

Job Involvement, And Career Retention Rate among Nursing Personnel in Saudi Arabia

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Abstract

A. Background: Nursing shortage is a critical problem in Saudi Arabia that could negatively affect the quality of care provided to the patients. However, the nursing shortage is continuing to grow with increased demand for nursing staff and an increased turnover rate. So, hospitals that provide a professional nursing involvement have been successful in attracting and retaining professional nurses. Investigate the relationship between job involvement and career retention rate could have a positive effect on minimizing nursing shortage and the declining turnover rate, which provides insight into the improvement of the quality of care provided to the patient.

B. Methodology: A descriptive correlational design was used in this study. The selected settings were the University hospital and Ministry of Health Hospital. Aquota sampling technique was used to select the sample from the selected hospitals. The job Analysis and Retention Study (JARS) questionnaire was used in this study.

C. Results: The major study findings indicate a positive attitude feeling about nurses' jobs and increasing the rate of intention to stay. The nurse's age can influence intent to stay in her nursing position. Older nurses are more likely to remain in their jobs until retirement. Conversely, younger nurses seeking a variety of experiences may decide to leave their jobs or even leave the profession. The level of education is another important variable in nurses' intention to stay. Nurses with more education were better able to actualize their professional roles, had more autonomy at work, and, therefore, were more likely to stay. Regarding years of experience has been linked to nurses' decisions to stay in their jobs. The likelihood of leaving one's nursing position is highest in the first year of employment. The study recommends increasing the nurses' level of intent to stay in their career, and nurse managers should develop an effective retention plan that helps to keep their staff either new or experienced nurses; retention is much more effective when you put the right person into the right job

Keywords: Job involvement, Career Retention, Nursing.

I. INTRODUCTION

According to Ho (1), Saleh and Hosek (1976) formulated four definitions for job involvement. Namely, "the job is of critical importance in personal life, "the individual will

be actively involved in his/her own job", "the individual will recognize the influence of personal performance on self-esteem", and "the congruence between work performance and self-concept ".In addition, Saleh and Hosek (1976) suggested that the employee will be involved in his/her work when all the four definitions are fulfilled (1-2).

Expectancy theory is a cognitive process theory of motivation that is dependent on the idea that individuals believe there are associations between the effort they put into their job, the performance they accomplish from that effort, and the rewards they obtain from their effort and performance (3). Expectancy theory associates effort, performance, and rewards. Organizations can increase the expectancy level by train their employees and improve their skills (4). Moreover, expectancy theory recommended that managers should motivate employees through the appropriate use of personal expectancy. As a result, an employee's job involvement is determined by his/her expectancy level, which results in inducement for action. So, when the expectancy level is higher than the incentives provided by the organization, job involvement will decrease. On the other hand, when the expectancy level is lower than the incentives provided by the organization, job involvement will increase (1).

Employees with high job involvement feel positive about their assigned job, and they will become more motivated to do their best in order to achieve the organizational objectives (5). When employees get involved and are well oriented with the job design, they become highly motivated to take an active part in the achievement of organizational objectives, and therefore the employee's performance will increase, which affects the outcomes positively (5).

Khan et al. (6) studied the relationship between job involvement and organizational commitment, and the result showed that job involvement is positively related to organizational commitment. Rotenberry and Moberg (7) assessed the impact of job involvement on performance, and the result revealed a significant positive relationship between employee's reported job involvement scores and supervisor ratings of their in-role performance. Rizwan, Khan, and Saboor (8) studied the relationship between job involvement and the performance of the employees. They concluded that it is needed to consider the attitude of the

employees to reach the level of involvement that improves the performance.

In the investigation of the relationship between work values and job involvement, Teng (9) conducted a study to examine the relationship between work values and job involvement among employees working in packaging industries in Penang. The result showed a significant positive relationship between intrinsic work values and job involvement.

Furthermore, Ho et al. (10) investigated the relationship between work values, job involvement, and organizational commitment in a sample of 1047 Taiwanese nurses. Results showed that work values were positively related to job involvement and organizational commitment, and job involvement is positively related to organizational commitment. Additionally, Morrow and McElroy (11) point out that work values are the key to job involvement and other emotional reactions and uncovered direct evidence that work values are positively related to job involvement in the workforce.

Chughtai (12) examined the effect of job involvement on the self-report measures of in-role job performance and organizational citizenship behavior. The results of this study revealed that job involvement was positively associated with both in-role job performance. In addition to this, it was found that organizational commitment partially mediated the relationship between job involvement and job performance.

