

**SUMBANGAN FAKTOR MOTIVASI INTRINSIK DAN EKSTRINSIK
TERHADAP KEPUASAN KERJA JURURAWAT ASING DI HOSPITAL
AWAM HAIL CITY, ARAB SAUDI**

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Kepuasan kerja yang tinggi adalah penting untuk meningkatkan penjagaan kejururawatan, meningkatkan amalan harian, meningkatkan produktiviti, dan membolehkan penyampaian penjagaan kesihatan berkualiti tinggi, dan mengekalkan tenaga kerja kejururawatan yang stabil. Arab Saudi sangat bergantung kepada jururawat asing yang terdiri daripada 62% jururawat yang bekerja di hospital awam. Walau bagaimanapun, bilangan jururawat ini menurun daripada 41,431 pada tahun 2016 kepada 40,208 pada tahun 2017, yang mungkin disebabkan oleh faktor kepuasan kerja. Objektif kajian ini adalah untuk menentukan sumbangan motivasi intrinsik dan ekstrinsik terhadap kepuasan kerja jururawat asing di hospital awam di bandar Hail, Arab Saudi.

Ini adalah kajian keratan rentas, yang dijalankan di kalangan jururawat asing yang bekerja di dua hospital awam di Hail City, Saudi Arabia. Persampelan rawak mudah 196 jururawat asing telah dilakukan untuk memilih responden. Soal selidik yang ditadbir sendiri diedarkan secara manual. Soal selidik terdiri daripada empat bahagian: seksyen A menangkap data sosiodemografi, bahagian B mengukur kepuasan kerja dengan faktor motivasi ekstrinsik, bahagian C diukur kepuasan kerja dengan faktor motivasi intrinsik, sementara bahagian D mengukur tahap kepuasan kerja keseluruhan. Analisis dilakukan menggunakan SPSS Versi 25, yang merangkumi analisis deskriptif untuk menentukan tahap kepuasan kerja, korelasi Pearson untuk mencari hubungan antara faktor intrinsik dan ekstrinsik dengan kepuasan kerja, dan regresi berganda untuk faktor ramalan. SPSS Macros, yang dipanggil PROCESS digunakan untuk menguji jika ciri-ciri demografi menyederhanakan hubungan antara motivasi (intrinsik dan ekstrinsik) dan kepuasan kerja. Tahap kepentingan untuk kajian ini telah ditetapkan pada alpha 0.05.

Majoriti jururawat asing (54.1%) di hospital awam di bandar Hail, Arab Saudi mempunyai tahap kepuasan kerja yang sederhana. Terdapat hubungan yang signifikan

dan positif antara tiga komponen motivasi intrinsik termasuk autonomi ($r = 0.518$, $p < 0.010$), penyeliaan ($r = 0.468$, $p < 0.001$) dan tujuan ($r = 0.350$, $p < 0.001$). Juga, walaupun terdapat perkaitan yang signifikan dan positif antara tiga komponen motivasi ekstrinsik gaji ($r = 0.446$, $p < 0.001$), promosi ($r = 0.445$, $p < 0.001$) dan keadaan operasi ($r = 0.169$, $p = 0.018$) dengan kepuasan pekerjaan. Daripada jumlah ini, autonomi, tujuan, penyeliaan, promosi, faedah pinggir dan keadaan operasi mempunyai hubungan yang signifikan secara statistik dengan tahap kepuasan kerja. Umur dapat memoderasi hubungan antara penguasaan, tujuan, gaji, promosi, faedah sampingan dengan kepuasan kerja secara positif. Begitu juga, pendidikan dapat memoderasi secara positif hubungan antara tujuan dan promosi dengan kepuasan kerja, gaji dapat memoderasi hubungan antara gaji dengan kepuasan kerja, pengalaman kerja dapat memoderasi secara positif hubungan antara gaji dan promosi dengan kepuasan kerja. Kajian ini mendedahkan bahawa di hospital awam di Hail City, Arab Saudi, tahap kepuasan kerja adalah sederhana di kalangan kebanyakan jururawat asing. Autonomi, tujuan, penguasaan, promosi, faedah pinggir dan keadaan operasi dengan ketara meramalkan tahap kepuasan kerja. Adalah penting bahawa pengurus kejururawatan, pengarah hospital, dan pembuat dasar di Arab Saudi menggunakan faktor-faktor ini apabila mempertimbangkan program untuk meningkatkan kepuasan kerja jururawat asing.

