

## ORIGINAL ARTICLE

# Job Satisfaction and Motivations of Health Care Workers at Selected Hospitals in Al-Najaf Al-Ashraf City, Iraq

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## ABSTRACT

**Introduction:** Job satisfaction is the positive and negative feelings of the direction of the job provides the workers of the physical, psychological and social benefits compared to what this worker expects, which will have a significant impact on the level of work performance and productivity of work. This study aims to determine the level of job satisfaction of health workers and identify the type of constraints affecting the health workers and determining the importance of incentives that would raise the level of job satisfaction. **Methods:** A cross-sectional study conducted for the period from October 2017 to April 2018 in four general hospitals in Al- Najaf province. A number of 670 respondents were selected randomly. A self-administrated questionnaire in the Arabic Language was used to collect information after verifying its reliability. **Results:** This study found that 56.4% have a positive level of job satisfaction and the rest of the respondents believe that there are signs of constraints affecting health workers. On the other hand, there is a significant correlation between the age group and financial & moral support, there is a significant correlation between financial & moral support and job relationships, and between human resources and job relationships. **Conclusion:** there are more than half of the respondents were satisfied with their jobs and 56.1% of respondents were known about constraints affecting the health workers. Finally, 55.1% of respondents were familiar with the incentives that would raise the job satisfaction level.

**Keywords:** Job satisfaction, Motivations, Health workers, Al-Najaf Province

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## INTRODUCTION

Health workers represent the largest share of workers in health care services, the improvement of the quality of health care services and its availability is affected significantly by the health workers function. On the other hand, the effectiveness of health systems strengthening efforts is affected by health worker satisfaction that is a clear limitation (1). Worker motivation is one of the many factors which are considered very important in determining health worker performance, another means can say is the individual's degree of desire to exert and preserve an efforts to achieve the objectives of the organization (1, 2). The positive or negative evaluative judgments of people make about their jobs are conceptualized are called Job satisfaction (3). Satisfaction is defined as the appropriateness of a job and is a standard parameter along a continuum from

a positive situation to negative. Psychologists have recognized between overall job satisfaction in their strategy, as the opinion one has expressed about one's job as a whole and or side of satisfactions (4). Overall satisfaction is the estimation of manifestations of one job such as supervision, promotions, salaries, work assignments, or co-workers, for example, workers who are making up the Job Descriptive Index (5).

Many researchers around the world have concerned about the issues of job satisfaction because it is connected with the level of health services. For years, researchers have been studying factors that affecting the job satisfaction of health workers in health jobs by focusing on environmental factors of work and worker factors (6). Health workers are the biggest human resource elements in organizations of healthcare, and consequently, they have a crucial impact on the level and type of care and disease progression of the patient. Job performance is checking frequently in light of work attitudes like organizational commitment and job satisfaction (7). Attitudes of the health workers according to their jobs, and commitment of their organizations have been convincing to researchers because of their

influence on behavioral at work and the type of patient care (8). In Iraq, this study is considered the first one that is focused on the factors affecting giving health services in health organizations, this study included all health care staff. However, the other studies that were conducted focused on one health group are physicians. In Al-Kadhimiya Teaching Hospital, a cross-sectional study was carried out in 2013 this study was found that there was (12.5%) of medical doctors were satisfied with their work (9). In 2014, a cross-sectional study was conducted divided the study location into five geographical places (north, south, west, central and the capital city), this study found that the job satisfaction level was low (10). Although the previous studies had been conducted on the physicians who considered the best healthcare workers in the health field, the job satisfaction level was low. So, the job satisfaction level for the rest of the healthcare workers in the health field will be lower. As a result of this issue, the level of health services will be affected. The purpose of this study is to determine the level of job satisfaction of health workers and identify the type of constraints affecting the health workers and determining the importance of incentives that would raise the job satisfaction level.

