Ph. D. dissertation entitled:

The impact of employee satisfaction on organizational loyalty: A case study of private hospital sector in Jordan

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Abstract

Attracting skilled, talented employees in organizations, and companies are a highly considerable aspects that are needed to be considered by different managers. Skilled, and talented employees can help to improve the performance and effectiveness of their organizations by achieving higher level of loyalty to their managers and to the goals associated to the organizations they work in. Elevating the level of morals, such as works sincerity, trustiness, and probity is highly remarkable for increasing the rate of commitment and loyalty among employees. It helps them to achieve the organization goals and accomplish better work in their workplace. However, organizations concept is not only limited to business and companies, but also to other disciplines including medical and pharmaceutical organizations such as hospitals and healthcare centers. In this research, the level of employees' loyalty and satisfaction is measured and assessed in hospitals and healthcare enters related to the private sector in Jordan. To achieve the study goal, a descriptive cross-sectional study was implemented via a questionnaire that was prepared and distributed across private hospitals in Jordan. The findings of this research revealed that nurses and doctors surveyed felt highly loyal, dedicated, and satisfied in their private Jordanian hospitals. They normally get rewards and incentives that encourage them to achieve better work in their private hospitals. The main recommendations include assessing and evaluating other parameters that play a key role in affecting the level of loyalty in private hospitals and other disciplines in Jordan.

Abstract in Arabic

يعد جذب الموظفين المهرة والموهوبين في المؤسسات والشركات جانبًا مهمًا للغاية يجب مراعاته من قبل مختلف المديرين، حيث يمكن للموظفين المهرة والموهوبين المساعدة في تحسين أداء وفعالية مؤسساتهم من خلال تحقيق مستوى أعلى من الولاء لمديريهم وللأهداف المرتبطة بالمنظمات التي يعملون فيها. رفع مستوى الأخلاق، مثل الإخلاص في العمل، والثقة، والاستقامة أمر مهم للغاية لزيادة معدل الالتزام والولاء بين الموظفين، مما يساعدهم على تحقيق أهداف المنظمة وإنجازاتها. ومع ذلك، لا يقتصر مفهوم المؤسسات هنا على الأعمال والشركات فحسب، بل يقتصر أيضًا على التخصصات الأخرى بما في ذلك المؤسسات الطبية والصيدلانية، مثل المستشفيات ومراكز الرعاية الصحية. في هذا البحث، يتم قياس مستوى ولاء الموظفين ورضاهم وتقييمه في المستشفيات ودخول الرعاية الصحية المتعلقة بالقطاع الخاص في الأردن. ولتحقيق هدف الدراسة تم تنفيذ دراسة مقطعية وصفية من خلال استبيان تم إعداده وتوزيعه على عدد من المستشفيات الخاصة في الأردن. كشفت نتائج هذه الدراسة أن الممرضين والممرضات والأطباء والطبيبات الذين شملهم الاستطلاع يشعرون بقدر كبير من الولاء والتفاني في العمل والرضا في مستشفياتهم الخاصة الأردنية، ويحصلون على مكافآت وحوافز تشجعهم على تحقيق عمل أفضل في مستشفياتهم الخاصة. تشمل التوصيات الرئيسية للباحث تقييم وتقييم المعايير الأخرى التي تلعب دورًا رئيسيًا في التأثير على مستوى الولاء في المستشفيات الخاصة والتخصصات الأخرى في الأردن

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Chapter: I. Background of the study

1. Introduction

It is actually essential to attract and retain knowledgeable and talented employees to the organization. One way to achieve this is to provide a work environment where they feel safe and have a positive perception of organizational justice. If the employees believe that the practices in the organization are honest and fair, the organizational commitment will be increased and employee satisfaction will be provided accordingly. The rapid development of communications increases the importance of organizational commitment today. With the increase in competition in organizations, every factor belongs to the company. It has begun to be treated more carefully and in more detail. The human factor is the main starting point for the sake of performing the organization. Employee productivity, loyalty, motivation, job satisfaction, and increase in performance can be associated with positive organizational commitment. Separation, absenteeism, and reluctance to work are negative effects that can be associated with organizational commitment. The fact that affiliated employees act with awareness of organizational citizenship raises the level of their performance in both quantitative and qualitative terms. This reveals the importance of the commitment of the organization. A stronger commitment has the potential to enable organizations to survive, grow and develop (Duque-Grisales et al. 2020). Motivation is considered an important social science topic that guides human relations, especially human behavior. Motivation is the sum of external and internal energy forces that explain the reason for the productive behavior of an individual in the organization (Hitt et al. 1989).

In this context, motivation includes various internal and external causes that lead individuals to behaviors. They determine the level of violence and energy for these behaviors and give a certain direction to behaviors. They also ensure their continuation, and their mechanisms of action (Arık 1996: 33-36). Motivation is generally a process related to the behaviors towards the specific goals of the individual (Özgen et al., 2002). In other words, it means that the individual is directed towards a goal or taken into action. Every individual has some needs that he is constantly trying to satisfy. With the emergence of these needs in the individual, the motivation process begins (Özkalp et al., 1998). The individual will engage in a certain behavior to meet these needs. This behavior will be in the direction of a purpose and desire to meet the need. It is important for the manager to provide a work environment where individuals will be peaceful and happy. Because individuals whose needs are satisfied are peaceful and happy. Creating such a working environment, the needs, motives and behaviors of individuals should be well analyzed. As a psycho-social creature, human has various needs. Some needs are physiological and concrete. Others are more abstract. These are invisible and important needs. In short, everyone is not driven by the same impulses.

As long as the individual does not satisfy these needs and desires, an internal imbalance arises. Some motives determine the individual's personal desires and needs. Because people are social beings with their own unique desires, minds, and ways of thinking. Therefore, it must be taken into account that each employee has different needs, desires, and goals. They can change direction, lose their power, or increase time with the influence of the social environment and culture (Şimşek et al., 1998). Therefore, the person's desires and desires that do not conflict with his social environment must be satisfied. One of the principal objectives of a manager is to discover and eliminate the

imbalances of individuals whose needs are not being met. Otherwise, this imbalance known by the individual will have a negative impact on his behavior, efficiency of his work, morale and relationships. In other words, the outcomes such as job inefficiency, low performance, and job dissatisfaction may occur in the individual (Fındıkçı, 2001).

A multidimensional approach was used to visualize and measure organizational commitment. Allen and Meyer (2000: 22-26) provided definitions about three different psychological states in the perception of commitment and developed a three-dimensional organizational commitment scale to measure the multi-dimensional structure of organizational commitment. Researchers often use this measure in adherence studies.

According to the classification of Allen and Meyer (2000: 41), commitment has three dimensions, and each dimension affects individuals' decisions to remain in the organization in different ways. These are affective, continuum, and normative commitment (Lee et al. 2001). The emotional attachment expresses the emotional bond between individuals and organizations until degree where individuals identify their identities with the organization (McDonald and Makin 2000). Employees who are emotionally committed to the organization know something about their organization. They are mainly happy to continue their membership in the organization. They bond with the organization with strong emotional ties (Uyguç and Çımrın, 2004: 45). The form of commitment required by the organization is emotional commitment. Because it is sure that individuals who are motivated to their organization will show high performance in order to contribute to the fame of their organization. Employees who are psychologically motivated to the organization contribute more to the fame of their company. Ongoing commitment is influenced by the cost factor which makes it difficult for individuals to hate their

organization. The two factors that create this commitment are investments and the absence of alternative employment opportunities (Çelik and Oral 2013: 17). In the field of normative obligation, the norms and values of their citizens where the individuals live are effective. Normative obligation was introduced by Wiener and Vardi (1980: 33) and later developed by Allen and Meyer.

Organizational justice is discussed in three different dimensions such as distributive justice, procedural justice, and interactive justice. In distributive justice, the distribution of resources in the organization must be proportional to the contribution of employees to the organization to which they belong and within the framework of the provisions of the contract. This type of justice includes people's perceptions of the fairness of their outcomes (Keklik and Us, 2013: 147). The concept of procedural justice depends on an individual's perception of himself and other employees. Its procedures are used in decisions made by management. It means that the procedures that are already applied are followed by individual biases and biased behaviors. Yavuz, (2010: 306). Reactive justice, which refers to the social aspect of organizational practices and emphasizes the human aspect of these practices, includes the investments made in personal relationships. The outputs are obtained from these relationships, courtesy, honesty, and respect in the communication process (Cihangiroglu, 2011:10). Employee satisfaction can be defined as the emotion that results from the employee's economic and psychological gains from his job (Eren, 2004: 202). Thus, an increased employee satisfaction provides psychological gains and affects monetary gain. An employee satisfaction is the state of satisfaction with the job if it meets the employee's needs and expectations.

One of the most important ways that affect the employees is how they satisfy their customers. So, if they are satisfied, they can do their job professionally. Accordingly, it is

important that some companies absorb concepts like employee engagement and satisfaction. It actually relates to the levels of participation and satisfaction that have different working situations where employees play the most important roles in the product and service exchange. The main issue of interest is how to determine the level of service based on hospitals. It normally measures staff participation and the impact on patients (Jason 2008: 22).

2. Problem Statement

Job satisfaction can affect the behavior of employees that in turn and affects organizational functioning to keep customer satisfied, humans have three sets of basic needs: existence, relatedness, and growth. Therefore, satisfaction at work can be considered as a proxy indicator of emotional well-being or physiological health. It is also inversely associated with absenteeism, turnover in an organization, level of stress, and eventual exhaustion that ultimately improves productivity, the quality of services is linked to the skills, motivation, and satisfaction of the workers providing the healthcare services. Therefore, satisfaction level determines the factors that affect job satisfaction and how that approve the necessary effect of employee's satisfaction on organization loyalty.

3. Research objectives

This study aims at investigating the relationship between employee satisfaction and patient satisfaction in a major hospital in Jordan country. It also explores the relationship between the experiences of staff and patients in private hospitals. It also offers many

advantages for people - including doctors, nurses, administrators, and staff. The researcher conducts a comprehensive review of the literature on the relationship between employee and customer satisfaction . He also displays comparison data obtained from reports of the customer satisfaction and information gained through an employee satisfaction survey. This topic is followed by some recommendations for improving customer satisfaction and employee's satisfaction (Burnard 199: 33). The primary research objectives of this dissertation could be read as follows: The study aims at explaining and examining the hospital employee's satisfaction and expectations. It develops service excellence model and strategy. It improves service quality in Jordanian private hospitals. It assesses patient's expectations and perceptions of service quality. It finally identifies the gaps which can be mitigated using a Six Sigma approach. These objectives determine the TQM critical success factors in the hospital industry. Employee engagement on staff employee empowerment and participation of managers in all industries has made employee engagement major issue because of growing evidence that participation has good relationship with individual, group, and organizational performance in areas such as retention, and productivity, turnover, and customer service Loyalty. The healthcare industry Special Nursing shortages helped make share an important topic in the industry (Hair et al., 2002).

The aim of the topic is to estimate the extent of job satisfaction for the staff of a typical hospital and discover some variables that relate to the staff and job satisfaction. The private hospital has some certain aims that need to denote a factor of indicators and reference levels for measurement of action satisfaction as a component of human resources development. When the researcher can improve the relation between the dependent and independent variables, many good results will conflict on hospital industry. So, if the

employees are satisfied, the performance will generally increase. This effects on the employees' engagement and patient satisfaction, Employee satisfaction increases financial performance. It also improves employee productivity, good relationships with management, reduces job stress, and increases retention. Improved care quality increases patient satisfaction, increased patient loyalty, lower employee recruitment, and training costs. Actually, lower costs relate to the delivery of patient care because of shorter patient stays (Agba 2010: 23-27).

The empowerment structures such as opportunity, information, and resources should be discussed carefully. So, this study tests some different variables that may affect on employee's satisfaction due to more than 40 literature reviews like the relationships between rewards and employee loyalty in hospitals and the relationships between career development and employee Loyalty. The relationships between job security and employee loyalty should also be discussed. Besides, the relationships between working environment and employee loyalty and the relationship between independent and dependent variables are explained accurately in this dissertation (Jason 2008: 34-39).

4. Research significance

Employee's satisfaction could actually be understood as an opinion and a thought of employees about their action and their behaviors. They have various facets and some aspects of their action (Spector, 1997)". According to the level of the employees' satisfaction, some organizations have the ability to predict the performance and a complete

loyalty to show. Appearing enough satisfaction to the managers of their institutions would increase their motivation and contribute to the organization's success. It also leads to high loyalty and faithfulness. Petty, Brown and Brewer (2005: 33) (as cited in Locke, 1976; Soler, 1998) denoted those labors could leave their jobs and search for other jobs. They also might change their occupations if the level of their job satisfaction is nearly low. It is actually existed as a suitable cause to give up their current jobs. The employees might feel unsatisfied if their salaries are not enough to live peacefully. They also think carefully of leaving their jobs if they didn't get rewards during their service particularly if their service is more than fifteen years. The employment system should be fair and satisfactory. The process of training, empowerment, and career chances should be suitable and satisfactory for all the employees. This might lead to a shortage of required resources in the field of companies, especially in governmental institutions. So, supporting the satisfaction stage of employee's is increasing an action which numerous companies want to comprehend the current situation, particularly in the field of public jobs. If the human resources are not treated in a fair situation, it can affect negatively on the level of productivity of the institution. Thus, it is the actual need of the current jobs to discover some certain possible factors that could help the companies in the field of achieving employee jobs satisfaction. It is actually strongly good that if a company does not behave its employees fairly and equally and appear biased behavior, they will feel frustrated and angry. They will be annoyed. This situation surely will lead to a kind f decreasing their current performance.

The last 25 years have been dedicated to research about the organizational fairness with the major aim of exploring the nature and the consequences and determinants of the relationship between organizational fairness and different organizational outcomes. At the same way, the emphases are given to organizational justice and its relationship with

organizational productivity as employee check fairness of its organization through organizational justice.

5. Research questions

The study tries to answer the following research questions:

1. What are the impacts of employee's satisfaction on organizational loyalty in private hospital sector in Jordan?

2. How can reward and recognition influence employee' satisfaction in Jordanian private hospitals?

3. Describe how working environment influences employee's satisfaction.

4. Describe how can employees' job satisfaction increases or decreases their loyalty towards their organization.

5. Describe the job situation after the process of implementing the technology through training and developing the employees.

6. Are the short-terms and longer-terms affect on the employees' performance and job satisfaction that relate to the performance issues?