Chen and Chiu (13) examined the role of job involvement as a mediator in the relationship between job characteristics (skill variety, task identity, task significance, autonomy, and feedback) and organizational citizenship behavior. The study was conducted in Taiwan. Employees from seven companies were selected randomly. The result showed that task identity, task significance, and autonomy had a significant positive effect on organizational citizenship behavior through the mediation of job involvement.

Employee retention can be defined as the ability of the organization to retain its staff and decrease turnover by using different strategies (14).

The nursing literature on retention indicates that several factors affect the retention of nurses, namely, work environment, job dissatisfaction; job-related stress; personal commitments; career opportunities, and lack of recognition of professional status (15-16). In a review of the nursing literature on turnover, Hayes et al. (83) reported that job satisfaction and intent to stay were consistently found to affect nurse retention.

Also, Buffington et al. (17) examined the factors affecting registered nurses' retention. The result showed no significant relation with age and years of experience, while there were significant differences between inpatient and ambulatory nurse responses, including job satisfaction. However, the majority of nurses reported a lack of support and recognition from their managers. Improving working

conditions that positively affect job satisfaction and organizational commitment is important to retain new nurses. Kovner et al. found that nurses with high job satisfaction were likely to stay in their jobs (18).

In Jordan, Al-Momani, (19) conducted a study to review improving nurse retention in Jordanian Public Hospitals. The sample was nurses who are working in Princess Bassma Teaching Hospital. The result revealed that the most 10 major factors influencing the respondents' intention to leave their positions are: salary, workload, motivation system, job description, nurses' welfare, growth opportunities, autonomy in decision-making, caring environment, perception of fair leadership, and recognition for work done.

Katrinli et al. (2009) concluded that nurse managers could increase their understanding of the effects of their behaviors towards their staff, improve their staff performance through improving their job involvement and organizational Identification (20).

A cross-sectional descriptive study was conducted by De Milt, Fitzpatrick, & McNulty (2009) to describe job satisfaction among a national nurse practitioner and to describe the relationship between job satisfaction and expected turnover. The result revealed that nurse practitioners were satisfied with benefits, challenges, and autonomy.

Twenty-seven percent of nurse practitioners showed intention to leave current positions, while 5.5% showed intention to leave the nursing profession. Moreover, a negative correlation between job satisfaction and anticipated turnover was found (21).

More recently, Lai et al. (2008) conducted a study to investigate the factors that lead intensive care unit nurses to leave their jobs. They used a cross-sectional design with a sample size of 130 nurses. One of their results showed that nurses who intended to leave their jobs reported being less satisfied than others (22).

Shacklock and Brunetto (2011) examined the factors that influence the intention of nurses working in Australia to remain in their job. The result revealed that work-family conflict, perceptions of autonomy, attachment to work, the importance of working to the individual, supervisor-subordinate relationship, and interpersonal relationships at work were the significant factors that influence the intention of nurses to stay in their job (23).

In Saudi Arabia, Abualrub and Al Ghamdi (2012) examined the effect of leadership styles of nurse managers in 5 public hospitals in the Western Region of Saudi Arabia. They found that Saudi nurses were more satisfied and intended to stay in their jobs when transformational leadership styles are demonstrated by their managers (24).

The nurse's age can affect the intention to remain or to leave his or her job. Older nurses have high job satisfaction and are more likely to stay in their jobs until retirement than younger nurses (10). According to Zurn,

Dolea, and Stilwell (2005), Murray's study on Dublin Maternity Hospital showed that more than 70% of those leaving nursing were aged between 26 and 35 years (25). According to Zurn, Dolea, and Stilwell (2005), more educated nurses tend to consider another job more than less educated nurses. In addition, sex had a non-significant relationship with employee turnover (25).

Investigate the relationship between job involvement and career retention rate can provide information that is important to nursing education, practice, and administration. Nursing education can assist in developing and researching strategies to attract and also retain nurses because when there is poor retention in a facility, Understaffed will occur, nurses are not able to give each patient the time and attention that they deserve. Studies have shown that understaffing has led to negative outcomes for patients. The educations of nurses suffer due to the lack of experienced nurses to mentor new nurses (27). The aim of this study is to examine the relationship between job involvement and career retention rate among nursing personnel in Saudi Arabia. Accordingly, the hypotheses posited for this study are H 1: Job involvement will be significantly associated with career retention rate. H2: Positive career retention rate will be significantly associated with job involvement

II. METHODOLOGY

A. RESEARCH DESIGN

A cross-sectional descriptive correlational design with a self-reporting questionnaire was used in this study.