## MATERIALS AND METHODS

### Study location

This study was carried out in four general teaching hospitals in Al-Najaf city, which are Al-Hakeem general hospital, Al-Zahra teaching hospital, Al-Furat Al-Awsat teaching hospital, and Al-Sadder teaching hospital. Al-Najaf province is one of the eighteen provinces in Iraq, In 2006 Al Najaf has a population of 1,425,723, which represent 3.9% of the total population in Iraq (11). A large number of health workers reach thousands of person have worked at those hospitals and these hospitals provide health care services for the population of 1,425,723 or more. These hospitals included specialist centers treatment and because of the geographical location, a large number of people attend to these hospitals. So, we need to know the level of job satisfaction of healthcare workers because of its impact on the level of health services. Therefore, the level of job satisfaction connected with the level of health care services. Al-Najaf province has only four big hospitals distribution around the province and there are a large number of health workers working there. Also, these hospitals submit health services for almost 80% of the total population.

### Study design and sample

The cross-sectional study design was carried out for the period from October 2017 to April 2018. A number of 670 person of medical and health staff was selected from four hospitals, 168 person from each one. This sample was selected randomly from four hospitals in the study place and who are meet the inclusion criteria of the sample. Health care workers are all workers who are

responsible for a treat the common medical problems and monitor overall health care needs for example physicians and nurse practitioners etc. The sample size was estimated according to a special formula from a previous study (12).

$$Z_1 - \frac{a}{2} = 1.96 \quad d = 0.10, \text{margin of error}$$

$$p = \text{proportion of sample}$$

$$n = \frac{(Z_1 - a/2)^2 p(1-p)}{d^2}$$

Sample size = 670 person, divided into four groups collecting from four hospitals.

### Inclusion and Exclusion criteria

The inclusion criteria includes Medical and health workers of four hospitals in Al-Najaf city during the period of study. They still in work for at least 3 years and they have no medical illnesses that can affect their job performance.

The exclusion criteria were persons who are working in other places during the period of study, those who have not three years working and have medical problems could affect their job performances.

### Data collection

A self-administrated questionnaire (a special form was prepared by the previous study) (12) translated to the Arabic language was used to collect information. This form of the questionnaire was used before in local study after translating it by translator then developed and pretest was done to constant its validity and reliability. This form of a questionnaire was displayed on a group of experts to develop it, the reliability and validity of this form according to Cronbach's alpha were  $\alpha$  0.7. The whole questionnaire has five sections. The first section consists of five items which included sociodemographic characteristics. The second section included 18 items about job satisfaction using the Likert scale. Section three included 26 items for financial and moral support (incentive) and the type of constraints. The fourth section included 11 items about the relevance of human resources to work and finally, the Fifth Section included 20 items about job relationships. Two of the respondents rejected to answer the questionnaire. Five -point Likert scales are used for rating the answers of workers for other items as score 5 for {strongly agree}, 4 for {agree}, and score of 3 for {neutral} for positive items, while for negative items as score 2 for {disagree}, 1 for {strongly disagree}. This sample was selected randomly (simple random sampling) from four hospitals in the study place and who are meet the inclusion criteria of the sample.

### Data Analysis

The data was analyzed using 25 version of SPSS software (The IBM Statistical Package for the Social Sciences). For descriptive data, the frequencies, percentages, mean and standard deviation, were calculated for selected numerical and categorical variables. T-test and Chi-

square tests were used to determine the difference between variables. Pearson correlation was used to determine the correlation between variables.

### Ethical approval and permission

The ethical permission to do this study was given by Al-Najaf Health Directorate\ Center of Training and Development of Staffs (ref: No.17376). Also, formal consent was taken from all respondents. In addition, the permission letter was granted from the Kufa Institute (ref: No. 6030).

## RESULTS

In this study, the number of respondents was 670 respondents. All of the participants answered the questionnaire, giving a response rate of 100%. All statistical analysis was done based on 670 respondents. The age range was 20-66 years with mean  $\pm$  sd. (32.1  $\pm$  9.6) year.

The findings of Table I reveals that most of the respondents were in the age group 20-29 years (384, 57.3%). As for the educational level, most of the respondents had a technical diploma (360, 53.7%) (Two years of study after academic). According to gender, the females were more than males (307, 54.2%). Finally. Most of the respondents were single (455, 67.9%). Also, this table shows that there is a statistically significant difference within groups for sociodemographic characteristics.