6. Definition of terms

The following terms are defined as follows:

. Employee satisfaction: It is an employee contentment, often known as work satisfaction, refers to how happy or pleased workers are with respective jobs. In reality, pleased workers may be people that the company would be well off without being in some cases. Satisfaction isn't synonymous with great production or engagement. An employee retention survey is commonly used to gauge employee satisfaction. Wages, workload, leadership attitudes, flexibility, collaboration, resources, and other factors that impact employee satisfaction may be explored in these surveys. These factors are critical for businesses that would like to motivate the employee and prevent turnover, but employee happiness is only one side of the equation. In reality, pleased workers may be people that the company would be good off in without certain cases. Satisfaction isn't synonymous with great productivity or involvement. High achievers are frequently demoralized by HR ideas and strategies aimed at improving employee happiness (Matzler 2004: 9-10)

.Organizational loyalty: It is an employee's desire to support the organization and disseminate positive information, especially during some difficult circumstances. The organization normally demonstrates loyalty. Employees who are committed to the organization's vision, mission, fundamental values, and objectives are much more likely to stay loyal to the company. Employee commitment and loyalty coexist, but they don't always imply the same things, and they're not achieved using same methods and procedures. The difficulty for businesses is to distinguish the two sufficiently to be able to adopt methods that benefit both. Employee organizational commitment is defined as the extent to which the employee emotionally connects with the organization, accepts its laws and regulations entirely, and feels compelled not just to stay with the organization but also to protect it from damage. An ideal situation would be for the individual to be committed to the company as a whole, as well as to their boss and their work function. As contrast to being just dedicated to the boss, such dedication helps the organization's goals. Individuals who may be more loyal to their bosses than to the company have been expected to leave when their bosses go on to other company. (Brown 2011: 925-955).

. Employee loyalty: Employee loyalty is described as individuals who are committed to the development of the firm and think that working for them is in their greatest advantage. Making mission objective towards your workers is one strategy to enhance employee loyalty. The workers not only intend to stay with the company, but they are also not actively looking for other job options. Workers are a crucial resource for every company. In regards of recruitment and training expenditures, along with pay and benefits, they constitute a significant expenditure. If a company needs a new one, it will suffer a significant cost. Many companies feel that concentrating on employee happiness and utilizing evaluations to enhance employee retention is a good way to go. Nevertheless, the two will not always be connected. Making direct efforts towards your workers is one strategy to enhance employee retention. Here seem to be a few illustrations (Alshana and Rana 2019: 175-180).

7. Research structure

The research includes five chapters. They are as follows:

Ch. I. Introduction: This chapter consists of research background, problem statement, research objectives, research significance, research questions, and research structure.

Ch. II. Literature review: This chapter includes definitions, concepts of employee' satisfaction, theories regarding to this concept, the previous researches related to factors affecting job satisfaction, a brief description of People's Committee of Binh Tan District

and traits of employees in this organization, together with hypotheses development for each construct in the model.

Ch. III. Research methodology: This chapter consists of research process, measurement scales, the quantitative survey and the main research which was conducted.

Ch. IV. Research findings: This chapter describes how each measurement scale was evaluated, the result of research questions, and discussion of research findings.

Ch. V. Analysis, conclusion, and recommendations: This chapter presents a brief analysis of this research findings and bring out some managerial implications. At the end, research recommendations for future research have presented as well.

Chapter: II. Literature review

The definition of the employee's satisfaction is the term which is used to describe whether employees are actually satisfied and need their desires to be achieved at workplace, and it is also the level of individuals' feeling positive and loyal to their job. The critical factor with employee satisfaction is that satisfied employees must carry out their jobs and contribute in the field of their employer's needs. The working employees can help some useful values by driving growth, pushing limits, and innovation. The employee satisfaction actually is important because it actually achieves the organizational aims proficiently. The employees usually spend most of their working time in their companies. So, there are some certain organizational variables that contribute the employees' satisfaction. The model of job satisfaction describes some different factors that affect the employees' satisfaction. Some research studies across many years, organizations and job types show that when staff are asked to evaluate various aspects of their work, the natural work generally stands out as the most important job aspect. These various aspects are like supervision, remuneration, and promotion opportunities, coworkers and other factors. Others notice that there are other reasons that effect on the employees' satisfaction (Judge and Church 2000: 32-38). So, the researcher lists different literature reviews for some certain studies regarding that factor. This chapter serves as the foundation for the development of this study. It discusses the relevant literature relating to the factors that affect employees act satisfaction. It specifically focuses on some theoretical reviews, previous studies about the subject in an effort to highlight the relationship of those research. This research is also provided with a review of certain part of literature on the variables that relate to other researchers' points of

view. The topic is considered the most important ones when it compares to other factors. These variables include: reward and compensation, organization environment structure, training development, and organization security.

1. Theories regarding to job satisfaction of employees

There are numerous theories referring to job satisfaction which are explained about how and what can make people more satisfied. The variety of these theory indicate that the importance of this term, including: Maslow's hierarchy of actions theories, Herzberg's two-factor theory, Expectancy theory of Vroom, and Equity the theory of Adams.

Belfield and Harris (2002: 535-548) wrote a study about how effectively do employment theories explain differences in work satisfaction across educational levels? Statistics for graduates from the United Kingdom. This research investigates the employment happiness of new UK graduates by using sorted probability it estimation approach. The study focuses on understanding work happiness in terms of people matching up with a job, with the connection being influenced by reservation returns, information sets, and job offer rates. The hypothesis that job complementarily explains increased work satisfaction has quite limited evidence. The above two authors added that they explore whether education quality, which enhances social circle status and improves the employment offer frequency, is consistently connected to work happiness by hyper stylized graduates as peers grouped together to form overall satisfaction depending on their ranks compared to one another. The findings support the view that work engagement is similar among graduates with varying levels of education. Our configuration tests, however, suggest that ordered probity assessment may not have been totally acceptable for examining the characteristics of people who are happy in their jobs.

Bitsch and Hogberg 2005: 659-671) conducted a study about a qualitative argument based on Herzberg's Theory of Employee's Satisfaction to investigate horticultural workers' attitudes towards their jobs. The work engagement is by far the most researched employment attitude, and this is thought to affect a wide range of actions. Using Herzberg's concept, which is widely used in administration, this study examines the job satisfaction of agricultural employees. In research papers of worker conditions, fourteen horticulture enterprises took part. In order to assess job satisfaction, fifteen non - supervisory staff interviews were conducted. Family ties, success, recognition, job itself, engagement, private life, interpersonal connections, job security, monitoring, conditions of employment, organization, safety, remuneration, and knowledge were all factors in horticulture employees' employee's satisfaction. While Herzberg's hypothesis has little validity, it is effective for categorizing employee attitudes.

2. Maslow's Hierarchy of Needs Theory

People need to have their basic needs met from birth to death. Abraham Maslow also determined to put forward a hierarchy of his needs, in which people identify these needs and divide them into five categories (Maslow 1954: 13-18). Physiological and safety needs, especially at the most basic level, are very important to people. People need food and sleep as well as a safe environment and shelter in order to survive. However, the fact that such

basic needs are not satisfied leads to the higher level not being considered a need by people (Maslow 1954: 14 and Walsh 2011:55). In other words, when people do not eat, sleep or feel in an unsafe environment, they do not perceive their higher needs as a need (Rızaoğlu, 2003: 13 and Çakar 2015:34). The goal of this study is to see how employee retention (Organizational Engagement) and its two dimensions, effective commitments (AC) and continuity responsibility (CC), affect employee involvement. The study findings was collected through a self-survey from 50 individuals from the government sector in the United Arab Emirates who represented three key areas (UAE). To examine the aforementioned link, following hypothesis were established. Hypotheses were examined using a series of assessments from the Statistical Package for Social Science program, including the coefficient of correlation and linear regression. According to the data, there is a strong link among loyalty and involvement. When opposed to CC, AC was determined to be more essential in influencing employee satisfaction. The research is based on a small number of workers who largely works for one company, which generally restricts the conclusions. There is a restriction that prevents statistical adaptation but permits for evolving systems. The study adds to the body of knowledge in the field of organizational behavior, especially the link between worker loyalty and retention in the UAE government sector. The study's findings highlight the relevance of employee retention and its influence on employee involvement for decision-makers (Ibrahim and Falasi 2014: 12-16). Noor and Jamil (2014: 434) conducted a study about factors affecting employees' satisfaction and the contributions of job satisfaction to job satisfaction in Pakistan's Public Sector Organizations. Most studies have shown that employees in the public sector are more loyal to their employers, yet government efficiency is not as high as in the private industry, raising questions about employee happiness and devotion. This study was undertaken using

a sample of 42 workers from a public service firm in order to investigate this phenomenon. The primary objective of this research is to bring about good change in the public sector by affecting the employees' behavior and boosting their happiness and loyalty. That can only be accomplished through understanding the link between employee happiness and loyalty, public organizations, as well as the factors that support and lead that relation. This research implemented a simple correlation and regression approach to determine the influence of the factors impacting employee happiness and commitment. Employee's retention and employee happiness have a favorable association, according to the study's findings. Job satisfaction is assessed in terms of empowerment and involvement, working conditions, and training opportunities. The findings suggest that the chosen factors have a large and beneficial impact on employee happiness, and that job satisfaction is linked to employee loyalty (Noor and Jamil 2014: 434).

Pritchard (2008: 23-29) conducted a study about meeting the problem of employee's engagement in the public sector in Britain. The report is based on the ORC placing it in perspective study, which is published every year and summarizes the results of worker research projects from a large collection of benches marking data. With comparisons across various industries, this provides insight into the major elements that drive employee's engagement. The report summarizes a few of the significant observations from the 2005 Putting it in Context Report and makes recommendations for how to promote employee's satisfaction. The journal's main result is that, while employee participation in the UK as a whole is consistent, professional pride and pleasure are significantly lower in governmental sector businesses. The employee's retention is also poor in this industry, emphasizing the fact that there is still work that can be done in this industry for management. Furthermore, the survey found that during periods of transition, involvement

suffers across all professions. A well-designed engaged workforce can help you figure out how engaged your employees are right now. The concepts of say, remain, and strive may be used to measure employee's engagement, whether that be through questionnaires or other ways. Theses questionnaires actually enhance the employee's engagement and assist overcome the obstacles of organizational change. Another important consideration for businesses is the Worker Life Cycle, which may be a beneficial tool for gaining a better knowledge of the workforce. This study sheds light on some of the most important issues (Pritchard 2008: 23-29).

Psychologist Maslow determined to apply his theory of motivation based on his clinical experience in 1943. He argued that there should be "hierarchy of needs" within individuals that is the basis of their existence and hence the achievement of "goals". To do this, he is motivated by the surrounding circumstances to enable a person to achieve these goals. Maslow argued that each of these goals is interrelated, and it should be a predictive hierarchy in which the most likely goal or need is achieved first in addition to the necessary conditions. After one need is satisfied, the individual will aim to perform the next aim in the field of getting needs. He expressed such basic needs as safety, physiological, respect, love, and self-actualization for dominance (Walsh 2011: 791 and Toker, 2007: 94-95). These patterns have been appeared above in the literary texts as a 'pyramid' model. Acknowledging this pyramid will make the individual feel that he has met all his needs. Thus, he may express contributing their actions and efforts to a better case of the national society that they reside, or, as Maslow puts it, by liberating the creature from the dominance of a physiologically more advanced need, allowing the emergence of more social goals (Walsh 2011: 791).

According to Maslow's hierarchy of needs, some basic needs are of a physical nature. They are considered the needs for food and drink and sleep. The next level is for the sake of security, which can be expressed as the need of individuals to maintain their lives in a safer and more sustainable environment. The third level is love. It is also the feeling of belonging to love, and social needs are called the belongingness and love needs. At the fourth level, it is expressed as the individual's need to achieve something, and it is valued and respected. At the latter level, Maslow believes that the highest level of needs are self-actualization needs, which express people's desire to realize their self-realization and potential (Cao et al., 2013: 171; Kaur 2013: 13-16 and Sheker 2014: 6).

A) Physiological needs: in order for an individual to live, he must constantly meet throughout his life. Primitive and basic needs are such as oxygen, food, drink, shelter, rest, protection, sleep, activity, and sex. They are also the most powerful of the needs and higher-level needs. They cannot arise if they are not constantly met. A hungry person cannot feel the need for anything else.
B) However, if a person's stomach can be satiated at regular intervals, hunger ceases to be an important need for that person, and other needs may appear (Loomis 2007:2).
C) Safety needs: The next step after physiological needs is safety, and it has occupied its place in the hierarchy as the second most basic need. An individual cannot move to the next level and transform into needs such as belonging, love, self-respect and self-realization, which are defined as social needs without satisfying the need for safety. For example, according to Maslow, a person who has no place to stay or who is hungry will not have a social need such as self-respect. Next step, the shelter and nutrition are sufficient, but an individual with security problems will not have

needs such as love, belonging and respect. Because the most important agenda of a person with security anxiety is to get rid of this anxiety and live a normal life (Kula and Çakar 2015: 197).

D) Esteem needs: All people in our society (with some pathological exceptions) need consistent, well-established, and often high evaluations of themselves, their self-esteem, and the dignity of others. Therefore, these needs can be classified into two subgroups. This is strength, success, competence, mastery and satisfaction first, confidence in the world, the desire for freedom and independence. Second, It could be said that our desires and wishes such as reputation, prestige, fame, glory, dominance, esteem, interest, importance, dignity, or esteem are our required demands we wish to realize soon or later (Maslow 1954: 45 and Taormina and Gao, 2013: 158).

E) The need for self-actualization: At the top of the pyramid, there is a need for self-actualization in order to realize and use one's potential, abilities, and capabilities. This need can be fulfilled by fulfilling more prominent needs. However, Maslow estimates that this need is rarely fully met with less than 1% of adults achieving themselves (Martin and Loomis 2007: 23).

To begin with, one of the theories is developed by Maslow in 1943 which had a great effect and has been widely used for many various fields. It is Maslow's needs theory. This is a theory in psychology. In the study of Abdullah (2002: 2), Maslow's hierarchy theory relates to the actual needs includes five levels in ascending order: physiological, safety, love belonging, esteem and self-actualization. After a certain need, it has been satisfied. The need in the next higher level will appear. This theory indicated that, according to the motivating and creating the satisfaction for employees, the manager needs to know which

level of needs they are in. Then, the manager will provide reasonable solutions to meet the needs of employees and at the same time ensure the organizational goals to be achieved. Therefore, the manager should constantly inspect to see what kind of the need will contribute to motivate employees and how to make them satisfy their jobs. However, to know what kind of the needs can meet, these issues of employees are not an easy matter to resolve.