Kata kunci: kepuasan kerja, motivasi, jururawat, arab saudi, jururawat asing, hospital awam

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- the research conducted and the writing of this thesis was under our supervision;
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LIST OF ABBREVIATIONS

MOH	Ministry of Health in Saudi Arabia
GCC	Gulf Cooperation Council
UAE	United Arabs Emirates
USA	United States of America
SAR	Saudi Arabian Riyal
USD	United States Dollar



CHAPTER 1

INTRODUCTION

1.1 Background

In recent decades, job satisfaction has become a significant issue for healthcare organizations, especially for nurses (Almansour et al., 2020). Generally, job satisfaction is a very significant part of an employees' lifecycle and motivation to remain loyal with their jobs (Bathena, 2018). Employees with high satisfaction have a healthy psychological condition, show positive behaviors, enjoy their life, and can increasingly succeed in their work life and private life (Bathena, 2018). However, job satisfaction has been generally described as cognitive, emotional, and behavioral response to the job as an outcome of assessment of job attributes and job-related events (Kula & Guler, 2014).

According to McGlynn et al (2012), increasing the level of job satisfaction among employees impact all other staffs, and clients, and therefore the organizations' success (McGlynn et al., 2012). In addition, increased the job satisfaction level decreases the turnover rates and increases the stability among employees (Zhang et al., 2014). Therefore, high job satisfaction influences the work of the organization, positively, while low job satisfaction influences the work of the organization, negatively (McGlynn et al., 2012).

On the other hand, low job satisfaction among employees can be held responsible for reducing the quality-of-service delivery and increasing the turnover rate that influences the work-place negatively (Al-Ahmadi, 2002; Epstein, 2014; Choong et al., 2012).

Policymakers and hospital managers should frequently maintain the job satisfaction level among employees, especially those who provide healthcare services, in order to plan recruitment and staff retention strategies (Atallah et al., 2013; Zhang et al., 2014). In addition, high job satisfaction is very important in order to enhance nursing care and to increase their productivity (Haddad et al., 2020). Similarly, high job satisfaction among nursing workforce can be helpful in terms of high-quality healthcare services delivery (Haddad et al., 2020).

On contrary, low job satisfaction among nurses may lead to poor patient care outcomes that occurred because the low-quality healthcare service delivery, and can lead to higher length of the patients' stay in hospitals hence the costs of the treatment will increase (Choong et al., 2012). Also, low job satisfaction increases the turnover rate among nurses that create shortage of nursing workforce in hospitals (Choong et al., 2012). However, improving the level of the job satisfaction reduces the turnover rate, improve the nursing

care outcomes and the productivity (Epstein, 2014).

In general, job satisfaction depends upon several factors, which include job security, career growth, compensation and work life balance, salary, fringe benefits, achievement, autonomy, pay, communication, mastery, purpose, professionalism degree, operating conditions, promotion, supervision, positive affectivity, workplace flexibility, teamwork, environment and genetic factors (Herzberg, 2003; Pink, 2009, Al-Dossary et al., 2012; Mafini & Doldlo, 2014; Noblet et al., 2017). Among the recent factors, it can be obviously observed that there are intrinsic and extrinsic motivation factors.

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 (Deci & Rayn, 1985). Intrinsic motivation holds considerable significance being responsible to enhance the employees' satisfaction toward their jobs, as intrinsically motivated employees depict a higher degree of self-esteem and possess the ability to work in teams (Pink, 2009). Effective teamwork can increase the productivity of the organizations and the employees. Additionally, intrinsic motivation is considered to be positively related with job performance and attainment of personal goals for instance, in case employees are unable to bring a balance between work and personal life, they are least likely to be intrinsically motivated (Pink, 2009). Intrinsic motivation also reduces the need for individuals to be instructed or encouraged by others to perform the task effectively, as well as creating a spontaneous job satisfaction that lasts longer, compared to the case of extrinsic motivation where the level of job satisfaction entirely depends on extrinsic rewards (Hee & Kamaludin, 2016).