The findings of Table II reveals that 18 items about

**Table I: Describing of sociodemographic characteristics of respondents**

Items	No.	%	*P value
<b>Age group (years)</b>			0.001
20-29	384	57.3	
30-39	148	22.1	
40-49	87	13	
50-59	42	6.3	
$\leq$ 60	9	1.3	
<b>Educational Level</b>			0.001
Academic	201	30	
Technical diploma	360	53.7	
Bachelor	108	16.1	
High Diploma	1	0.1	
<b>Working period (years)</b>			0.001
$\geq$ 5	280	41.8	
6-11	156	23.3	
12-17	125	18.7	
18 $\leq$	109	16.3	
<b>Gender</b>			0.031
Male	263	45.8	
Female	307	54.2	
<b>Marital Status</b>			0.001
Single	455	67.9	
Married	205	30.6	
Divorced	5	0.7	
Widowed	5	0.7	

\*significant difference between means at P-value 0.05

**Table II: Job satisfaction scores according to answers of the respondents**

*Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Satisfaction with the difficulty of working with the many procedures and regulations	62 (9.3)	131 (19.6)	56 (8.4)	203 (30.3)	218 (32.5)
Your efforts to do good work rarely hit with governmental routine	35 (5.2)	116 (17.3)	67 (10.0)	247 (36.9)	205 (30.6)
Your satisfaction with the goal of the work	56 (8.4)	135 (20.1)	70 (10.4)	210 (31.3)	199 (35.1)
I like what I do at work	54 (8.1)	154 (22.9)	43 (6.4)	247 (36.9)	172 (25.7)
Your satisfaction with your knowledge of what is happening inside the hospital	33 (4.9)	129 (19.3)	51 (7.6)	296 (44.2)	161 (24.0)
How satisfied you are that you enjoy working in general	71 (10.6)	139 (20.7)	48 (7.2)	300 (44.8)	112 (16.7)
Your satisfaction with the relationships inside the hospital	60 (9)	124 (18.5)	72 (10.7)	313 (46.7)	101 (15.1)
Your satisfaction with how clear the hospital's goals are for you	96 (14.3)	139 (20.7)	42 (6.3)	301 (44.9)	92 (13.7)
I feel proud of doing this job	46 (6.9)	155 (23.1)	74 (11.0)	318 (47.5)	77 (11.5)
Your satisfaction with the clarity of determining your work	87 (13)	181 (27)	52 (7.8)	259 (38.6)	91 (13.6)
Are you satisfied with what you get from salaries and bonuses	78 (11.6)	211 (31.5)	77 (11.5)	240 (35.8)	64 (9.6)
How satisfied you are with the lack and spacing of the increase salaries and bonuses	83 (12.4)	228 (34.0)	66 (9.8)	215 (32.1)	78 (11.7)
How satisfied you are with the opportunities to increase your salary	96 (14.3)	227 (33.9)	60 (9)	200 (29.8)	87 (13)
Your satisfaction with the opportunities to promote your job	97 (14.5)	209 (31.2)	81 (12.1)	201 (30)	82 (12.2)
How satisfied you are with the opportunities to promote for those who work efficiently	69 (10.3)	201 (30)	48 (7.2)	202 (30.1)	150 (22.4)
Hospital staff have the same opportunities to advance work as anywhere else	98 (14.6)	200 (29.8)	67 (10)	200 (29.8)	105 (15.8)
How satisfied are you not getting some advantages in the hospital while you deserve it	83 (12.4)	216 (32.2)	60 (9)	217 (32.4)	94 (14)
You have a lot of works to do this job	88 (13.1)	194 (29)	70 (10.4)	233 (34.8)	85 (12.7)

\* Questions according to the standard form (12)

job satisfaction. The results were normally distributed, according to the mean of the overall score, the score of this scale divided into two levels (positive and negative). The positive score represents 56.4% of respondents' answers however, the negative score represents 43.6% of the total score. That means more than half of the respondents were satisfied with their jobs.

The findings of Table III reveal that 11 items about the relevance of human resources to work. The results were normally distributed, according to the mean score, the score of this scale divided into two levels (positive and negative). The positive score represents was 58.4% of respondent's answers, however, the negative score of represents was 41.6% of the total score. That means more than half of the respondents were known about the relevance of human resources to work and job satisfaction.