3. Assessing Maslow's Hierarchy actions and needs in the Context of Covid-19

As mentioned above, the Hierarchy of Needs (1943) is developed by Abraham Maslow to explain human needs. They have been classified into five levels, from basic needs to self-actualization needs. Maslow's theory states that by satisfying their needs in certain categories, people seek to satisfy 'higher needs', which form a hierarchy within themselves. The development of an individual's personality is determined by the type of the need category prevailing at that moment. According to Maslow, the level of personality development could be equal to the level corresponding to this category of needs regardless of his will or choice. Regardless of which category, the dominant needs of the individual at that moment belong, in other words, which needs to satisfy the needs of his daily activities. The requirements in a certain particular class are fully met. A person does not realize the needs of the next level class, and he does not have such these needs. For example, a person who is able to feed himself daily, but is not safe, and who constantly sees himself under potential threat, does not need to read a book to improve his worldview. If requirements are satisfied in a particular category of needs, a person will tend to satisfy the requirements in the next category. This situation will pull the character development level to a higher level (Erkan 2020: 23). Some needs are sequentially satisfied within a certain hierarchical order.

However, the individual who fulfills the highest level of self-actualization needs happy life. If any of the physiological needs are lost or started to be missed, the important need will be the one that is at risk or is likely to be missed. If we give an example of this situation; In the first months of 2020, the pandemic disease, which was called covid-19, spread from China to the whole world. It seriously affects many countries.

Due to the fact of spreading the virus (Covid-19), It is actually dangerous more than any other disease. Most countries of the world are always trying to prevent the virus through quarantine practices or through finding medicines. The whole world looks like a deserted street. The individuals and societies try hard to protect themselves from this dangerous disease by isolating themselves from going outside their houses or shaking hands or even meet each other in a closed place. Covid-19 actually prevents most people to satisfy their daily needs. This disease looks like death. Wherever you move yourself, you feel afraid of it. It is as a person who has a weapon. It is a kind of a category of physiological needs. This situation shows us the event of loss or danger of any of the physiological needs of individuals or societies at the highest level. It can focus on measures to protect a need or needs that are at risk by postponing other needs.

4**. Herzberg's two-factor theory**

Actually, the factors motivate individuals to the main themes of studies for a long time. In this context, various theories have been developed to guide managers in order to investigate the factors that encourage individuals to work and maintain motivation (Kuparan, 1997). However, there is no single theory that reveals and explains motivation in all its aspects. Because motivation is a complex issue (Ataman, 2001). The Motivation

Conservation Theory of Frederick Herzberg, a famous management theorist, has been accepted as the best-known motivation theory after Maslow's theory (Drafke and Kossen 1997: 12-15). Herzberg's theory is also called "double factor theory" and "motivation - hygiene theory" (Heat et al. 1989: 66). In Herzberg's theory, he discussed the relationship between productivity and job satisfaction (Baysal and Tekarslan 1996:56-69). He argued that it has positive effects on job satisfaction and increased productivity (Hodgetts 1999: 3). Therefore, Herzberg identified factors that refer to the job itself and employee satisfaction as "motivating factors," and factors related to the working conditions of the job as "hygiene factors." According to the research results, Herzberg listed the motivating factors and hygiene factors as follows (Herzberg 1966; Herzberg 1996; Herzberg 2002; Plunkett and Attner 1992): Motivating factors (Success, • Recognition, • The job itself, • Development opportunities, • Opportunities for advancement, • Responsibility, • Feedback. Hygiene factors • Audit quality pattern, • Company rules and policy, • Salary, • Working conditions, • Job security, • Personal life, • Status, • and Interpersonal relationships (with subordinates, superiors and peers).

Usually, the motivating factors are actually referred to the job which relates to the content and the essence of the work. Hygiene factors are generally factors that related to the work environment. Motivational factors normally allow an individual to develop responsibility, recognition, achievement, and self-development. For this reason, by Herzberg's research, he stated that managers' views on business motivation have changed. It is now generally accepted that managers should look for employee motivation in environmental factors such as increased wages, fringe benefits, incentive bonuses, and improvement in working conditions. For example, Herzberg believes that money is like a

cleaner. However, he still says that money is important, but he does not believe that it will motivate individuals (Drafke and Kossen 1997: 44-48).

McEnra also stated that hygiene factors alone are not motivating and are interpreted as hygiene factors that can prevent disease but do not bring about good health. In other words, the absence of the janitor will cause dissatisfaction, but his presence will not cause satisfaction. They are motivating factors that provide satisfaction. In Herzberg's approach, job satisfaction and dissatisfaction are not the opposites. In other words, the real term of action satisfaction is dissatisfaction, and the intended meaning of satisfaction is not act satisfaction (McKenra 1987: 67). The presence of hygiene factors is necessary for motivation, but it is not sufficient on its own. They underestimate dissatisfaction, Herzberg says. "Individuals' motivation depends on the presence of hygiene factors and motivating factors" (Heat et al. 1989: 56).

Another important theory concerning to job satisfaction is Herzberg's two-factor theory (1959). Herzberg had implemented a study on 200 individuals who work in the field of accounts and engineering in the effort to clarify the intended factors that contribute to their dissatisfaction and satisfaction towards their job. The factors determined for dissatisfied employees (extrinsic factors) are organizational policies, working conditions, supervision, salary, interpersonal relations, status, and security. Conversely, the factors determined for satisfied employees (intrinsic factors) are achievement, responsibility, recognition, work itself, advancement, and growth (as Table 2) As Schema.

As Schermerhorn (1993: 56-59) stated the theory of two elements of Herzberg was considered as a key model of reference for those who would like to widen their knowledge of action satisfaction besides the matters connected to the work efficiency. Schermerhorn confirmed that Herzberg's two-factor theory was seen to be a useful information which has

two crucial facets of jobs, including: what people do for their duties (the content of job), and setting up jobs which they need to do (the context of job). Moreover, Schermerhorn showed that the manager should make efforts to remove the source of factors resulting in job dissatisfaction in the place of work and ensure construction of satisfaction factors in the job content to maximize chances for job satisfaction.

Herzberg's theory has been seriously questioned by researchers. Criticism centered around the method is used by Herzberg to develop his theory (Hitt et al., 1989). Accordingly, while studies using the same methodology as Herzberg can achieve similar results with Herzberg. The different methods used in the research are less supportive of Herzberg's findings (Martin 1998: 78). Herzberg actually used the method of "storytelling". This method can lead to misleading results. Because it has been said that individuals tend to ascribe things that are pathological to themselves and things that are unsatisfactory to others or to external factors (Davis 1988: 78). The second point of criticism is a limited sample of occupations that should be used. The research was only conducted about engineers and accountants. Therefore, they are not like other workers (blue-collar workers) (Hitt et al. 1989: 45).

The theory generally represents the workforce. A third criticism is that the theory does not give sufficient importance to the motivating qualities of wages, status, and interpersonal relationships (Davis 1988: 56). The fourth dimension of criticism relates to the consideration of different economic, social, and cultural structures. Accordingly, hygiene factors play a catalytic role in underdeveloped and underdeveloped countries. In this context, the double factor theory is claimed to explain the support of individuals with high levels of well-being (Ataman, 2001). In other words, it is stated that this theory is not valid for the underdeveloped countries. Because in such countries, the priority for individuals is

to satisfy basic needs. For example, it is very difficult to say that this theory is valid for Jordan as well. Especially during an economic crisis, hygiene factors can have a motivating quality. Briefly, the wages, working conditions and other environmental conditions, which are economic driving factors, have remained in the background. Therefore, the validity of the universal theory can be called into question (Sabuncuoğlu 1982: 65). Another criticism of Herzberg's theory is that the individual differences are not taken into account. While one factor may just be the hygiene of one individual. It may be a motivator for another (Drafke and Kossen 1997:34). Sometimes, microcontroller could be off.

5. Probability theory as motivation theory

Pinder (1998: 67) defined that work motivation as all the individual and non-individual factors initiate the work that relates to the behaviors and determines the form, direction, intensity, and continuity of the behavior. Therefore, along with external factors such as reward and management systems and processes, the individual characteristics such as enjoyment of success and desire for independence create motivation. Scope theories actually have been stated there for the sake of understanding the intended factors that reinforce the employee on the question of "what are" the individual needs and characteristics that motivate the employees. In additions, the process theory focuses on some inquires of "how" the employee can be mobilized to act in accordance with organizational goals, and"how" this action can be directed, sustained, and stopped when necessary. Among the process theories, the most widely discussed item is the expectation theory, which was put forward by Fromm (1964: 78) and later developed by Lawler and Porter (1968: 22).

Fromm stated that various theories, ideas, and approaches have had an impact on the emergence of expectancy theory. These theories and ideas are the principles of hedonism and the law of influence, which have their origins in ancient Greek philosophers, Besides, the psychologists also have their own origins in the field of motivation (From, 1967). Vroom stated that individuals act consciously with a purpose beneficial to themselves. They are willing to repeat rewarded behaviors and avoid behaviors that cause undesirable outcomes. In addition, Fromm argued that individual needs, values, pleasure, and past pain can influence behavior (From, 1967). According to these assumptions, the theory defines the concepts described below and also defines the basic argument about the motivational process.

6. Anticipation

Expectation is actually explained as follows: It is the individual's initial belief that a certain result (performance) can be obtained after exhibiting a certain behavior (Froome 1967: 17). The factors that influence this belief are expressed as effort-performance expectations. They are organizational and extrinsic-environmental factors other than self-efficacy, job difficulty, individual dominance over the work process, and individual control.

7. Outputs

It is actually defined that behaving in a certain way or making a certain level of effort is a number of consequences. These outputs are addressed at two levels: The first and the second levels are considered outputs. Level 1 means success or performance in a particular job. For example, performance measures such as productivity, attendance and level of goal achievement are described as first-class outputs. The second-level outputs represent the

rewards obtained based on the first-level outputs (performance). These include intrinsic rewards such as the pleasure of accomplishing a task, as well as extrinsic rewards such as promotion, financial rewards, and recognition.

8. Instrument

In the field of expectation theory, it is an effort or act in a certain way. It may guide to some certain level of results which may also guide to a second level of results. The perceived relationship between first-level output and second-level output is expressed as a 'tool'. Thus, an instrument can be discussed carefully. It is considered an individual's belief. It is about the effectiveness of some first level outputs to achieve a set of second level outcomes (reward).

9. Valence

Naturally, the individuals can make behavioral choices in order to achieve internal outputs such as achievement, appreciation and creation, and external outputs such as promotion, additional payment, and job security. Valens are expressed as the level that leads to an individual desires or avoids the outcome of a behavior or performance level. If any output is positive and is desired by the individual, it will have a positive valence; otherwise, it will have a negative valence.

10. Effort and Motivation

Depending on the expectation theory, the degree of effort that has an individual will be spent towards a certain goal. It is a function of the expected performance level. The

rewards are expected to be obtained based on this performance, and the attractiveness of these rewards for the individual is naturally expected to be obtained (Vroom 1964; Porter and Lawler 1968). Vroom expresses this relationship with a multiplier relationship between expectations themselves. It refers to the value that an individual attaches to the awards to be won because of performance. A very low value for one of these variables greatly reduces the level of effort (motivation). Therefore, unlike content theories, expectancy theory, apart from needs, provides experience, knowledge, skills at the individual level, corporate level, management quality, and resource wealth. It shows that factors such as general economic conditions can also affect individual motivation at the macro-environment level.

Many empirical studies have been conducted to test the prospect theory (eg, Allen et al. 1997; Birkan 2009; Walters 2011). While some of these studies look at the effects of effort expectancy, performance-outcome instrumentality, and valence elements that are given in the above formula separately on the employee's work behavior and attitude. Some of them focus on the effects of the multiplier effect between these elements on some outputs such as work-related effort, behavior, or decision making (E.g. . Brooks and Betz, 1990; Snead and Harrel 1994). Some of the meta-analysis-style studies on the theory (eg, Klein 1991) concluded that the theory is largely supported, while others (eg, Van Eerde& Thiery, 1996) concluded that the empirical studies generally contain mixed results. In some empirical studies using expectancy theory as a general framework, the relations of individual, cultural, and organizational elements with multiplier effect and direct effects are not supported by mixed findings. The expectation, instrumentality, and valence are accepted as motivation measures (Geiger and Cooper 1996; Monge et al. 1992; Porter et al. 1975).

In a significant part of the studies that deal with individual differences, all or some of the demographic differences are already tested. They have a strong relation to the multiplier effect and direct effects (eg, Birkan 2009; Walters 2011). Apart from these variables, the effects of individual factors such as personality differences, positive and negative mood of the individual, and locus of control on work motivation were examined. The general opinion in the literature is that the actual relation between the right direct impacts in the formula given above and the outputs such as job performance, persistence, and effort is stronger than the relation between the 'multiplier effect' and performance which is used to measure the level of work motivation (Ambrose and Kulik 1999; Brooks and Betz 1990; Snead and Harrell 1994).

11. Expectancy theory

Expectancy theory of Vroom (1964) indicated that it is not necessary for the behavior and working motivation of employees Maslow. According to Vroom, he puts more attention to results without focusing on human needs. The theory of Vroom involves three basic concepts, including: valence, and instrumental expectancy. If the workers'perception about these three concepts is positive, their motivation would increase to determine by the reality. Conversely, it depended on what people expect in the future. This doesn't agree with Vroom (1964). In other words, it is believed that employees' efforts will get better results. Consequently, this will lead to a significant and suitable achievements for employees' personal goals. Applying this theory into the research topic, it could be noticed that in order to have a motivation toward a certain aim, this aim must connect closely to organization's objectives. The necessary thing is to create an awareness to employees that their efforts will bring the rewards as they desire. Hence, the managers

normally need to create the complete satisfaction in their work for the employees. They should have a certain view so as to achieve the appropriate performance in their current workplace. The expected utility theory, which has an important place in the literature of economics and finance, is severely criticized after the 1950s. Through theoretical and empirical studies, the flawed aspects and flaws (Allais and Ellsberg paradoxes) have been revealed (Aksoy and Shahin, 2009:9). They have been criticized a lot, especially for their rational human assumption. They are often difficult for individuals to make probabilistic estimates of the consequences of these decisions before the decisions they make in real life. For this reason, the expected subjective utility theory put forward by Savage (1954) is defined as a function of utility multiplied by an individual's subjective probability assessment of preferences. However, this theory has been heavily criticized, such as the expected utility theory (cited by Sefil and Çilingiroğlu 2011: 250).