B. SETTING

the study was conducted in University hospital (UH) and Ministry of Health (MOH) hospital. They were selected for this research study based on their bed capacities and a large number of staff nurses. UH with a capacity of 895 beds. On the other hand, MOH Hospital with a 612-bed capacity.

C. SAMPLING:

To structure the sample plan of this study, 2 stages were implemented. The first stage targeted determining the number of the subjects from each hospital, while the second stage was to determine the number of subjects to be involved. For determining the number of subjects to be included in the study from each hospital, a proportional stratified sample (40% of the accessible population) was decided to be included from each hospital. A quota sampling technique was decided to be used to determine the number of subjects to be included from every single department/ unit in each building in the hospital. The sample size was estimated using a sample size calculator. With a population of 1250 nurses in both hospitals. The sample size was computed to be 500 subjects

D. DATA COLLECTION TOOL

Job Analysis and Retention Study" (JARS) questionnaire developed by Betty Rambur (28) was used in this study to

investigate the relationships among job involvement and nurses' intentions to stay in the profession of nursing and in their organization.

The study tool consists of five parts:

Part 1: including demographic data about the study's subjects, namely; Number of years employed as a nurse, Number of years employed in the current organization, Number of years employed in current position, age, sex, educational level, the pattern of working hours, number of working hour /week, and working setting.

Part 2: including six questions measuring nurses' intention to stay in the nursing profession.

Part 3

Including Job involvement questions that measured through 8 statements

E. STUDY RELIABILITY

The researcher estimated the reliability of the tool by using internal consistency, Cronbach's Alpha which is the most common means of testing internal consistency of the items, using the Statistical Package for Social Sciences (SPSS-17.0). Cronbach's alpha was calculated for the tool in the current study. It was 0.629

III. METHODS AND DATA COLLECTION

Official written approval to conduct the study was taken from the administration and research/ethical committee in selected settings, as well as the administrative personnel at the target hospitals. The official permission from the tools' authors also was taken to use the questionnaire in collecting the data for the current study.

The process of data collection took 6 weeks, for a total of 600 questionnaires were sent to the hospital and manually distributed by the researcher. Approximately 500 questionnaires were returned with a response rate of 83.3 %.

A. ETHICAL CONSIDERATIONS

Ethical codes of conduct are to be strictly adhered to at all stages of the study.

Regarding ethical issues pertaining to participants' consent to participate, have sufficient information regarding the research, and have the power to withdraw from the study at any stage, in this study a written cover letter verifying the purpose of the study and the type of data that would be collected and ensure anonymity and confidentiality of subject were attached in each questionnaire. This was followed by an informed consent that confirms the participants' understanding of the information in the cover letter, and signing the consent was considered as accepting the participation.

Participants were informed that participation was voluntary, and they have the right not to answer any question(s) or withdraw from the study at any stage without any penalty. There were no apparent risks or benefits for the participants in this study. The researcher maintained the anonymity of participants in the study by removing all names and identifiable.

IV. RESULTS

Demographic characteristics among nurses according to their experience. 15 (3%) have a minimum of one year experience as a nurse, 1 (0.2%) have a maximum of 36 years experience as a nurse, Std. Deviation 6.887, median 10, mode 10, and the mean of experience as a nurse was 10.79. Regarding experience in the current hospital, 46 (9.2%) have a minimum of one year experience, 1 (0.2%) have a maximum of 30 years experience, Std. Deviation 4.580, median 5.5, mode 4, and the mean of experience was 6.3. Regarding experience in the current position, 50 (10%) have a minimum of one year experience, 1 (0.2%) have a maximum of 30 years experience, Std. Deviation 5.091, median 6, mode 2, and the mean of experience was 6.67. From the finding, it could be concluded that most of the nurses had fewer years with the present hospital as compared to their experience in nursing. Regarding the plan to stay in their current position, the majority of the nurses, 178 (35.6%), did not yet decide, while 96 (19.2%) said as they can. While 226 (45.2%) nurses mentioned, they plan to stay in their current position in determining years ranged from 3 to 50 years. The majority of nurses, 198 (39.6%), said between 3-10 years, 21 (4.2%) said between 11-20 years, 4 (0.8%) between 21-30 years, and only 3 (0.6%) said between 41-50 years. Regarding the years the nurses plan to continue working as registered nurses, The majority of the nurses, 138 (27.6%), did not yet decide, while 74 (14.8%) said as they can. While 288 (57.6%) nurses mentioned, they plan to continue working as a registered nurse in determining years ranged from 3 to 50 years. Majority of nurses 226 (45.2%) said between 3- 10 years, 53 (10.6%) said between 11-20 years, 5 (1%) between 21-30 years, 1 (0.2%) between 31-40 years and only 3 (0.6%) said between 41-50 years.