**Table III: The relevance of human resources to work according to answers of the respondents**

Questions	Yes	No	To some extent
Your boss does his job efficiently	70 (10.4)	200 (29.9)	400 (59.7)
Does your boss fair with you?	74 (11)	288 (43)	308 (46)
Does your boss's interested with feelings of their bosses	143 (21.3)	284 (42.4)	243 (36.3)
Have you satisfied with your boss	151 (22.5)	297 (44.3)	222 (33.1)
Have you satisfied with the advantages that you are gotten	142 (21.2)	321 (47.9)	207 (30.9)
Are the advantages that you are gotten good	138 (20.6)	335 (50)	197 (29.4)
Are the total of advantages that you are gotten fair	156 (23.3)	270 (40.3)	244 (36.4)
Did you get a good estimate when you did a good job	141 (21)	278 (41.5)	251 (37.5)
Are you satisfied with the appreciation you get when you do your normal job	166 (24.8)	270 (40.3)	234 (34.9)
Are you satisfied with the rewards for those who work here the hospital	174 (26)	276 (41.2)	220 (32.8)
Are you satisfied with the way your efforts are rewarded in the work	177 (26.4)	265 (39.6)	228 (34)

The findings of Table IV reveal that 26 items about financial and moral support (incentive). The results were normally distributed, according to the mean score, the score of this scale divided into two levels (positive and negative). The positive score of represents was 55.1% of respondent's answers however, the negative score of represents was 44.9% of the total score. That means more than half of the respondents were known about the financial and moral support (incentive) and job satisfaction.

The findings of Table V reveal that 20 items about job relationships. The results were normally distributed, according to the mean score, the score of this scale

**Table IV: Represents the financial and moral support scores of the respondents**

Questions*	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Are you satisfied with the salaries and rewards you get	80 (11.9)	104 (15.5)	63 (9.4)	200 (29.9)	223 (33.3)
You are satisfied with the lack and spacing of the increase in salaries and bonuses	111 (16.6)	118 (16.1)	51 (7.6)	201 (30)	189 (28.2)
You are satisfied with your salary and the appreciation of the hospital where you work	96 (14.3)	108 (16.1)	66 (9.9)	239 (35.7)	161 (24)
You are satisfied with the opportunities available to you to increase your salary	74 (11.1)	138 (20.6)	33 (4.9)	272 (40.6)	153 (22.8)
You are satisfied with the opportunities to be promoted in your job	85 (12.7)	134 (20)	45 (6.7)	251 (37.5)	155 (23.1)
Are you satisfied with the opportunities to promote for those who do their job efficiently	72 (10.7)	160 (23.9)	75 (11.2)	262 (39.1)	101 (15.1)
Workers in the hospital have the same opportunity to advance in work as anywhere else	49 (7.3)	146 (21.8)	54 (8.1)	226 (33.7)	195 (29.1)
Are you satisfied with not having some privileges in the hospital while you deserve them	67 (10)	180 (26.8)	81 (12.1)	176 (26.3)	166 (24.8)
Are you satisfied with the opportunities to be promoted in the hospital	30 (4.5)	200 (29.9)	63 (9.4)	234 (34.9)	143 (21.3)
Your boss in the job does his job efficiently	77 (11.5)	233 (34.8)	51 (7.6)	180 (26.9)	129 (19.2)
Are you satisfied with your boss's justice with you	79 (11.8)	200 (29.9)	41 (6.1)	206 (30.7)	144 (21.5)
Satisfied with your boss's interest in the feelings of his subordinates	75 (11.2)	190 (28.4)	73 (10.9)	180 (26.9)	152 (22.6)
Are you satisfied with your bosses	60 (8.9)	190 (28.4)	60 (8.9)	200 (29.9)	160 (23.9)
Are you satisfied with the features you get	87 (13)	141 (21.1)	59 (8.8)	242 (36.1)	141 (21)
The benefits that you get at work are good	96 (14.3)	105 (15.7)	35 (5.2)	300 (44.8)	134 (20)
The level of benefits that you get at other workplaces are good	78 (11.6)	138 (20.6)	85 (12.7)	244 (36.4)	125 (18.7)
The sum of the benefits you receive is fair	91 (13.6)	134 (20)	72 (10.7)	249 (37.2)	124 (18.5)
When I do excellent work, I get an appropriate rating	63 (9.4)	162 (24.2)	49 (7.3)	216 (32.2)	180 (26.9)
Are you satisfied with the appreciation you get when you do your normal job	61 (9.1)	139 (20.7)	67 (10)	241 (36)	162 (24.2)
Your satisfaction with the rewards for those who work here in this hospital	60 (8.9)	121 (18.1)	30 (4.5)	325 (48.5)	134 (20)
Your satisfaction with the way you reward your efforts at work	52 (7.8)	140 (20.9)	77 (11.5)	330 (49.2)	71 (10.6)
Your satisfaction with the efficiency of your employees	35 (5.2)	158 (23.6)	79 (11.8)	290 (43.3)	108 (16.1)
I enjoy working with my co-workers	41 (6.1)	152 (22.7)	75 (11.2)	303 (45.2)	99 (14.8)
Your opinion about quarrels and quarrels at work	49 (7.3)	223 (33.3)	60 (8.9)	235 (35.1)	103 (15.4)
Your efforts to do good work rarely collide with government routines	49 (7.3)	251 (37.5)	87 (12.9)	162 (24.2)	121 (18.1)
When I do excellent work and get privileges, I enjoy working	68 (10.1)	191 (28.5)	96 (14.3)	190 (28.4)	125 (18.7)