Kahneman, who is regarded as the scientist who laid the foundations of behavioral economics and finance, conducted a study titled "Expectation Theory: It is the analysis of Decisions Made under Risk" in 1979 with another famous psychologist, Amos Tversky. In this study, by criticizing the assumptions of "Expected Utility Theory" (Bernoulli 1738; Neumann and Morgenstern, 1944; Herstein and Milnor 1953; Savage 1954; Luce and Raiffa, 1957; Pratt 1964; Fishburn 1970), they focused on the reasons and put forward the Prospect Theory. Prospect theory deals with decisions made under risk and uncertainty. Kahneman and Tversky, in their work that formed the basis of the expectation theory in 1979, examined the effect of loss or risk aversion on the decisions made by individuals with an experiment they conducted on students. In their study, they conducted four different types of experiments on students. In their first experiments, the students were asked to choose between the alternative with an 80% probability of earning $4,000 and a

20% probability of gaining nothing, or the alternative with a 100% probability of earning $3,000. Eighty percent of the subjects preferred a firm win of $3,000. In the second experiment, they were asked to choose between a percent of 80% probability that they would lose $4,000 and a 20% probability that they would lose nothing. And a 100% probability that they would lose $3,000. 92% of the subjects preferred the first option.

It is assumed that 600 people are expected to die from the epidemic in their third experiment. Students are asked to choose one of two different alternatives to prevent disease. According to the first alternative, 200 individuals could be saved from the epidemic. According to the second alternative, 33% of 600 participants could be saved and 67% will not be saved. As a result, the first variant was selected by 72% of the participants. In the fourth experiment, the third and fourth alternatives were presented to the respondents by changing the scenario mentioned in the third experiment. In the third variant, 400 people out of 600 will die. In the fourth variant, there is a 33% chance that no one will die. And a 67% chance that 600 people will die. 78% of respondents chose the fourth alternative. Besides, depending on the theory of expectation, although individuals take risks to avoid losses, they avoid risks when it comes to gains. Prospect theory, as an alternative model for risk-making decision-making, the proposes that decisions are made by the individuals are based on the potential value of profits and losses more than the last results. Prospect theory also forms the basis of behavioral economics theory, which describes risk-based decisions that are made among various alternatives.

This theory has revolutionized not only psychology but also the financial discipline by revealing that people assign different probability values to gains and losses due to psychological effects (Sefil and Çilingiroğlu 2011). According to the assumptions of expectation theory, some patterns of human behavior appear in two directions. First, the

people's feelings have a negative impact on the decisions they make. Second,the cognitive biases make it difficult for individuals to make rational decisions.

12. Equity theory

Adam's Equity Theory (1965) showed that the process of a certain tendency that workers assess fairness by comparison the effort they spend versus what they receive as well as compare their ratio with that percentage of co-workers in the scope of an organization. If the finding of the comparison is fair, they will continue to maintain their efforts and working performance. If the received remuneration is excess of their expectations, they will tend to increase their efforts in work. On the contrary, if they receive the remuneration which is lower than their contribution, the workers will tend to decrease their efforts or look for another solution such as absenteeism regularly or quit the job (Pattanayak, 2005). Similarly, this is pointed out by the researchers Champagne and McAfee (1989). Thus, putting this theory into the study, an employee can get the satisfaction when they find themselves treated fairly on the issue of salary and rewards, training, and career advancement opportunities.

13. Rewards and compensation

Most of the labors were satisfied in the field of their paying scales. Majority of them have different points of view regarding progressive and successful opportunities. Another research has found a link between compensation, advancement opportunities, and job

happiness in the workplace. To keep their top minds and vocational training, the health care system should examine these aspects (Singh 2019).

A reward is something that an organization gives to the employees in response of their contribution and performance. A reward can be extrinsic or intrinsic. It can be a cash reward such as bonuses, or it can be recognition such as naming a worker an employee of the year. The extrinsic rewards are the most tangible, such as salaries, bonuses, promotions, etc. Yet, these incentives alone are not enough. Employees assess the work quality by how satisfied they are with it. Any business may use tangible satisfaction to boost employee engagement and retention. Although it is either an art or a science, it contains essential aspects of human nature. Employees stay creative when these inherent ways are acknowledged and established in the organization's strategy. Paying and benefits are equivalent to the marketplace. It's been claimed that it is the intangible benefits that allow for a loyal staff (Shechtman et al. 2008: 12-17).

Elarabi and Johari (2013: 45-48) denoted that some researchers are influenced by some factors that relate to the job satisfaction and performance besides the relationship between the two factors. The study is identified by four factors: work comfort, work treatment, salary incentive, and assessed their impact on the job satisfaction of medical staff in Libyan public hospitals. Workers and medical personnel were dissatisfied with many aspects of their jobs, having a negative impact at the institution. The study stated that in additional to decent compensation and an efficient incentive system, medical team performance and medical quality of service in health facilities may be improved when personnel are pleased and well treated by their supervisors (Ong and Noor-Hayati 2016). They are other writers who studied the healthcare industry. They found that the job performance is essential because it is one of the key productivities and profitability indicators. Beam 2006 also

made a survey in data suggest on American journalists 1,149 career satisfaction news related to workers ' perceptions of employers and professional (journalist) objectives and priorities. Journalists tend to be less comfortable if they work for organizations that strongly believe that the profit normally satisfied the labors if they realize that their employers' value of good journalism. However, these relationships differ by job role. Ordinary journalists and news supervisors do not have different perceptions of their organizations, goals, and priorities, but those perceptions somewhat have different effects on job satisfaction in each group: performance of employees. The compensation or reimbursement mechanism is different for each organization and the bad thing is that we still do not know what the major determinants of compensation are. Some researchers argue that when employees are motivated to perform by offering them good incentives in terms of salary etc., then the performance of the organization ultimately increases. The success of any organization highly depends on the way its human resource is tackled.

Calisir and Iskin (2010) showed that the salary and encouragement are considered the most important factors which affect job satisfaction. Similarly, Abdulla and Djebavni (2011) mentioned that some elements as acknowledgment of work, loyalty, and promotion have an influence on the satisfaction of staff. The essential thing is that they found the primary factor for job satisfaction. It is actually the salary. According to Crossman and Abou-Zaki (2003), they conducted a survey on 202 employees from nine commercial banks in Lebanon. The results showed that salary and supervision have effects on satisfaction of employees. Besides, the research result of Mora, Ferrer-i-Carbonell and Ada (2009) 14 indicated that within five factors of job satisfaction as job content, ability to apply knowledge acquired, job security, promotion ability, salary, and three last factors affected job satisfaction significantly.

Kwenin and Nzulwa (2013) conducted a study about the aims which determine the association between rewards and employee retention and also to assess the influence of work satisfaction on other workers' intention to stay with Vodafone Ghana. The participants are nearly size 142 workers who represent 10% of the whole population (Ghana.Vodafone Limited). The employee's rewards, recognition programs, job satisfaction, and quitting intentions are required to be taken into consideration. The empirical review showed that the organizations could do better work in retaining employees if they understand the factors that motivate their employees at their workplace. Peter et al. (2007) wrote a survey about description of work satisfaction. It defines their association with stress, work setting, and other socio-demographic variables. It also identifies key dimensions of work satisfaction among psychiatric nurses. The methods and participants are based on the organization and the community that based on psychiatric nurses including wards and nursing staff, work managers, and registered nurses. The general adult teams from a psychiatric hospital sent questionnaires including McCloskey/scale Reza Muller and anxiety stress on the questionnaire. The results are as follows: The data showed 102 questionnaires. The rewards and compensation are the main factors that affect them to be satisfied (Muhoho 2014). To identify and evaluate the elements, the workers believe to be forced in their workplace engagement. A total of 60 participants were gathered from ten Tanzanian institutions for this study. Benefits and salaries, retirement funds, and growth possibilities are all available in Tanzania's government and non - governmental jobs. And according to the report, some corporations and workers should strive hard to create a highly collaborative workplace and organizations by integrating and aligning company goals with employee personal goals Humborstad and Perry (2011: 34). The participants have higher degree of job performances

by the payment rat and salary (Yang and Hwang 2014). The lower levels of turnover and work loyalty depend on the profit which they gain. One of the elements affects employees' satisfaction which almost people think is salary and rewards. The salary is a way to express how valuable the employee is in an organization (Zobal 1998). Basically, it is said that the salary is considered a key matter in order to keep and retain human resources, especially the talented people. A fair salary is the foundation of an agreement that is expressed on the contract or a tacit agreement between the worker and boss (Willis 2000). The findings of this research is carried out by Poza Souza (2000). They indicated that the salary of the staff is evaluated as a predictor of work satisfaction. Likewise, the salary is regarded as one of vital determinants to employees' satisfaction, because it fulfills employee needs from the basic needs to and the upper-level needs. Employees often consider their salary a limited reflection of how administration manages their contributions toward an institution (Luthans 2001).

For most of the staffs in public and private sectors, the salary and benefit are the main drivers to gain and retain the workforce in both areas. Basing on the weak of demand and supply, manpower resources are considered a place of supply with its own price regulations, organizations demanding in order to get people need to perform in accordance with their regulations. On the contrary, job seekers want to go into financial relationship with employers need to find out about the suggestions or the offers as salary, benefit or rewards for themselves suitably.

Besides, Rustagi and Dua (2012) mentioned that basing on survey results of Kathawala, Moore, and Elmuti in1990, the salary was one of the main elements which influenced employee satisfaction and motivation in the automobile industry. Similarly, the research is implemented in more than 800 agencies with the quantity of 16,266 employees.

The goal of this research is to define the elements of happiness at workplace. The interesting thing is that the results demonstrated that the level of salary minimally affected on job satisfaction (Brown et al. 2007). Jones and Sloane (2007) showed that the rank of work satisfaction is raised by the degree of earnings. Furthermore, Jobaid and Sarkar (2015) also pointed out that to raise job satisfaction level of employees, it is necessary to reexamine the structure of salary and incentive in different holidays that will be overestimated by employees. Reward systems normally are crucial for an institution (Maund 2001). This has been understood in different ways by various scholars. Voydanoff (1980) sought that those financial rewards are considerably associated with job satisfaction, regardless of occupational status. Maurer (2001) indicated that reward is linked to an organization's performance that indicates its work satisfaction of a staff. It is also one of the primary elements to rise the satisfaction of employees (Turkyilmaz and Pastuszak 2011). If companies develop the reward system for their employees, it will increase the satisfaction degree of the employee (Coomber and Barriball 2007).

According to Al-Aameri (2000), he found that if there is no reward inside the organization, it will make the employee dispirited, and his satisfaction will be low towards his job. On the contrary, if reward is high, the employee will be more satisfied and will perform his duty accurately. This was demonstrated well in Danish's and Usman's research (2010). It showed rewards that could increase and decrease the satisfaction of employees. Generally, we can see that if staffs perceived and treated fairness in the field of salary and rewards, they will like to have a high degree of satisfaction and continue their employment with the organization. The term "Remuneration," according to Heery and Noon (2001), has various components such as base wage, perks, bonuses, pay for completing extra work, and incentives. Pay, according to Wyk and Schenk (2001), is something an employee receives

in exchange for his job after completing his obligation and includes all kinds of financial and quasi benefits. Compensation, according to Martocchio (1998), includes both intrinsically and extrinsically benefits. Money and quasi benefits are examples of extrinsic rewards. Services and other quasi incentives are types of non rewards. Money is a motivating indicator. Worker performance will be improved when they're well compensated. Money is seen as a form of compensation given to the employees in exchange for their services, as well as a means of supporting their families and remunerating them for their efforts (Barton 2002). According to Barton (2002), the organizations generally need to consider financial incentives such as compensation because they have a significant impact on employee motivation and retention. Employee pay, according to Dessler (2008), encompasses all compensation variables that are supplied to him in exchange for his job. "Wage is a key component for nurse retention," according to Cowins (2002), "because if nurses see pay disparities between their job and other professions, they become unsatisfied and disappointed with their work."

14. Organizational safety

Job security is another significant factor that has a direct impact on employee corporate continuance commitment. If a worker is confident that he'll never be fired any real soon, he would work even harder. He would, in fact, make an effort. Employee pay, according to Dessler (2008), encompasses all compensation variables that are supplied to him in exchange for his job. According to Cowin (2002), salary is an essential factor in retaining nurses since they may perceive wage disparities between their field and other occupations. They became unsatisfied and disappointed with their work.

15. Organization security

Employees can properly work if they are committed, loyal, and sincere towards the organization, and this is only possible if they are satisfied with the organization, its decisions, their salary packages, and other similar factors. Sharma conducted a pass research among Indian doctors using a detailed designed questionnaire to assess their job satisfaction level and to discover the framework for risk it. A total of 170 doctors were chosen utilizing a multistage sampling procedure from two healthcare institutes. With 42 inquiries, fifteen aspects of job satisfaction were investigated. According to the findings of this survey, around 74% of physicians are pleased with their jobs. Physical work circumstances, freedom process of choosing preferred style of operation, attitude of coworkers, recognition for good work, attitude of immediate boss, rate of pay, ability to use strengths, inter and infra individual departments management, and importance attached to suggestions have been the nine variables associated significantly with health care professional job satisfaction. According to the writer, the structure of high percentage of remarkably efficient by Indian professionals was comparable to the trend of high percentage of satisfaction recorded by health professionals working in industrialized nations. Organizational justice research has occupied academics for the last three decades because it is an important concern for senior management. Researchers are now looking at how organizational security aids in resource management. According to some academics, corporate fairness leads to an increase in the organization's production. Employees are the primary stakeholders in a business, so they want to know that their employer is treating them fairly. Every employee compares this input with the rewards he gets as an output from the organization and if he finds out that he is getting less for his hard work, then he will

eventually start to feel that the organization is not fair to him. (Jones et al. 2015). The negative impact of unfinished care on purpose to leave, and on job satisfaction, has been reported by the authors of several reviews the main factor was employee's security and employees' rights (Andreou and Efstathiou 2014). There are indeed substantial issues regarding job involvement as a factor in nursing burnout and quality of treatment (Lu and While 2019). More study is needed to properly comprehend the link between incomplete nursing care, work satisfaction, intentions to leave, and worker quality care and entitlements. Employee engagement will be aided by company procedures and Human Capital practices that outperform the market. The importance of human resource policy and their impact on employee retention were categorically highlighted.