The nurses' primary activity. Of the 500 nurses, 446 (89.2%) of nurses said that their primary activity was patient care, while 35 (7%) of them were nurse managers/head nurses, 12 (2.4%) were working in public health, 4 (0.8%) were working as nurse executive, 2 (0.4%) were working as teaching instructors and only 1 (0.2%) was working in quality assurance.

Table (1) shows a Comparison between Nurses' mean job involvement scores of UH and MOH. Nurses at MOH had a statistically significantly higher mean total job involvement score than nurses at UH ($P = 0.000$). There were no statistically significant differences between the job involved in the two hospitals regarding the following items: "doing some extra work for your job which isn't required of you", "Some people are completely involved in their job – they are absorbed by it night and day", "How often do you think about your job when you're doing something else", "My main satisfaction in life comes from my work" and "How much do you agree or disagree that the most important things that happen to you involve your job" $P = 0.463$, $P = 0.995$, $P = .470$, $P = 0.232$, $P = 0.457$ respectively. So, most of the job involvement items of nurses at MOH had no statistically significant mean job involvement score than nurses at UH.

The findings in the table (2) indicate that there was a weak positive relationship between job involvement and retention rate with correlation ($r = 0.005$) for total and (0.056) for KAUH, while there was a weak negative relationship between job involvement and retention rate with correlation (-0.072) for KFH, at the level ($\alpha \leq 0.05$).

Table 2. Correlation between job involvement and retention rate

	Job involvement	
	P	R
MOH	0.195	-.072
UH	0.076	0.065
Total	0.087	0.005

* Correlation is significant at the 0.05 level (2-tailed).

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

Table (3) shows the correlation between Socio-demographic variables and career retention rate.

Table 1. Mean and Standard Deviation of job involvement

No.	Statement	UH		MOH		P
		Mean	SD	Mean	SD	
1	How often do you do some extra work for your job which isn't required of you? Would you say you do this?	3.07	0.915	2.89	0.880	.463
2	On most days of your job, how often does time seem to drag for you?	2.89	0.972	2.86	0.745	.000
3	Some people are completely involved in their job – they are absorbed by it night and day. For other people, their job is simply one of several interests. How involved do you feel in your job?	2.16	0.963	2.34	0.907	.995
4	How much effort do you put into your job beyond what is required?	3.55	0.724	3.33	0.779	.028
5	On most days on your job, how often does time seem out of control for you?	3.05	0.792	2.82	0.759	.470
6	How often do you think about your job when you're doing something else?	3.02	0.792	2.77	0.838	.138
7	My main satisfaction in life comes from my work?	2.49	0.788	2.40	0.749	.232
8	How much do you agree or disagree that the most important things that happen to you involve your job?	2.33	0.755	2.39	0.725	.457

And gender, Level of education (0.109, 0.187) respectively, while there is a negative correlation between Nurse's total career retention rate and Years of experience as a nurse, and Years of experience in the current hospital (-0.018, -0.147) for nurses working at King Fahd Hospital.

Also, data presents in table (3) shows a strong, positive correlation between Nurses total career retention rate and gender, Level of education, Years of experience as a nurse, and Years of experience in

Experience in current hospital (0.056, 0.115, 0.081, 0.074) respectively for nurses working at UH.

III. DISCUSSION

In general, The findings revealed that Nurses at MOH had a statistically significant higher mean total job involvement score than nurses at UH ($P=0.000$). But in most of the job involvement items of nurses at MOH had no statistically significant mean job involvement score than nurses at UH.

Table 3. Correlation between Socio-demographic and Career retention rate

	Gender		Level of education		Years of experience as a nurse		Years of experience in current hospital	
	P	R	P	R	P	R	P	R
MOH	0.234	0.109	0.044	0.187**	0.617	-0.018	0.120	-0.147
UH	0.263	0.056	0.532	0.115	0.772	0.081	0.629	0.074
Total	0.359	0.081	0.035	0.149**	0.661	0.017	0.552	-0.018

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

Zareen, Razzaq, and Mujtaba (2013) reported that employees with high job involvement feel positive about their assigned job, and they will become more Satisfied and motivated to do their best in their job to achieve the organizational objectives⁽⁵⁾. But in relation to most of the job involvement items that the results revealed no statistically significant mean score between Nurses in the two hospital sectors; this could be due to the fact that job involvement is typically related to the intrinsic rather than extrinsic needs. Thus a person's job involvement had been considered to be a function of intrinsic factors rather than an extrinsic factor. The job itself could help an individual to meet his/her intrinsic growth needs ⁽²⁹⁾, while the organization could help an individual to meet his/her social and other extrinsic reward needs.