\* Questions according to the questionnaire form (12).

**Table V: Job relationships scores according to answers of the respondents**

Questions	Yes	No	To some extent
My relationship with my boss contributes to increasing my degree of satisfaction	128 (19.1)	206 (30.7)	336 (50.1)
My relationship with my colleagues increases my satisfaction	142 (21.2)	247 (36.9)	281 (41.9)
My boss constantly strives to keep me informed of developments in the field of work	158 (23.6)	333 (49.7)	179 (26.7)
My direct boss relationship helps me to carry workloads	165 (24.6)	345 (51.5)	160 (23.9)
My relationship with my co-workers leads to carry workloads	212 (31.6)	295 (44)	163 (24.3)
My boss has a lot of work experience	178 (26.6)	252 (37.6)	240 (35.8)
My boss allows me to participate in business decision making	140 (21.5)	279 (42.8)	233 (35.7)
I find a response from my boss when I offer him a job proposal	156 (23.3)	299 (44.6)	215 (32.1)
My boss often delegates some of the powers	154 (23)	351 (52.4)	165 (24.6)
The boss implements the regulations with sufficient flexibility	163 (24.3)	336 (50.1)	171 (25.5)
My superior takes into account the capabilities of subordinates when distributing responsibilities	192 (28.7)	315 (47)	163 (24.3)
The boss encourage co-workers participation to provide a friendly atmosphere between them	176 (26.3)	317 (47.3)	177 (26.4)
The nature and content of the job increases my degree of satisfaction	184 (27.5)	292 (43.6)	194 (29)
There will be cooperation and harmony between the working groups	198 (29.6)	275 (41)	197 (29.4)
There will be regular meetings between managers and employees to exchange views on the work	179 (26.7)	296 (44.2)	195 (29.1)
There will be a case of fairness and objectivity in the annual performance	166 (24.8)	315 (47)	189 (28.2)
Helping colleagues and exchanging business increases job satisfaction	167 (24.9)	295 (44)	208 (31)
The employee is free to express his opinion on the job	189 (28.2)	306 (45.7)	175 (26.1)
I enjoy independence in doing my job without pressure	203 (30.3)	290 (43.3)	177 (26.4)
The president maintains a fixed distance in the relationship between the workers	175 (26.1)	293 (43.7)	202 (30.1)

divided into two levels (positive and negative). The positive score of represents was 52.8% of respondent's answers, however, the negative score of represents was 47.2% of the total score. That means more than half of the respondents were known about the importance of job relationships to increase job satisfaction.