Similarly, proficiently planned and well-executed employee retention program enhances productivity and reduces employee turnover expenditures" (Sutherland, 2004). Whiteacre and Kevin (2006: 54) indicated that the administrators in community corrections expected to provide concrete and meaningful outcome measures for a large group of stakeholders. Work engagement and stress variables, on the other hand, continue to have a role in a variety of work outcomes, including turnover, absence, and dependability, according to substantial research. Fortunately, standardized surveys perceptions of (135) employees in the organization are working hard and several administrative requirements can be met, in particular the implementation of evidence-based practice. Some topics have revealed that employees are satisfied to live longer and healthier, happier, more cooperative and more reliable, less important and did not like to end this early study jobs. Physical and behavioral variables related with longevity, better indicators of longevity and the work was satisfaction. Happiness. Generally, the second-best predictor of longevity. All variables and predicting longevity are better than physical health or refrain from using tobacco. These

important results denote that employees desire financial certainty from their employers. If they don't get it, they may lose their human capital. Nowadays, the vast majority of firms provide their employees stock options. This is only one method for improving job happiness and job security.

16. Education and training

Nowadays, the workplace mostly faces hard things in order to deal with this situation. It is the continual sensation of having to sell himself with little time to fulfill personally or professionally goals. Helping employees can go a long way toward easing such sentiments. Employees are less likely to care about a firm if they don't feel its support (Moses 1999: 26-30). It is very important for the organization to ensure its employee job satisfaction as the cost of hiring a new employee is very high, and no organization has enough resources and time to hire a new employee every now and then. Lack of worker job engagement can cause serious trouble for the organization, as it does not only add recruitment cost. But it affects the growth of the organization in a few days later. Job satisfaction comes because of some different factors. Some of them include pleasant work environment, friendly management, good salary package, job security, organizational justice, and career opportunities. Some studies indicate that the most employees surely feel satisfied with their job only when their organization is providing them financial security which can be in the form of good salary packages or job security (Garger 1999: 45). Some people recognize the value of working for a company that is willing to invest money in them, even if that investment ultimately benefits the organization (Wilson 2000: 43).

Two factors that have to do with the impact of employee satisfaction and commitment. They are the field of feelings that the organization can be relied on to carry out its

commitments to its employees. The second factor has to do with other type of feelings that the individual is respected by his organization all the time he works in. It does not only need their employees to be helped to be successful, but also they need to feel like the position of making a difference in reaching business goals Companies utilizing employee development programs. The organizations usually are looking for better worker satisfaction including lower turnover rates (Wagner 2000: 45-48). Bernardin (2003: 65) denoted that the executive management team of St. Vincent Hospital feels that the employees are able to get some informal information at the annual performance reviews that department managers administer. There are also informal information gathering at monthly meetings of the responsible employee where he meets with the Director of the hospital staff groups and answering their questions and solve any rumors that employees may have questions about. This method proves to be effective for the administrator to get accurate information. This can involve staff to greater satisfaction will improve attitudes and collaboration, as well as lower turnover and absenteeism and this can lead to a sense of empowerment staff as they see their ideas being discussed. The institution should enable employees to allow them to think for themselves. It should also encourage them to be creative and let them produce more and more various products. To be an efficient worker, the company needs to reinforce its workers by offering everything required. Because the employees were part of the development or improvement of the process, they will have ownership and strive to know their suggestions. Employees, who have not been enabled, they normally tend to be more apathetic toward their work. This seems to be just going through the MU (Studor, 2003). One suggestion to stay connected to employees is through rounding. It is simply to ask staff Manager how their employees daily live for sample of (50) workers, and what are the

things they can do to make it go better director. This opens up the lines of communication, as well as giving direction of managers in how to maintain employee satisfaction.
This is also an opportunity for the Manager to ask what works seem well. This staff focus on positive things instead of the best things that can be. Sometimes, when there is something negative in the field of employees health care, the situation requires to focus on the negative health care. The providers actually are trained to look for things that happen to a patient. In customer service, the process of concentration leads to some positive results. The focus is that managers need to practice rounding results as a way to involve employees in the process improvements, work colleagues, doctors, I feel like an essential part of the team, employee will be participated in his job, besides the sense of relief that cares about their facility.

Al Maqbali (2015: 33; Lu and While 2019: 55) suggest that employee skills can change through effective professional development, and thus they do not only enhance employees' performance in order to perform their current jobs effectively, but also the production will be increased. Actually, they should improve their abilities, knowledge and attitude to meet future work needs. Therefore, this contributes to a long-term organizational effectiveness. Olsen and Mikkelsen (2017: 34-37) denoted that making the case of professional growth isn't enough to produce more because the workers continuously have to adapt with their changing job performance criteria. According to Birdi, Clegg, Patterson and Robinson (2008: 33-39), training plays a major role in the competitive strategy of numerous institutions in the present circumstances. Training can help the institution reach a lot of vital targets (Li and Liu 2006: 23-27). This is the reason that the majority of institutions have invested a great number of money on training for staffs annually (Allen and Hartman 2005: 45-48). Although there are many different definitions about training

throughout the world, but having a certain understanding of training does not seem to be simple at all. In Vietnam, training is a regular task of the local governments. Training has an important meaning, contributing positively in improving qualification, work ability, the quality, and efficiency of work of officials (La 2015; 45). Training is seen as an invested form of an individual or an organization for source of human capital (Wetland 2003:54). Training is the process which transferred from what people must learn to what they must do or how they perform on the job (Robinson and Robinson 1995: 24-27). Training is understood as the learning activities to improve current skills of employees for their job (Laird 1985; Nadler 1990). According to Noe (2008: 56), training is the planned activities which are implemented by an institution in order to transfer the job knowledge and skills. It enhances the attitude and behavior of workers which are suitable with objectives of the institution.

Pugh (1984: 34-37) wrote that training has a positive effect on employees' satisfaction, because untrained workers often feel uncomfortable and tend to change another job. Likewise, Landy (1985: 56) considered that training as an increase in positive and effective attitude toward job gives opportunities to build a strong carrier which will increase the worker satisfaction in organizations. Besides, some researches demonstrate that there is a clear tendency that the trained employees feel more satisfied in their work than non-trained employees (Marie 1995; Saks 1996). Melymuka (2000: 76) also indicated that training increases job satisfaction of employees. Moreover, Martensen and Gronholdt (2001: 34-37) sought a significantly positive effect of training to employees' satisfaction. Clearly, through training, employees were updated the newest information which is involved in their current job. Thus, this leads to employees' satisfaction.

In practice, most of the organizations conduct training to supply better knowledge about their work to employees. The level of knowledge required by workers is changing daily. Hence, the number of jobs requiring specific skills is increasing. Workers are constantly trained and even gained to achieve the requirements of the work. Together with this meaning, Jun and Shin (2006) denoted that employee training supplies a lot of chances for employees. Through it, the employees can extend their knowledge, enhance their capability, and increase their competency to gain individual development. After training, the employees feel better, and their general state motivates them to carry out their job so well (Price 2001: 43-46). Thus, the employees will have more deep knowledge and gain the greater productivity by training programmers (Oosterbeek 1998; Pate and Martin 2000; Choo and Bowley 2007). The aim of training is to give excellence in employees work and it also helps employees could better understand the work which they have to done in organization. Clearly, if a worker is trained as well, they would feel more satisfactory about their work and will be more likely to stay with the organization (Jamrog 2002). Besides, training comes as a result of reinforcing job satisfaction of staffs, because when they participate in the process of training, they gradually feel more confident, perceive opportunities of advancement in career and think that their organization invests in them (Jun 2006: 44-46). Hence, it is necessary to know thoroughly about the correlation between training and employee satisfaction. Therefore, the result of this hypothesis is proposed that training has a positive effect on employee's satisfaction.

17. Relationship between satisfaction employee's and loyalty

The ultimate goal which any organization needs to achieve is that the employees do not only work hard, devote to organization by all abilities and enthusiasm to gain the general objectives of the organization, but they also have a long term. It is attached to the institution by their loyalty. With this goal, a question is mentioned that what loyalty is. Originally, Plato stated that only a person can be faithful, and that devotion is a requirement of authentic philosophy. This was the greatest moral good, according to philosopher Royce, and one's dedication to an item counted more than thing's virtues. It's able to blend up devotion and longevity. Somebody, for example, started eating at the same place each week for a few months. To others, he may well have appeared to be a devoted customer, but still nothing could be farther from the truth. He grumbled to anybody who could hear about their cuisine, and he only went to this place since it was close to his house and remained open late. The day when a new restaurant debuted near was the final day he never worked there. There, I ate. The idea is that you have to scratch under the surface . as a result whether or not something is trustworthy (Blake et al. 2003: 475-485). The employees are also subject to this sense of loyalty. Employee's loyalty may best be stated as a process in which certain attitudes lead to particular behaviors. The particular patterns of conduct (actual or intended). In the previous two decades, the corporate sector and the workforce have seen significant changes. The employees used to assume that once employed, they would have a job for the rest of their lives. The managers anticipated their employees' undying devotion to the company. Similarly, employees used to be loyal to their bosses. With the onset of globalization, the employees began to experience restructuring, corporate relocation, and layoffs. This picture of job loyalty began to shift. The employers

have broken the rules, reciprocal commitments have been re-examined, income and job and loyalty are no more anticipated, job hopping is regarded as normal, and employees are continually looking for greater income or better working conditions (Rider 1998: 53-80).

In the business, trust and loyalty have grown increasingly difficult to earn and impart. Whether that's worker's loyalty to a firm or customer devotion to a commodity, loyalty appears to become a characteristic it's becoming increasingly difficult to come by. The employees used to think that once they were recruited. They would stay with the firm until they resigned. Workers' assumptions of jobs for life were disrupted by retrenchments, firm migration to other states or countries, and stagnant pay beginning in the 1981s as businesses attempted to raise profits. Interior and outward loyalty are two aspects of loyalty. Essentially, devotion is an emotional connection. The emotional aspect is part of the interior dimension. It encompasses feelings of having to care, belonging, and commitment. This is the aspect that has to be cultivated and cultivated. The outward component is concerned with how loyalty is manifested. This component is made up of the actions that show the emotional element of devotion, and it is the aspect of devotion that varies the greatest. The first stage is to define allegiance as internal feelings that might take on many different forms. Rather, what most commonly occurs is that a firm's executives believe they are extremely devoted to their workers, and that the business has policies in place to represent it, but that people are unaware of what leadership is trying to achieve. Employees who believe they are particularly committed to their company, on the other hand, do not show it. The conditions of allegiance are no longer the same as they existed previously. The employees show their loyalty to the business via their work rather than mindless corporate allegiance (Chen et al. 2002: 1-4).

In fact, there are numerous ways of approaching in the research of employee loyalty. It can be a component element of a commitment in the organization, but it can also be an independent concept. According to Encyclopedia Britannica, 1998: As mentioned before the term: "loyalty" refers to an user's devotion or sentiment of attachment to a certain thing, which might be someone person or a group, an image, a responsibility, or a purpose. It manifests themselves in both thinking and deed, attempting to align the loyal user's interests with those of the object. According to a simple definition, Zajac and Mathieu (1990) indicated that loyalty is an emotional response of workers which is shown by a tightly relation between workers and their institution. Through this, they desire to stay with the institution for a long time. Likewise, loyalty is understood as a psychological state encompassing a relation between employees and institutions, in which they decide to remain with the organization (Allen and Grisaffe 2001). Becker and his colleagues (1995: 66) also considered that loyalty is not a strong desire of employees who want to stay with the organization, but an ability which is willing to attain benefits of the organization. Moreover, as Loyalty Study Center (2003), loyalty of employees towards an organization is expressed when they are committed to associate with the organization. They believe that working for this organization is their best choice. Likewise, loyalty is an intention or a desire to maintain as a member of the organization (Mowday and Porter, 1979: 67-69). Loyalty could also be generally defined as "the employee's multifaceted perception of the relationship that he/she engages in with the organization" (Eskildsen and Nussler 2000).

Basically, loyalty is already defined a motivation and attachment of a person or an employee for some certain specific issues. Employee retention (sometimes equated with loyalty) has been considered an attitude toward the organization (Allen and Meyer 1991). According to Solomon (1992), an employee loyalty would drive them to come and make

them want to work with the company. In Vietnam, according to Tran Kim Dung, loyalty is defined as when employees work enthusiastically for the advantage of the institution and think that acting for this workplace is a better choice. They do not only have a plan to long-term work with the organization, and they also have no intention of looking for another job. In addition, numerous researches on human resource management in America pointed out that employee's satisfaction is positively concerned of employees' loyalty to their organizations (Brown and Peterson 1993; Martensen and Gronholdt, 2001). Furthermore, a similar study also claimed that satisfied employees will express a higher degree of loyalty to the organizations. As a result, they do not have intention to leave their job. Accordingly, depending on the findings of experimental studies. Chen (2006: 57) explained and demonstrated that loyalty was derived from a major premise that is job satisfaction. It means that the satisfaction has a good effect on loyalty. These studies reveal that employee retention is a statement that reflects that job devotion will lead to employee happiness, while also indicating there is a positive relationship between these two factors." Obviously, if an individual has little work loyalty, he or she will be dissatisfied and look for another employment. Meanwhile, if employees are devoted to the organization, they will be more confidence in their work, which will improve their happiness (Soler et al. 2010 and Chen 2006).

Hence, the organization needs to make employees feel satisfied, and therefore, they will loyal much more to the organizations. Many studies all over the world have proven that there is a strong relation between loyalty of workers and the satisfaction proposed. This result is actually closed and is tested in many studies by Aon Consulting Institute, namely in America since 1997, in Canada since 1999, in England since 2000, in Australia since 2002. Therefore, from the above-mentioned points.

Every kind of organizations wants loyal employees and who are 100% committed towards the goal of the organization. To get a loyal and high level of commitment organizations is always trying to find solutions for this purpose. Previous studies denote that justice is to give the employees their right positions. This situation plays a significant role in this subject. If employees normally feel they have facilities of job security along with the increased degree of work satisfaction than automatically they will show more commitment to the workplace and at the end organizational productivity will be increased". The findings of this study contribute a lot in knowing the important points for increasing the product of the intended institution.

Mehta et al. (2010: 98-108) conducted a study about worker's loyalty towards companies: a study of academician process. In his book, The Loyalty Impact, Fred Reichheld describes devotion as the readiness to engage or create a personal sacrifice in order to deepen a connection. Originally, Plato stated which only a fair man can indeed be faithful, and that devotion is a requirement of authentic philosophy. Employee retention, in principle, can be most defined as a process in which certain attitudes lead to certain behaviors (actual or intended). In the previous two decades, the corporate sector and the labor has seen significant changes. Every firm has the problem of attracting and keeping the finest staff. The purpose of this study was to determine the link between organizational characteristics and loyalty. The point of the study is to determine the causes for differences in teacher commitment and to evaluate teacher allegiance in professional and non-professional courses. Career growth, motivation, connecting, work stability, leadership, and devotion were identified as underlying components of devotion in this research. Career growth, motivation, integration, work stability, leadership, and devotion were identified as underlying components of loyalty in this study. According to the results of the study, there

is indeed a considerable difference regarding instructor loyalty between experts and semi instructors. There is a significant difference in loyalty between women and men professional course professors.