The findings of this study showed a weak positive relationship between job design ($p=0.115$) and Job involvement ($p=0.029$). These results were unexpected and partially supported the research hypotheses of the current study; H_1 : there is a positive relationship between job involvement and career retention rate. H_2 : Career retention rate is positively influenced by job involvement. These results could be attributed to several factors as:

the severity of the nursing shortage, where recently about 170,000 nurses are needed for the nursing profession in Saudi Arabia SA⁽³⁰⁾. This number highlights the nursing shortage in SA, and this shortage leads to an increase in the workload on nurses, long working hours; stress from overwork can lead to work-life imbalance, which ultimately affecting the job involvement and retention of jobs among nurses.

On the other hand, compatibility between employees' goals and organizational goals, direct participation, deep involvement of Nurses in work or the task is given, participation in the problem solving, decision making, learning, and continuous improvement are the most important factors that are required for nurses to stay in the job. Without job involvement, nurses' job retention cannot even be imagined in any health care organization⁽³¹⁾.

Moreover, Nurses' job involvement and performance increase if the job design is aligned with the employee's psychological requirements and perceptions. An effective job design for the nurses can increase their involvement in the job. They enjoy performing tasks and exert all cognitive, emotional, and physical energies to achieve the goals of the organization as well as their career goals. According to Khan, engaging employees' physical, cognitive, and psychological presence leads employees to full performance, increases job satisfaction⁽³²⁾.

Looking at the research hypothesis of the demographic factors (gender, level of education, years of experience), the results showed a positive correlation with the overall Career retention rate among nurses working in the study's settings (0.81, 0.149, 0.017), respectively. While on the other hand, the findings showed a negative correlation between nurses' total career retention rate and years of experience in the current hospital (0.018). Also, the findings revealed a strong positive association with the overall Career retention rate among nurses working in the study's settings and level of education (0.149), which means that nurses who had a bachelor degree in nursing were more likely to stay in their profession than nurses who had a diploma in nursing. Such results might be attributed to those nurses with high education is expected to grow professionally faster and to have more opportunities to get involved

On the contrary to the current study's results, similar studies conducted in Canada ⁽³³⁾ and South Africa ⁽³⁴⁾ revealed that nurses with a diploma were more likely to report intent to stay in their profession than those with a bachelor's degree.

With respect to gender as a demographic factor, the results showed a positive correlation with total career retention rate (0.081) that the career retention rate affected by gender, but this result would be closely related to the number of the study sample where female nurses number constitute the majority and the highest percent of the total study sample 92%. The findings of the current study are consistent with the results of a study conducted by Lu, K-Y. et al. (2002) highlighted that in relation to gender and intention to leave a job, they found that males have greater intention to leave than females⁽³⁵⁾.

As regards years of experience as a nurse and years of experience in the current study settings, the findings indicated a positive correlation between career retention rate and years of experience as a nurse, negative correlation with years of experience in the current hospital. These results indicated differed considerably based on their years of experience as a nurse and in the current study setting. This finding could be due to those nurses who spend many years of experience as a nurse have high commitment to work practices, they have trust and confidence in management, organizational support, has the strongest positive attitudes, loyalty to their organization.

IV. CONCLUSION

The aim of this current study is to investigate the relationship between job involvement and career retention rate among nurses working in two different hospitals. From the findings of this study, we can conclude that The nurse's age can influence intent to stay in her nursing position.. Older nurses are more likely to remain in their jobs until retirement because they have invested so much time in their positions. Conversely, younger nurses seeking a variety of experiences may decide to leave their jobs or even leave the profession.

The level of education is another important variable in nurses' intention to stay. Nurses with more education were better able to actualize their professional roles, had more autonomy at work, and, therefore, were more likely to stay. Regarding years of experience has been linked to nurses' decisions to stay in their jobs. The likelihood of leaving one's nursing position is highest in the first year of employment.

Based on the findings of the current study, the recommendation will be in

1. Management should understand the importance of job involvement because it is the most important and essential component of work behavior among the workforce and incorporate these factors in the climate of the organization
2. Motivate the employees to enhance their job involvement, money is important, but it is not the only reason people stay with an organization and job. The manager should understand this fact and act accordingly; "Recognition, in various forms, is a powerful retention strategy, do your best to offer the ones your employees need
3. Nurses should be encouraged to be self-motivated, which positively affecting the intent to stay.

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