The findings of table VI reveal that 5 items about job motivations that affecting health worker. The results were normally distributed, according to the mean score, the score of this scale divided into two levels (positive and negative). The positive score of represents was 60.3% of respondent's answers however, the negative score of represents was 39.7 % of the total score. That means more than half of the respondents were known about the importance of job motivations to increase job satisfaction.

**Table VI Job motivation scores according to answers of the respondents and the type of constraints affecting health workers**

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Your boss willing to listen to your opinions and suggestions	96 (14.3)	110 (16.4)	63 (9.4)	221 (33)	180 (26.9)
The method of promotion at work is fair and equitable	77 (11.5)	229 (34.2)	51 (7.6)	155 (23.1)	158 (23.6)
The monthly salary is appropriate for your qualifications, experiences and the nature of your work	60 (9)	183 (27.3)	66 (9.9)	204 (30.4)	157 (23.4)
How to calculate and exchange rewards and incentives	78 (11.6)	148 (22.1)	33 (4.9)	281 (42)	130 (19.4)
Senior management interested in solving your job problems	63 (9.4)	139 (20.7)	45 (6.7)	251 (37.5)	172 (25.7)
Types of constraints affecting	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Hierarchical decision making	91 (13.6)	152 (22.7)	75 (11.2)	260 (38.8)	92 (13.7)
Bureaucracy	46 (6.9)	182 (27.1)	60 (9)	305 (45.5)	77 (11.5)
Organizational constraints	87 (13)	193 (28.8)	87 (13)	212 (31.6)	91 (13.6)
Lack of funding	78 (11.6)	221 (33)	96 (14.3)	204 (30.5)	71 (10.6)
Lack of resources	69 (10.3)	210 (31.3)	78 (11.6)	190 (28.4)	123 (18.4)

Besides, it included 5 items about the type of constraints. According to the mean score, the score of this scale divided into two levels (positive and negative). The positive score represents 56.1% of respondent's answers however, the negative score represents 43.9% of the total score.

That means more than half of the respondents were known about the constraints affecting job satisfaction. These constraints are opportunities to advance in your job, opportunities exist to promote those who do their job efficiently, workers in the hospital or health center have the same opportunity to advance in work as anywhere, finally, not having some privileges in the hospital while you deserve it.

The relations between job satisfaction and other variables are complicated. Some of these variables such as age group, financial & moral support, human resources, and job relationships have contributions and affecting the workers toward their jobs. These relationships are clear in table VII.

## DISCUSSION

The findings of this study reveal that the majority of cases were in ages 20-29 years (57.3%). As for the educational, most of the respondents had a technical diploma (53.7%). According to gender, the female was more than male (54.2%). Finally. Most of the respondents were single (67.9%). On the other hand, the correlation between age and job satisfaction in this study was significant. In the Arabic situation, Alshmemri in his study in 2014 in Saudi Arabia found that statistically there was no significant correlation between age, work

**Table VII: Represents the levels of response towards the study axes and Correlation between dependent and independent variables**

Items	Negative	Positive
Job satisfaction	292 (43.6)	378 (56.4)
Financial & moral support	301 (44.9)	369 (55.1)
Relevance of human resources to work	279 (41.6)	391 (58.4)
Job relationships	316 (47.2)	354 (52.8)
Job motivation	266 (39.7)	404 (60.3)
Type of constraints affecting health workers	294 (43.9)	376 (56.1)

	Job satisfaction	Age Group	Financial & moral support	Human resources	Job relationships	Job motivation	Constraints affecting health workers
Job satisfaction	1						
Age Group	0.000**	1					
Financial & moral support	0.000**	0.003**	1				
Human resources	0.000**	0.249	0.000**	1			
Job relationships	0.000**	0.543	0.000**	0.000**	1		
Job motivation	0.781	0.709	0.314	0.743	0.497	1	
Constraints affecting health workers	0.536	0.584	0.837	0.740	0.875	0.000**	1