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 (Nemmaniwar & Deshpande, 2016; Salem, Baddar & AL-Mugatti, 2016). Extrinsic motivation is usually related to doing something for economic outcome (Deci & Rayn, 1985). Pay, promotion, supervision, fringe benefits, and operating conditions can be considered as the extrinsic motivation factors that increase the job satisfaction within among the employees (Olajide, 2020 & Muhawish et al., 2019). According to Mafini and Doldlo (2014), extrinsic motivation factors make the employees perceive that the management is cautious in giving respect and value to their efforts (Mafini & Doldlo, 2014).

Both intrinsic and extrinsic sources of motivation are significant to maintain the level of the job satisfaction among employees (Alshmemri, Shahwan-Akl & Maude, 2016). In terms of nursing workforce, lack of intrinsic motivation factors prohibits nurses from taking care of patients in the best possible manner (Hee & Kamaludin, 2016). On the other hand, low extrinsic motivation is observed to diminish the willingness of nurses to increase productivity in the work-place (McGlynn et al., 2012).

In recent years, due to the growth in the economy and the advancements in the infrastructure, the healthcare system in Saudi Arabia has developed (AlYami, Watson, 2014). As a developing country, the Saudi government has increased the number of healthcare organizations and spent more to improve the system of the healthcare and to monitor the quality of healthcare services (AlYami & Watson, 2014). The healthcare agencies in Saudi Arabia consist of public hospitals, the National Guard of Health Affairs, the Army Forces Medical Services, Saudi ARAMCO hospitals, the Security Forces Medical Services, the Royal Commission for Jubail and Yanbu Health Services, the Ministry of Higher Education hospitals, and private hospitals, most of which are under the responsibility of the ministry of health (MOH, 2017). Although nursing workforce is considered as the highest employee's number in the healthcare agencies in Saudi Arabia, the proportion of nurses; 48.7 per 10,000 population, is lower than other nations such as, Canada, the United States, and Japan (MOH, 2017; Azim & Islam, 2018).

In Saudi Arabia, foreign nurses are recruited from 40 different countries such as the Philippines, India, Pakistan, Indonesia, Bangladesh, and South Africa (Azim & Islam, 2018). About 62 per cent (40,208) of the nursing workforce in the Saudi public hospitals are foreigners (MOH, 2017). The high dependency on the foreign nurses had been blamed as the major reason of the nursing shortage in Saudi Arabia (Al-Ahmadi, 2009). However, the top three countries that Saudi Arabia recruited nurses from, are the Philippines, India, and Indonesia (Alghamdi & Urden, 2015). Globally, the migration of nurses has been increased due to the pursuit of better jobs and opportunities for increased financial income (Mafini & Dlodlo, 2014). In Saudi Arabia, foreign nurses are responsible of supporting their families financially, and work on contracts with the MOH (King, 2013). Therefore, financial benefits, especially among the nurses who come from poor countries such as India, the Philippines, and Pakistan, can be considered as the first point that they look for, when they search for a new job or migration (Mafini & Dlodlo, 2014).

In the most cities in Saudi Arabia, the proportion of the foreign nurses who work in the public hospitals reach 50 per cent (MOH, 2017). For instance, the proportion of foreign nurses in Riyadh, the capital city of Saudi Arabia, is nearly 50 per cent (MOH, 2017). Because of their large number and the fact that they work in most public hospitals, AlYami and Watson (2014) stated that there is a need to ensure that foreign nurses perform their jobs well and remain in their jobs (AlYami & Watson, 2014). A lack of job satisfaction among foreign nurses may lead to an increase in the turnover rate and a shortage of nursing workforce in the public hospitals in Saudi Arabia. Based on Saudi Ministry of Health yearly statistical report, 41,431 foreign nurses were working in the public hospitals in 2016, but in 2017, the number has decreased into 40,208 (MOH, 2017). Therefore, to develop new policies and provide enough support for foreign nurses and the opportunity for workforce improvement plans, Identifying the level of job satisfaction is very significant (Haddad et al., 2020). Moreover, identifying the level of job satisfaction can be useful and helpful to maintain nursing shortage in Saudi Arabia, and to assist foreign nurses to provide high quality of healthcare services (Haddad et al., 2020).