18. Conclusion for literature reviews

Actually, it turns out that there are practical studies on workplace justice, organizational duty, work satisfaction, and action satisfaction. The positive and significant relationships between institutional and organizational duty have to do with the workers' performance inside and outside their workplace (Aksoy 2017; Tokmak 2018; and Bal 2014). There are studies that are already conducted on the field of significant impact of organizational justice on organizational commitment (Buyukyılmaz and Tunçbiz 2016). In addition, some studies were conducted about the positive and significant relationships between organizational and work commitment (Tan and Çetin 2011; Mete et al. 2015; Vural et al. 2012; Daily et al. 2015). There are some studies showing that "job satisfaction has a significant impact on organizational commitment" (Gunluk et al. 2013; Korkmaz and Erdogan 2014). There is another research that showed the organizational commitment and its significant impact on job satisfaction (Korkmaz and Erdogan 2014). There are studies in which there are positive and meaningful relationships between organizational justice and job satisfaction (Altahayneh 2014; Dinç and Ceylan 2008). Once again, a research has emerged on the effect of organizational justice on job satisfaction. In a study looking at the relationships between organizational justice, organizational commitment and job

satisfaction. It also showed that the deficiencies in the level of organizational justice reduced the level of organizational commitment and job satisfaction. It was resulted that job satisfaction has a mediating effect on the relation between working duty and commitment. In another study, it was noticed that organizational duty and work satisfaction actually affect organizational duty (Gorguluer 2013).

Another major research about the field of job satisfaction stated that the tested different variables can have different issues that related to the worker's motivation and faithfulness to the company and its civilization. According to this research, the greatest thing that the individuals participate in the social participation is the higher the likelihood of organizational commitment. Another research has linked commitment to the organization to a person's intention to leave and attrition. It dedicated employees who are required to try a bit harder on the work. It has surely a direct influence on job effectiveness. This research showed that job satisfaction and happiness are critical factors in organizational success, staff productivity, employees ' commitment, quality work, and a variety of other factors. It's been noticed that a substantial amount of study work has been conducted in the domain of employee satisfaction, with numerous aspects of it encompassing a variety of difficulties. An employee satisfaction or happiness is a common topic for investigation, and various researchers have come up with different conclusions. An employee training is considered a plan that aims to improve workers' knowledge, talents, and capabilities, so that they might better fulfill present and future obligations (Desimone et al. 2002). Training and development are also important for developing and achieving organizational goals. Some studies conducted by Lam Zhang (2003) showed that the development and training are considered major factors that affect employees' commitment and satisfaction including their duties and responsibilities. These results

showed that ongoing development and training programs help employees develop the necessary skills. Besides, they can perform tasks without relying on others. This will affect the level of employee retention in the organization (Lam and Zhang 2003: 64). However, Acton and loyalty are a sense of feeling of obedience shown by the employee towards the organization. Possession or a case of belonging is the feeling that indicates a person's right to be regulated. A study by Baker et al. (1996: 34-39) showed that loyalty, rather than commitment, is a key prognostic factor in determining employee performance and organizational citizenship attitudes. Chen (2001) defined normalization as the equality of values between organizations and employees. The similarity between the values demonstrated by employers and the values preferred by employees affects the attitudes of employees in the workplace compared to other factors (Chen 2001).

Job security actually refers to the extent that leads to an organization. It should provide stable employment to its employees (Burke 1997: 45). The employees will remain in an organization if their rights such as salary, pension, seniority, etc. are not arbitrarily reduced by the employer (Meltz 1989). The studies by Leana and Feldman (1992), Burke (1997) and Yousef (1997) found that the employees who were satisfied with job security showed higher levels of commitment and less willingness to quit. The employee's income normally plays an essential role in staying in their workplace and keeping their performance in a good state. They are normally satisfied in the field of being secure in their current job. In addition, employees perform better if they have a stable job (Youssef 1997).

On the other hand, Maslow's theory of hierarchy of needs identifies five levels of human needs which are seen in a hierarchical order starting with basic needs. The first level is psychological needs or survival needs such as food, water, etc. The second level is security

requirements. The need for safety in the workplace is important to the employees of the organization. Next, the third level is social needs such as relationships between co-workers. The fourth level is the matter for appreciating and the fifth level is the thing for self-awareness such as awareness of one's potential. Based on Herzberg's second factor theory and Maslow's hierarchy of needs, eight factors of employee satisfaction have been identified which are salary (Barren and Galloway 2014), work environment and facilities (Borges 2013; Hong et al 2013), employee relations (Barren and Galloway 2014; Perera et al 2014), supervision (Baaren and Galloway 2014; Borges 2013; Perera et al. 2014), workload (Baaren and Galloway 2014), opportunities for skill improvement (Baaren and Galloway 2014; Perera et al. 2014), promoting and recognizing opportunities, (Mc et al. 2014) and rewards and compensation (Borges 2013; Hussain & Rehman 2013). The employee loyalty could be considered an essential component of an organization. Employee loyalty describes the employee’s relationship with the organization. He has strong desires to remain in the workplace (Turky 2011). In Silvestro's (2002) study, the length of time an employee remains in the organization is a scale of loyalty. Employee loyalty is also a relationship with employee satisfaction (Matzler and Renzl 2006), and this affects employee productivity (Heskett and Schlesinger 1994; Silvestro 2002). In another study, Turkelmaz et al. (2011) revealed that there is actually a positive strong relation between worker satisfaction and retention between workers in the public sector.

Some previous studies clearly demonstrated that employee satisfaction can affect employee productivity and loyalty. An employee loyalty also affects employee productivity. Thus, this study is conducted to identify the impact of changes that affect employee satisfaction; thus, it will affect organizational loyalty in private hospitals in Jordan.

According to Khuong's and Tien's (2013) study. They confirmed that an employee satisfaction has an effect on employee loyalty as it is shown in figure 1. In addition, Sageer et al. (2012) identified that the variables affect worker satisfaction and his effect on his institution (as shown in Figure 2 below), the variables related to organizations

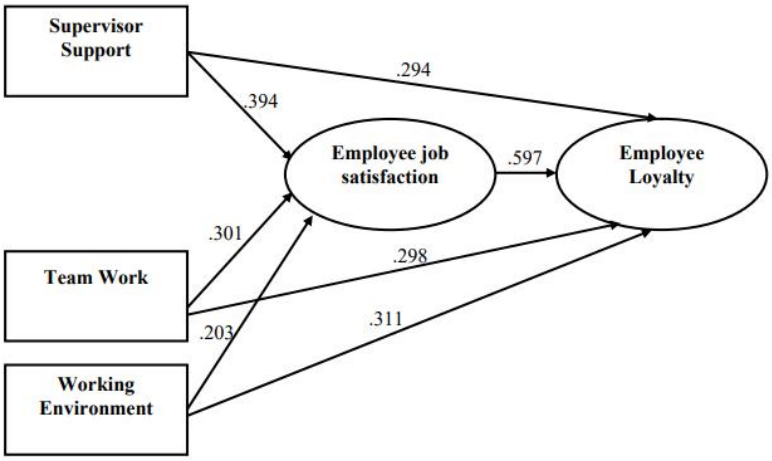
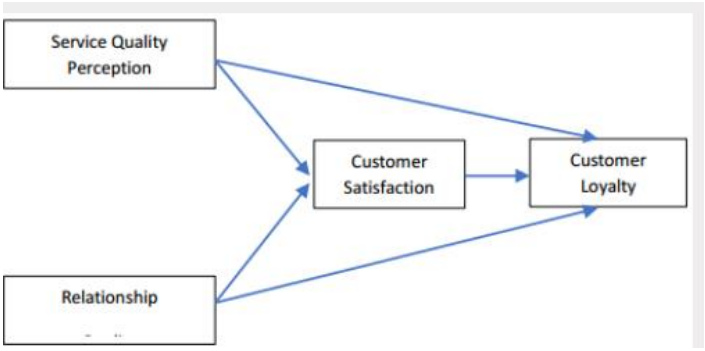


Fig 1: Source: Khuong and Tien (2013)



Fig 2: Types of Organizational Variable, ().

In addition, Segoro and Limakrisna (2020) proposed the customer satisfaction and loyalty model as appeared in Figure3. In addition, Turkyilmaz et al. (2011) conducted an applied study to identify the loyalty and satisfaction of public sector employees according to Figure 4.



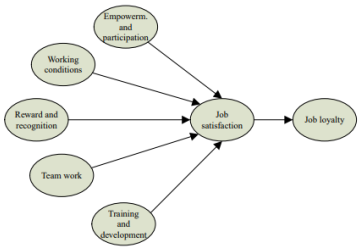


Fig 3: Segoro&Limakrisna (2020)

Fig 4: Turkyilmaz et al. (2011)

19. Overview on the Jordanian Health Sector

Jordan is considered the essential way of the Middle East countries. It is also considered an attractive country among the world. It distinguishes with its medical investments and medical resorts It provides several advantages, including medical tourism, health resorts, biomedical research, production and sales of medical equipment and the production of natural skin care products that are used as a treatment for a number of skin diseases. The soil of Jordanian Dead Sea is really rich in minerals and it concentrates on its natural things. The abundance of qualified medical and nursing cadres is considered one of essential components of the development of medical tourism in Jordan, where the number of doctors has reached more than 28 thousand doctors with distinguished academic education in America. Germany and other countries of the world, in addition to the presence of qualified and trained nursing cadres provide health care services to patients. The Jordanian government works to encourage and promote investment in the health and hospital sectors through the Investment Commission and to provide an attractive investment environment (World Health Organization 2021). The most distinguishing features of medical services in Jordan are the cost competitiveness and high quality of medical services provided, as Jordan is considered the first in the North Africa and Middle East in the field of medical tourism. All hospitals in Jordan implement infection control programs, which proved their effectiveness during the Arab Spring, as Jordan treated more than 150 thousand wounded and sick from a number of neighboring Arab countries in a period of time that is considered medically record. So that no epidemic spread of diseases was recorded despite the fact that viruses spread and bacteria among the sick and finally wounded because of the wars that took place in their countries.

The Jordanian Hashemite Kingdom is a country that concerns with medical health. Medicine is actually progressive in most private and governmental hospitals in this country. It usually spends 9.3% of the gross national product on health. The following figure shows the volume of spending and paying money on the field of medical health care in relation to the gross domestic product compared to some other countries. Moreover, Jordan ranks high in terms of paying money on medical health care as a percentage of GDP, as these expenses include raising the level of health facilities and medical equipment and supporting training opportunities and medical travels for professional cadres in the field of health services and support services, which are positively reflected in providing distinguished medical services to Jordanian and non-Jordanian patients (Jordanian Ministry of Health, 2021.

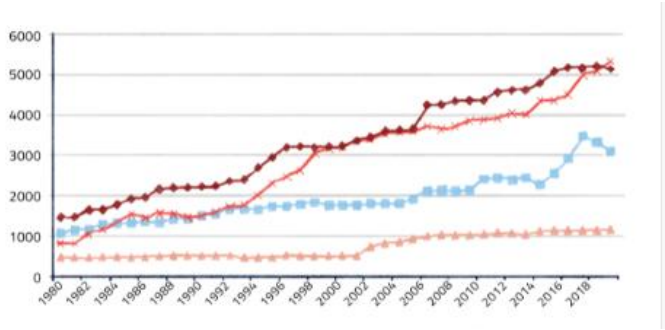
Currently, there are 116 medical hospitals in Jordanian Kingdom that provides services to non-Jordanian and Jordanian patients. The whole number of medical hospitals is 68. All of them are private. While the governmental hospitals are 32, military, 15 and 2 university hospitals". These hospitals offer various medical specialties, and the hospitals offer various medical specialties to patients, including cardiology, neurology, orthopedics, pediatrics, cancer treatment, infertility treatment, eye diseases, cosmetology, psychiatry, addiction and other medical specialties (JHM, 2021). The private sector constitutes an integrated health system separate from the public health system, through its three pillars: the service provider, i.e. private hospitals, clinics, medical and laboratory centers, its financier, i.e. the patient's pocket or private insurance companies, and its recipient, the patient. This private health system is governed by market and capital, and here is very similar to the system in the United States.

20. The emergence and development of the private health sectors in Jordan

The first hospitals in Transjordan were found at the period of the nineteenth and early twentieth century, with the establishment of missionary missions, in Salt, Amman and Karak, followed by the emergence of private hospitals owned by a number of doctors. As for the first public hospitals, it was the Municipal Hospital in Amman, which was established in 1922 (JHO, 2015). In 1928, the final group of hospitals in Transjordan reached ten hospitals with 161 beds (six government hospitals with 60 beds, and four private hospitals with 101 beds), with the significant difference in the level of service between government and private hospitals (JHM 2020).

The growth of private and public sector hospitals remained slow during the thirties and until the fifties of the last century. Since the establishment of the state until the middle of the last century, the private sector maintained its participation in the largest proportion of the number of beds. The public sector's endeavor is to increase spending to establish and expand hospitals changed this equation, until it exceeded. The number of the beds in the public sector is compared to those in the private sector in 1965. However, a paradigm shift is occurred in the seventies, when the University of Jordan Hospital and Al-Hussein Medical City were opened in 1973, until the ratio of public sector beds to the last group of beds in Jordan. It reached 82% in 1977, and this represented the maximum Our documented percentage of the share of public and private hospitals (IHO, 2019). During the past four decades, the total number of beds in various hospitals increases at a high rate (110 beds annually), simulating the increase in the public sector (171 beds annually for both the Royal Medical Services, universities hospitals, and Ministry of Health), until the private

sector's share stabilized to range between 33% - 37 % of all hospital beds in Jordan during the first two decades of the second millennium.



Where the red curve represents private hospitals in the health sector

The expansion of the public sector is explained by the government's tendency to increase the number of hospitals and beds in various regions of the Kingdom. Besides the care given to the Royal Medical Services and the achievements, they have achieved at the local and regional levels. In addition. The law performance gave medical services the right to use new doctors for a period of two years before allowing them to practice privately, which actually provide the necessary medical personnel (JHO, 2018). The adoption of the Families Treatment Project Law (currently military health insurance) in 1963 and the Civil Health Insurance Law in 1965 had its impact on increasing the number of auditors for hospitals, medical clinics and health centers. Thus, the need to increase the capabilities necessary to cover their needs (Jarawdeh, 2019). In additions, the entry of private insurance companies since the early nineties contributed to increase in the field of financing and thus increased spending and expansion of the private sector (Jamal 2019). The transformation of Jordan into a magnet for medical tourism plays an important role in the growth and prosperity of the private sector (Zaqeba 2020).