\*\* Correlation at significant 0.01

experience, and job satisfaction (13). This difference may be related to that the Saudi community different than Iraqi or there are economic differences between these two countries. This situation may be an influence on the health services level add to that the healthcare workers in Saudi Arabia most of them are foreign, not national. However, the studies that had been conducted in the US failed to display a specified influence for the age and years of experience (14, 16), In Canada, the studies that were conducted had supported that there was a positive relationship between job satisfaction with age (17-19). The difference in the construction of American society, the laws and the type of health system in the hospitals or the type of health insurance that be available for people there, all these factors affect the results of those studies. According to job satisfaction, depending on the mean score, the positive score represents 56.4% of respondent's answers however, the negative score represents 43.6% of the total score. This result might be related to there is good financial and moral support in this job (55.1%) of respondents had a positive perception. This result don't different than another result in other countries. In the Middle East, a number of researches have conducted in this region. In general, researches have revealed that the health workers there were moderately satisfied, however, there was variation in satisfaction levels between nurses that working in private than in general hospital and with factors that relate to the satisfaction and dissatisfaction compatible with other studies that conducted globally (20-22). However, the Majority of British respondents have had positive levels of satisfaction, at this study had been highlighted the same factors as both of the United States and Canadian studies. Price studied the job satisfaction of health workers using a quantitative study design. His results showed that 58% of the participants were generally satisfied (23).

This study also elucidated that the relation between job satisfaction and financial and moral supportive factor was significant (0.001). As for financial and moral support scores, this result has found that there is a positive score represent 55.1% of respondent's answers, however, the negative score represents 44.9% of the total score. In Saudi Arabia, one study found the opposite result, the result was not a significant relationship between job satisfaction and financial and moral motivations (13). This result confirmed by many studies that were conducted in different places in Africa and sub-Saharan Africa that conducted on health workers confirmed the serious relationship between job satisfaction and significant factors such as financial supportive (12-15).

According to the relevance of human resources to work, this study found that the positive scores represent 58.4% of respondent's answers however, the negative scores represent 41.6% of total scores. It's also demonstrated that there is a crucial correlation between the satisfaction of the job and the relevance of human resources to work. On the other hand, human resources to work have a significant correlation between financial & moral support. One study was conducted in the British have had proved that several human resources practices increase the worker's overall job satisfaction and satisfaction with the pay (24). This vital result has confirmed by many studies, these studies have proved that motivate workers and generate higher labor productivity have affected by certain human resource management practices, such as maximum discretion and independence in the workplace, working in teams, and various employee involvement and pay schemes (25, 26).

As for job relationships, this study demonstrated that the positive score represents 52.8% of respondent's answers

however, the negative score represents 47.2% of the total score. It's also found that there is a significant correlation between these two items (0.001). This result comes similar to many studies, one of these important studies was done at the University of Minnesota in 1940 by Nahm which is considered one of the first studies in the literature relating to nursing job satisfaction. This study submitted an important fact, this fact is job satisfaction is determined by interest in work, promotional opportunities, income, family and social relationships, and supervisory relations (27). After this study, several studies about job satisfaction have been conducted in around the world, from these studies are the United States (14, 28), Canada (17, 18), England (23), Australia and New Zealand (29, 30), Korea and China (31, 32), Pakistan (33), Kuwait (20) and Jordan (21). All these studies sought to determine and discover the variables that could affect job satisfaction globally. They have been demonstrated vigorous similarities in their findings, regardless of where they were carried out.

The finding of this study shows that there is no correlation between the relevance of human resources to work and job motivation (0.743). Delery & Shaw in their review study found the result a little different from our result, they found that providing support for motivation is a possible mediator between human resources practices systems and firm performance (34). However, this study found that the positive score represents answers about job motivation is 60.3% and the negative score represent 39.7 % of the total score. On the other hand, there is no significant correlation between job motivation and other variables in this study except with the type of constraints affecting health workers, this result may be different from what found by other researchers. We found that this result is important and has to be taking into consideration. In addition, the findings of this study about the type of constraints affecting health workers reveal that the positive score represents 56.1% of respondent's answers, however, the negative score represents 43.9% of the total score.

## CONCLUSION

This study found that more than half of the respondents were satisfied with their jobs, 56.1% of respondents knew about constraints affecting the health workers and 55.1% of respondents were familiar with the incentives that would raise the job satisfaction level.

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