1.2 Problem statement

Saudi Arabia is heavily dependent on foreign nurses in both public and private hospitals (MOH, 2017). To be specific, 62 per cent (40,208) of the nurses in the public hospitals in Saudi Arabia are foreigners (MOH, 2017). Unfortunately, the healthcare system in Saudi Arabia is negatively impacted by high levels of turnover (Falatah & Salem, 2018). Based on the MOH yearly statistical report, since 2013, the proportion of the foreign nurses in the public hospitals in Saudi Arabia increases by nearly 2.8 per cent every year, but in 2017, due to the turnover of more than 1200 of the foreign nurses, the proportion has decreased by 3.1 per cent (MOH, 2017). According to Azim and Islam (2018), the high turnover rate leads to nursing shortage (Azim & Islam, 2018). With 48.7 per 10,000, nursing shortage in Saudi Arabia is higher than the United States, Scotland, the United Kingdom, Canada, Japan, and Germany (Azim & Islam, 2018). Nursing shortage among foreign nurses can be held responsible for decreasing the quality of healthcare service delivery (AlYami, Watson, 2014). Low quality of healthcare services delivery may negatively impact the nurses and patients' satisfaction towards their jobs and healthcare system. Moreover, extra costs will be paid to recruit more nurses.

Studies have shown that in general, local nurses in Saudi Arabia are not satisfied with their jobs (i.e., Muhawish et al., 2019; Aljohani., 2019). As none of these studies were carried out among foreign nurses exclusively, the job satisfaction level among foreign nurses is unknown at present, despite the fact that foreign nurses comprise of a large proportion of nurses working in Saudi Arabia.

Based on current published research, this study will be the first to be conducted on foreign nurses working in public hospitals in Hail city, Saudi Arabia. Also, this study will be the first to identify and explore the intrinsic and extrinsic motivation factors that influence the job satisfaction of the foreign nurses. Previous studies have explored the job satisfaction of Saudi and foreign nurses in both public and private hospitals (AlYami & Watson, 2014; Al-Dossary et al., 2014; Almalki et al, 2012; Al-Ahmadi, 2002; Al-Aameri, 2000; Al-Makhaita et al., 2014).

As it is a very significant part of foreign nurses' lifecycle and motivation to remain loyal and employed with a hospital, numerous studies have linked low level of job satisfaction with high levels of turnover and nursing shortage (Haddad et al., 2020; McGlynn et al., 2012; AlYami & Watson, 2014; Almalki et al, 2012; Al-Dossary et al., 2012).

Identifying the job satisfaction level among foreign nurses will assist the MOH in Saudi Arabia to take proper actions to increase the level of job satisfaction among foreign nurses and therefore ensure stability among them. By increasing the satisfaction level among foreign nurses, the rate of turnover will decrease, as well as the nursing shortage and therefore extra costs to recruit more nurses will be avoided. Additionally, the quality of healthcare service delivery will increase then nurses and patients' satisfaction will increase. Therefore, there is a need to determine the level of the job satisfaction among

the foreign nurses.

Two of the more recent factors found to be associated with job satisfaction are intrinsic and extrinsic motivation factors. It is significant to study intrinsic and extrinsic motivation factors because a worker with high intrinsic motivation level tends to have higher job satisfaction regardless of the level of extrinsic motivational factors. On the other hand, a worker with high extrinsic motivation level will also tend to have a high job satisfaction and intrinsic motivation level. At present, there are unknown studies on intrinsic and extrinsic motivation factors associated with foreign nurses in Saudi Arabia. If these factors are known, then the management of the hospitals where these nurses work can take the appropriate measures to increase these motivation factors hence the level of job satisfaction among the foreign nurses will be high. Therefore, there is a need to determine these factors among the foreign nurses.

Hail City was chosen as the site for study because it is the largest city in the mid-northern region of Saudi Arabia with 13 public hospitals, among which 2 are in Hail City. Although Hail City is smaller than the capital city Riyadh, the proportion of foreign nurses in Hail City is similar to Riyadh "50 per cent". In addition, the demographic and economic condition of Hail is similar to Riyadh and other cities in Saudi Arabia. Therefore, Hail City was chosen as the site for data collection and the findings should be applicable to all other cities across the country.