However, the most important main factor in the emergence and the expansion of the private health sector allows its initial existence without being subject to adequate regulatory procedures. The worker satisfaction was defined as employees' attitudes and beliefs about their jobs, as well as their actions in response to various facets or aspects of their jobs. Some organizations can anticipate employee productivity and loyalty depending on the level of satisfaction of employees. They would be more motivated and contributed to the organizational progress if they were satisfied, resulting in great loyalty. If people are dissatisfied with their positions, they may quit, look for other jobs, or change careers, according to Petty. Employees are found to be dissatisfied with their salary and performance assessment, training, empowerment, or absence of career advancement opportunities as the primary reason for leaving work. This results in a human shortage of resources in institutions, particularly governmental bodies. As a result, the higher staff satisfaction becomes a topic that many organizations, especially in the public sector, are interested in learning more about their institution. As long as the presence of the private sector is allowed, there will remain a group of patients who prefer treatment to obtain a higher quality service. As long as they have the financial ability to pay, the private sector will seek to develop itself and increase the quality of the service provided in the content of competition between hospitals and institutions.

Chapter: III. Methodology

This study is descriptive and quantitative. It aims at investigating the impact of employee satisfaction on organizational loyalty: A case study of private hospital sector in Jordan. It measures these effects according to the statistical processes after building the scale and applying it on the sample of this research. To answer the research questions and investigate the aims of the study, the study used a practical analytical method. This chapter includes study design, population and sampling, data collection methods, data analysis methods, study tool, validity, and reliability test.

1. Study Design:

The current study is descriptive and quantitative. It aims at studying the effect of employee satisfaction on organizational loyalty. The study begins with a literature review in order to develop a questionnaire. Data was collected from managers and employees of private hospitals in Jordan. Their responses were studied and analyzed carefully. The statistical program SPSS was used in order to elicit the answers of the research questions. Then validity, reliability and association between variables were tested, and finally the Descriptive Frequency Test and T-Test were used in order to elicit the answers of this research questions.

2. Study population and its sample

The population of this study is defined as the group to which the researcher would like the results of a study to be generalized, and it includes all individuals with certain specified

characteristics. The population of this study included all employees who are currently working in all private hospitals in Jordan. The sample of this study consisted of 200 employees who are working at Jordanian private hospitals. The sample was chosen randomly. The scale of this study consisted of 38 items that are divided on four axes: Employee satisfaction, rewards and compensation, job security and insurance, and carrier development. The four axes cover the answers of this research questions. The items of the scale that are distributed to the participants of this study referred to these four axes. The respondents' answers are discussed and analyzed accurately after carrying out the main statistical tests: Descriptive Frequency Test and T-Test.

A procedure of picking a number of individuals from a population, preferably in such a manner that the individuals are representative of the larger group from which they were selected, is referred to as sampling (Fraenkel et al., 2012). This study investigated the impact of employee satisfaction on organizational loyalty in private hospital sector in Jordan.

There is a long debate between researchers regarding the sample size when the study uses SEM (Awang, 2014; Kline, 2015). However, Hair et al. (2012) determined the minimum number of the participants. It is between 100 and 150 samples. According to Kline (2015) and others studies which used SEM, considered 200 as a typical and acceptable sample size. Nevertheless, Kline (2015); and Hair et al. (2012) elucidate that in order to use the structural equation modeling, the sample size should be as minimum of 100 to 150 and typically a 200-sample size is sufficient. This sample size meets the requirement of using SEM and the rule of thumb to use Smart PLS (Hair et al., 2011).

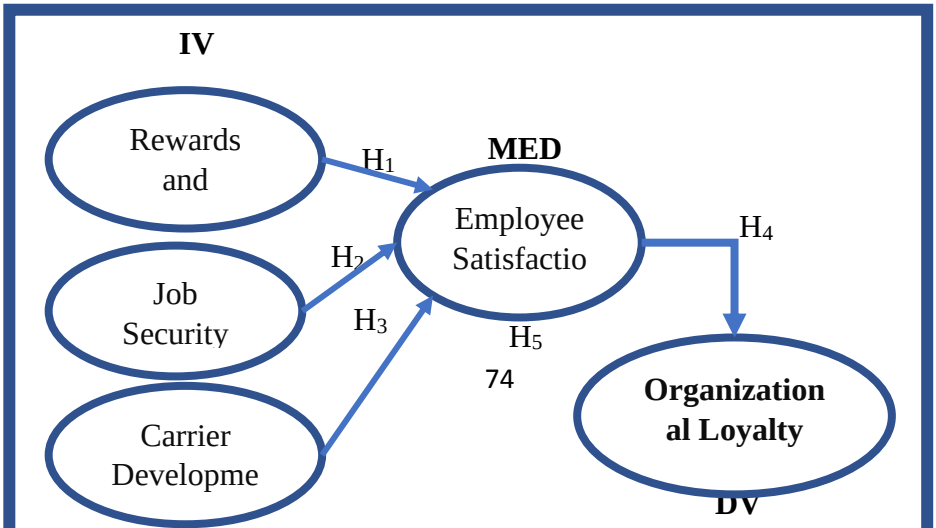
3. Data collection methods (tools)

To achieve the purposes of the study, data were collected from the secondary sources and raw data: The secondary data was collected as follows: from various sources such as journals, working papers, research papers, thesis, articles, World Wide Web and Jordanian pharmaceutical manufacturers. Then, the questionnaire was reviewed and validated by an academic jury and highly experienced experts in the field of pharmaceutical manufacturers. The main data was selected through an inquiry that distributed to managers and employees of Jordanian private hospitals, which were developed based on previous literature and previous experiences.

4. Research Model

The conceptual framework of this research was developed to test the effect of variables that affect worker satisfaction and their effects on the organizational loyalty. However, based on previous studies, the employee satisfaction expected to affect the organizational loyalty. Figure 1 presents conceptual framework for the study.

Figure 4. Research Model



5. Hypotheses of the Study

Based on the research questions, the research model leads to build up few hypotheses of the determine the "independent and dependent variables as well as Mediation variable" of this study. However, the research Hypothesis are:

H_1: Rewards and compensation have an important positive impact on satisfaction.

H_2: Job security has an important positive impact on satisfaction.

H_3: Carrier development has an important positive impact on satisfaction.

H_4: Satisfaction has positive effect towards organizational loyalty

H_5: Employee satisfaction mediates the effect of rewards and compensation, job security and carrier development on organizational loyalty.

$H_{5.1}$: Employee satisfaction mediates the effect of rewards and compensation on organizational loyalty.

$H_{5.2}$: Employee satisfaction mediates the effect of job security on organizational loyalty.

$H_{5.3}$: Employee satisfaction mediates the effect of carrier development on organizational loyalty.

Based on the above-mentioned content, Job happiness is regarded as the most crucial factor in every business. Organizations should keep their staff happy in order to prosper (Wubuli, 2009). According to Ramasodi (2010), job satisfaction is a significant component in the

healthcare industry for enhanced quality. If doctors are satisfied then they will be more motivated toward patient care and health care system outcomes will be satisfactory. Job reward is actually a mixture of job role, job responsibilities, incentive, and rewards. Job satisfaction is a bounded of extrinsic and intrinsic job satisfaction. External job satisfaction is related to all external factors such as communication style, supervisory cooperation, compensation, and working circumstances, whereas quality of work life refers to the sort of work performed by employees and the duties they are responsible for. When an employee is content, he will accomplish well at work. To please workers, the business provides a variety of benefits, such as pleasant working conditions, job fairness, advancement, and prizes, because they are all factors that lead to an employee happiness (Parvin and Kabir 2011). Maslow‟s theory (1970) showed that the need of people starts from basic to high level. These needs are present in every human being. If there is failure to satisfy basic need then next need in hierarchy cannot be achieved. People who have need of security will not go to higher needs if they are not satisfied with it.

6. Research Paradigm and Approach for the Study

Paradigm is a broad view or perspective of a topic (Taylor, et al. 2007; Burrell and Morgan 2017). Olson's and Weaver's (2006) defined paradigm as trends of practices and beliefs that regulate investigation within a restraint by providing glasses, frames, and procedures through which inquiry is accomplished. Jackson (2018) described paradigm as "trends of beliefs and practices that regulate inquiry within a discipline by providing lenses, frames, and procedures through which inquiry is accomplished." A research paradigm is a collection of underlying assumptions and ideas about how the universe is seen that serves as a cognitive framework for the researcher's actions (Jonker and Pennink 2010). Positivism

is the research philosophy underpinning this study. The decision was made based on several factors. the positivist paradigms are pertinent and transferable to social science study (Bryman and Bell 2011; Evely et al. 2008). Because this study is attempting to make the findings generalized on the population of this study and it has a social rather than applied science approach.

7. Survey design

The research design is defined as a description or plan of how the researcher decided to answer the formulated research problem (Blaikie, 2003). Davis et al. (1988) and Graziano and Raulin (2000) mentioned that the design of a research plays a vital role. A research design gives researchers an overview of how data will be collected and analyzed (Hair et al., 2010). It is the overall a strategy that a writer can choose to integrate the various components of a research in a logical and coherent manner. It ensures that the research problem is effectively addressed, by giving a plan for the last collection, measurements, and some analysis of the main events (De Vaus 2001). This study has chosen to collect data by using a survey. Survey is considered as the best source of primary data collection in the field of social and behavioral science as compared to other methods such as observation and interview (Sekaran, 2003). The survey design allows some statistical analysis to be performed to test the correlation and the effect between variables (Somekh and Lewin 2005). The study reviewed some related literature so as to develop the objectives, questions, and formulate the problem statement. Then, based on the literature, this study developed the conceptual framework and the related hypotheses. Measurements of the variables were adapted from reliable sources.

The data will be collected using questionnaire and will be analyzed using Statistical Package for the Social Sciences (SPSS) and Smart Partial Least Square version 3.2.7, which is embedded with Structural Equation Modelling (SEM). The analysis included exploratory factor analysis (EFA). It also included the Measurement Model (MM), and Structural Model (SM) to test the hypotheses of this study as suggested by Hair et al. (2011). Figure 3.2 shows the research process to test the effect of employee satisfaction on organizational loyalty in Jordanian private

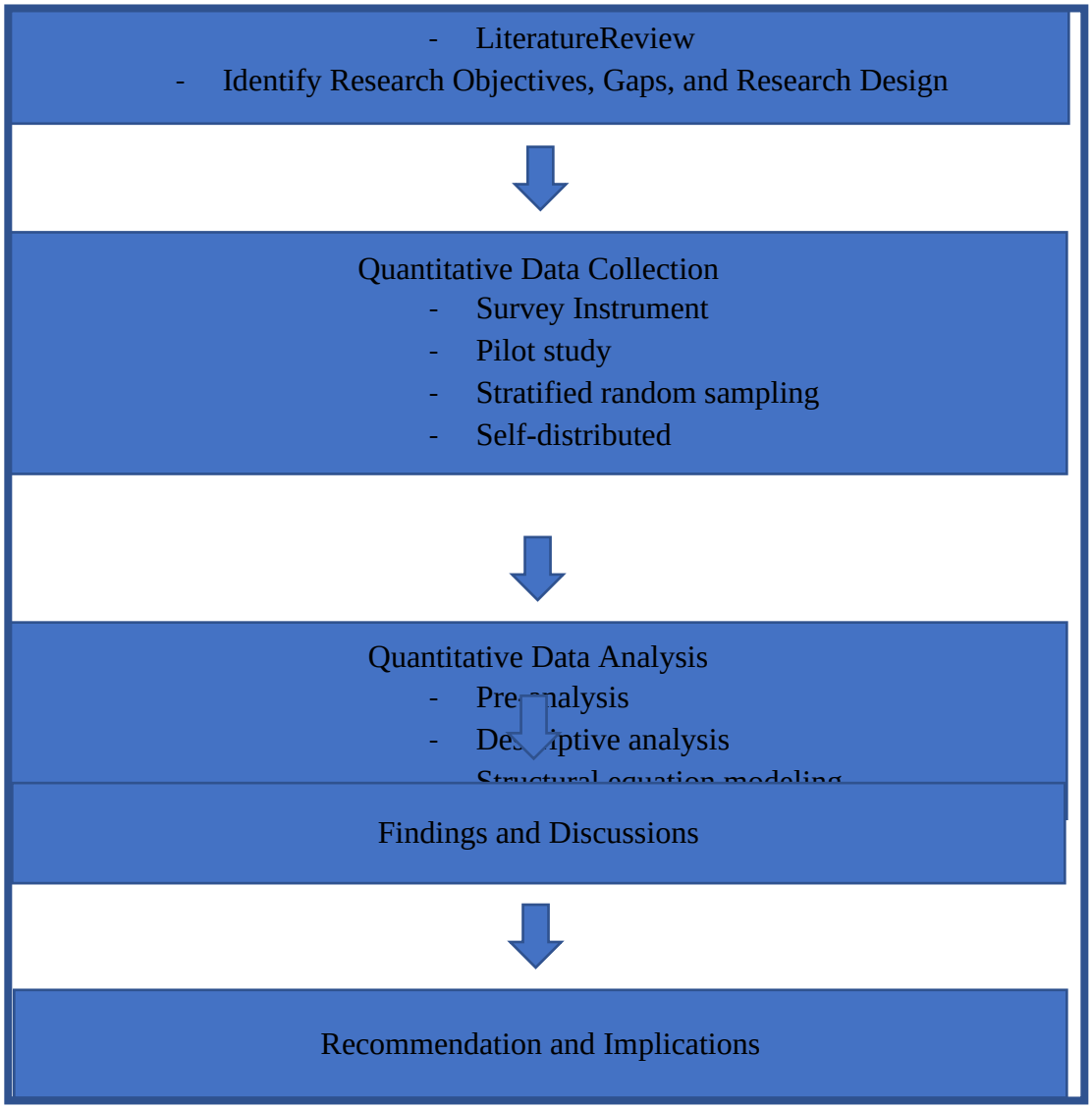


Figure 5. Research Design for the Study

8. Questionnaire Survey

As mentioned by Richardson and Sayer (2001) the questionnaire survey is a common method for collecting data. According to Sekaran (2003) the Questionnaire survey enables researchers to collect data in less cost and time as well as does not necessarily require the presence of the researchers. However, in the current study, all the measures are adapted from previous studies which related with this study.