1.3 Research Questions

- 1.3.1 What is level of job satisfaction among the foreign nurses in public hospitals in Hail City, Saudi Arabia?
- 1.3.2 What is the relationship between intrinsic motivation and job satisfaction among the foreign nurses in public hospitals in Hail City, Saudi Arabia?
- 1.3.3 What is the relationship between extrinsic motivation and job satisfaction among the foreign nurses in public hospitals in Hail City, Saudi Arabia?
- 1.3.4 What intrinsic and extrinsic motivation factors contributed higher to the level of job satisfaction among the foreign nurses in public hospitals in Hail City, Saudi Arabia?
- 1.3.5 Which intrinsic and extrinsic motivation factors predict the level of job satisfaction among the foreign nurses in public hospitals in Hail City, Saudi Arabia?
- 1.3.6 Are the demographic characteristics (Age, gender, nationality, educational level, marital status, monthly salary, and overall experience) moderate the relationship between motivation (intrinsic and extrinsic) and job satisfaction among the foreign nurses in public hospitals in Hail City, Saudi Arabia?

1.4 Objectives

1.4.1 General Objectives

To determine the contribution of intrinsic and extrinsic motivation on job satisfaction of foreign nurses in public hospitals in Hail city, Saudi Arabia.

1.4.2 Specific objectives

1. To determine the demographic characteristics of the respondents (age, gender, nationality, level of education, marital status, monthly salary, and overall experience).
2. To determine the level of job satisfaction among foreign nurses in the public hospitals in Hail city, Saudi Arabia
3. To determine the association between the intrinsic motivation factors and job satisfaction among foreign nurses in the public hospitals in Hail city, Saudi Arabia
4. To determine the association between the extrinsic motivation factors and job satisfaction among foreign nurses in the public hospitals in Hail city, Saudi Arabia
5. To determine which Intrinsic and extrinsic motivation factors contributed higher to the level of job satisfaction among foreign nurses in the public hospitals in Hail city, Saudi Arabia
6. To determine which intrinsic and extrinsic motivation factors predict the level of job satisfaction among foreign nurses in the public hospitals in Hail city, Saudi Arabia
7. To investigate if the demographic characteristics (Age, gender, nationality, educational level, marital status, monthly salary, and overall experience) moderate the relationship between motivation (intrinsic and extrinsic) and job satisfaction among the foreign nurses in public hospitals in Hail City, Saudi Arabia

1.5 Study hypothesis

Study hypothesis 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

Study hypothesis 3: The demographic characteristics (age, gender, nationality, educational level, marital status, monthly salary, and overall experience) moderate the relationship between motivation (intrinsic and extrinsic) and job satisfaction

1.6 Significance of study

This study provides information on the level of job satisfaction among foreign nurses in the public hospitals at the city of Hail, Saudi Arabia. The study also determines which intrinsic and extrinsic motivation factors contribute higher to job satisfaction level, and the moderating effects of sociodemographic factors. The results of this study will assist the government and the MOH of Saudi Arabia to take proper actions to increase the level of job satisfaction, and to decrease the rate of turnover and the nursing shortage thus to ensure stability among foreign nurses. The results of this study also will determine which intrinsic and extrinsic motivation factors contributed higher to the foreign nurses' job satisfaction so that those factors can be addressed accordingly by the hospital administrators to ensure that foreign nurses are satisfied and motivated at their jobs.

1.7 Definition of terms Job satisfaction

The state of the pleasurable that results from individual's job (Locke, 1976, p. 1300).

Motivation

Provide something to drive individual to do something (Ruthankoon & Ogunlana, 2003, p. 333).

Autonomy

The feeling that individual's behavior is an outcome of voluntary desire to engage in that behavior (Pink, 2009).

Mastery

The desire to continually strive to be better at a skill, task, or behavior that matter to one personally (Pink, 2009).

Purpose

The feeling that individual's work is in service to a cause or objective larger than oneself (Pink, 2009).

Pay

The amount of money in return for service (Price & Muller, 1981).

Promotion

Chances of promotion, chances of advancement, opportunities for job development (Winter-Ebmer & Zweimüller, 1997).

Supervision

The formal supervision, by approved supervisors of a relationship-based education and training that is work-focused, and which manages, supports, and evaluates the work of colleagues (Milne, 2007).

Fringe benefits

Non-wage pay that include plans of pension, vacation payment, programs of sharing profit, health insurance coverage that given to employees (Dulk et al., 2012).

Operating conditions

The factors that impact the related factors of the organization and environment that related to the organization of production (Bakotić & Babić, 2013).

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