Measurements of variables**:**

VARIABELS	DIMINUTION	ELEMENTS
Employee's satisfaction	Job loyalty. High performance.	1. I feel proud to work in this organization. 2. I normally contribute to this workplace in the field of its plans and mission. 3. There is an adequate planning of hospital objectives. 4. I do a good and useful work. 5. I usually have enough authority to decide what I need. 6. I feel as a part of a working team in the field of sharing the goals. 7. I understand the long-term work of my

	Decrease turnover.	Hospital. 8. I appreciate the retirement plan benefits. 9. I feel I can trust what I am told by the management staff
Rewards and compensation	Salary, incentives, and perquisites	10. I think my salary is enough to cover all my needs. 11. I think my salary is very good to live in comfortable conditions. 12. I think my salary in not fair and I deserve a promotion. 13. I think that high salary and reward can establish a stabilize in living condition. 14. I think that high incentives increase the probability of a behavior and reduce life stress. 15. I think that perquisites are objective to achieve positive value for individual and increase their productivity. 16. I think that fringe benefits are important to increase my salary in order to satisfy my situation. 17. If I do a good work, I can count on

		making more money. 18. If I do a good work, I can get promoted.
Job environment and security		19. I believe my job is secure. 20. I like the type of my work that I currently do. 21. I feel I am respected by the manager and other workers of my hospital. 22. I experience a spirit of cooperation at my workplace. 23. I like the people I work with at my workplace. 24. At my workplace, I am treated as a person but not as a number. 25. I have enough knowledge by my own management for carrying out my work to do well. 26. I appreciate the importance of life insurance. 27. I appreciate the disability benefits that are activated in my workplace. 28. The days of vacation are suitable for

		me. 29. The sick leave policy is satisfactory for me. 30. The amount of health care paid for by health insurance is enough for me. 31. The package of the benefits is good.
Carrier development		32. I am provided enough information by the Hospital to do my job well. 33. My initial training provided by the hospital is enough for my needs. 34. Training in my workplace is available for me when I need. 35. I think that work experience is important to increase employee's loyalty. 36. Quality of work information is my top priority at my hospital. 37. Communication is available by my management. 38. Communication from management keep me ready to be accurate in the hospital.

9. The procedures of the study

The measurement of this study consists of 38 items. It was judged by a set of doctors and professors who have the same major. After judging the measurement, the scale is distributed to the sample of this study. The participants have read the scale and answered the questions. The researcher tried to explain any ambiguous item that the respondents didn't understand. Then, the answers are collected and analyzed carefully. After that, the two tests: Descriptive Frequency Test and T-Test are carried out so as to elicit the final research questions.

The first stage in my research is to examine existing studies on employee retention. This study served as a reference for exploring and selecting relevant material. The following is an overview of the research selection method, including the sources of articles retrieved, who conducted the search, and how the material was retrieved. My research will contain 12 research projects to gather important data. In order to get a clear image of the issue, I tried to remove as many related papers as feasible. The evaluation of literature technique in my research is a useful research methodology for identifying and summarizing the existent review of research connected to a certain phenomenon (Alshammari 2015).

10. Data collection and its procedures

The data collection process for this study will be conducted at the private hospital of the People's Committee in Jordan. Moreover, this study covers the period from 2021 to 2022 in private Jordanian hospitals. In addition, the questionnaire was first designed in English and then translated into Arabic by the researcher with the support of some English language experts. The sampling size is the number of clarifications used of a given population. In

order to avoid systematic errors, it is better to determine the sampling size compare with collect data information in largest population". Because benchmarking too many variables we can't tests all variable that we determine, in my proposal it has been limited to test the variables which just related to X and Y (dependent and independent variable). That will allow focusing efforts on a manageable amount of people and data gathered from the surveys. The survey information has national benchmarking for data that are already collected. This information will benefit to give feedback to the target sample and population (Cheng, 2004).

11. Employee Satisfaction Survey

After defining some of elements for rewards and compensations factor, the following scale is applied. It is Likert scale. It uses five-points system with #1 being a low score and #5 is the higher one and the questionnaire will give me the result.

1 ----------Highly disagree

2---------- Disagree.

3----------Non.

4 ----------Agree.

5----------Highly agree.

The questionnaire design which is used to test these elements of job satisfaction that includes 38 items. Every participant has the choice to choose one response for every item. For example, the participant can choose strongly agree or agree, or I don't know, or disagree, or strongly disagree.

12. Self-information question: -

What is your age?

Under 21 ……

21 to 34 …….

35 to 44 ……

45 to 54 …….

55 or older …….

How long have you worked for _____ Hospital?

Less than 1 year …….

1 year to less than 2 years …….

2 years to less than 5 years …….

5 years to less than 10 years …….

10 years or more ……

What is your sex?

Male …… Female ……

What is your marital status?

Married …… Unmarried …….

13. Construction health (factor analysis)

The principal component factor analysis using Kaiser Meyer Olkin (KMO) was used to test the construct validity. It was used to verify explanatory and matching data. If the factor load for each element in its group is more than 0.40, then this is fine and acceptable, and then construct validity is assumed. However, a Kaiser Meyer Olkin (KMO) is also used to test construct validity in order to measure sampling adequacy, consistency, cross-correlations, and KMO values between 0.8 and 1 point to high sampling adequacy, and are accepted if they exceed 0.6. Bartlett's Sphericity test index was used to determine the suitable data, the correlation, and consistency of the sample items, while the variance ratio shows the interpretation value of each variable.

Table (1) shows that the load factor of the study variables ranges between 0.697 and 0.837. Moreover, KMO has a rating of 82.7%, which indicates good adequacy, and Chi2 is 382.151, which indicates model fit, also, the test produced an explanatory value of 59.971, which explains 59.97% of the variance. Finally, the Bartlett spherical significance is less than 0.05. Based on these results, the correctness of the construction is assumed.

Table (1): Construction health

Item	**Factor1**	**KMO**	**Chi2**	**BTS**	**Var%**	**Sig**
Employee Satisfaction	0.697	0.827	382.151	10	59.971	0.000
Rewards &compensation	0.815					

Job Security	0.837					
Carrier Development	0.679					

Principal Component Analysis

Demographic Characteristics of Respondents:

The next section describes the characteristics of responders. Frequency and percentage of participants include age, duration of hospital work, gender and marital status.

Age

Table (2) shows that most of the respondents are between the ages of (21 to 34) years (29.5%), with 59 respondents, followed by respondents (45 to 54) years (23.5%) with 47 respondents, followed by respondents aged 35 To 44 years old (22.5%), with 45 participants, followed by respondents aged 55 and over with 16 participants at (8%), and finally respondents aged 21 and under with 16 participants, with (7.5%)

Table (2): Respondents' age

		Frequency	Percent
Age	**Under 21**	**15**	**7.5**
	21 to 34	**59**	**29.5**
	35 to 44	**45**	**22.5**
	45 to 54	**47**	**23.5**
	55 or older	**16**	**8**
	Total	**200**	**100**

Experience

Table (2) shows that most of the respondents have experiences ranging between (2 years to less than 5 years), (32%) with 64 respondents, followed by respondents between (5 years to less than 10 years), (25.5) %) by 51 respondents, and the lowest percentage of respondents who have experience of one year or less working within the hospital in which they work was (8.5%).

Table (3): Respondents' experience

		Frequency	Percent
Experience	**Less than 1 year**	**17**	**8.5**
	1 year to less than 2 years	**32**	**16**
	2 years to less than 5 years	**64**	**32**
	5 years to less than 10 years	**51**	**25.5**
	10 years or more	**36**	**18**
	Total	**200**	**100**

Gender

Table (4) shows that most of the respondents are females with 114 respondents (57%), while males amounted to 86 respondents (43%) of the respondents, and this shows that it is females who work more in Jordanian public and private hospitals.

Table (4): Respondents' gender

		Frequency	Percent
Gender	**Males**	**86**	**43**
	Females	**114**	**57**
	Total	**200**	**100**

Marital Status:

Table (5) shows that most of the respondents are married, with 126 participants (63%), while the unmarried people constituted (37%) with 74 participants.

Table (5): Respondents' education

		Frequency	Percent
marital status	**Married**	**126**	**63**
	Unmarried	**74**	**37**
	Total	**200**	**100**

Chapter: IV. Research findings

1. Introduction:

This chapter includes the answers of the research questions which are as follows:

1. What are the impacts of employee's satisfaction on organizational loyalty in private hospital sector in Jordan?

2. How can reward and recognition influence employee' satisfaction in Jordanian private hospitals?

3. Describe how working environment influences employee's satisfaction.

4. Describe how can employees' job satisfaction increases or decreases their loyalty towards their organization.

5. Describe the job situation after the process of implementing the technology through training and developing the employees.

6. Are the short-terms and longer-terms effect on the employees' performance and job satisfaction that relate to the performance issues?

To answer the first research question, we first need to conduct the Descriptive Frequency Test and the Standard Mean of the first nine items of the study scale. The statistical program SPSS is used in order to elicit the answer of the first research question. Table (1) shows the first five items. Every item indicates it's percent and its standard mean and deviation.

Table (6) includes the first five Items. These items are as follows:

Item (1). I feel proud to work in this organization.

Item (2). I normally contribute to this workplace in the field of its plans and mission.

Item (3). There is an adequate planning of hospital objectives.

Item (4). I do a good and useful work.

Item (5). I usually have enough authority to decide what I need.

The participants' answers to every item are strongly agree, agree, I don't know, disagree, and strongly disagree. This is clear in appendix one at the end of this research. If the average of the participants' answers is high, it means that they are strongly agree or agree with the meaning of the items.

Table (6) shows the percent and the standard mean of the first five items.

	Item: 1	Item: 2	Item: 3	Item: 4	Item: 5
The sample	200	200	200	200	200
Frequency	84.0%	56.0%	84.0%	17.5%	058.5%
Mean	4.6750	3.6900	4.6750	2.5400	4.1650
Std. Deviation	.82021	1.48828	.82021	1.59408	1.13322

The above table showed that the mean of the participants' responses is between 2.54 and 4.67. This standard mean is considered high. Most of the participants are strongly agree with working in their workplace proudly and positively. Their answers indicated their comfort, and they feel proud of being in their workplace. Their answers denoted that they contribute to their workplace in the field of its plans and mission. Their hospital is

considered an adequate planning place. They also do a good work. Then, they feel proud of working there.

The second part of the answer of the first research question requires analyzing the last four items: 6, 7, 8, and 9. They are as follows:

Item (6): I feel as a part of a working team in the field of sharing the goals.

Item (7): I understand the long-term work of my hospital.

Item (8): I appreciate the retirement plan benefits.

Item (9): I feel I can trust what I am told by the management staff

Table (7) shows the percent and the standard mean of items: 6, 7, 8, and 9.

	Item 6	Item 7	Item 8	Item 9
The sample	200	200	200	200
Frequency	61.0%	65.5%	82.5%	60.5%
Mean	4.6100	4.5500	4.8250	4.6050
Std. Deviation	.48897	.74179	.38092	.49008

The above table showed that the standard means of the items: 6, 7, 8, and 9 is high. The standard mean of the respondents' answers is between 4.55 and 4.82. It means that the participants feel comfortable in their workplace. They understand the long-term work of their hospital. They appreciate the retirement plan benefits. They feel trust and they finally feel as they are a part of working team in the field of sharing the goals of their hospital. Thus, the above results showed that the impacts of employee's satisfaction on organizational loyalty in private hospital sector in Jordan are positive. The employee's

satisfaction plays a positive role in the field of his organizational loyalty. When the employee is satisfied, it means that his organization supports him so well. This support motivates him to work well and be loyal to his workplace. The following table shows the effects of the employees' satisfaction on the organizational loyalty in private hospital sector in Jordan.

Table (8): mean, standard deviation, t-value, and the importance of employees' satisfaction items

No.		M	S.D	T	Sig.	Rank	Lmp.
1	I feel proud to work in this place.	4.07	0.96	15.94	0.00	6	High
2	I contribute to the facility's, plans and mission.	3.96	1.05	13.30	0.00	9	High
3	There is adequate planning of hospital objectives.	4.27	0.95	19.90	0.00	1	High
4	If I do good work, I can get more money	4.22	0.92	16.00	0.00	2	High
	If I do good work, I can get promotion.	4.12	0.93	17.41	0.00	5	High
5	I have an authority to decide what I actually need.	4.05	0.94	15.36	0.00	6	High
6	I feel as a part of a team working towards sharing the company's goals.	4.18	0.98	17.12	0.00	3	High

7	**I understand the long-term work of my Hospital.**	**3.98**	**0.96**	**16.34**	**0.00**	**7**	**High**
8	**I have confidence in the hospital leadership to implement the plan**	**4.14**	**0.94**	**14.19**	**0.00**	**4**	**High**
9	**I share in the field of planning process at my Hospital.**	**3.97**	**0.92**	**14.39**	**0.00**	**8**	**High**
	Total Employees satisfaction	**4.11**		**22.44**	**0.00**		**High**

T-tabulated=1.960

Table (8) shows that the average of the Employees' satisfaction items is between 3.96 and 4.27 with a standard deviation between 0.92 and 1.05. This indicates that respondents agree that all components of employees' satisfaction are important. The average rewards component is 4.11 with a standard deviation of 0.71, indicating that respondents agree on the high. The importance of employees' satisfaction, where the average point of t = 22.44 is greater than Table 1.96.

The second research question is: How can reward and recognition influence employee' satisfaction in Jordanian private hospitals? Its answer includes items: 10 to 18. These items are as follows:

10. I think my salary is enough to cover all my needs.

11. I think my salary is very good to live in comfortable conditions.

12. I think my salary in not fair and I deserve a promotion.

13. I think that high salary and reward can establish a stabilize in living condition.

14. I think that high incentives increase the probability of a behavior and reduce life stress.

15. I think that perquisites are objective to achieve positive value for individual and increase their productivity.

16. I think that fringe benefits are important to increase my salary in order to satisfy my situation.

17. If I do a good work, I can count on making more money.

18. If I do a good work, I can get promoted.

Table (9) shows the percent and the standard mean of items: 10 to 18.

	Item 10	Item 11	Item 12	Item 13	Item 14	item15	Item 16	Item 17	Item 18
Sample	200	200	200	200	200	200	200	200	200
Frequency	51.5%	58.5%	84.5%	51.5%	58.5%	61.5%	65.5%	82.5%	60.5%
Standard Mean	4.3200	4.1650	4.6750	4.3200	4.1650	4.6100	4.5500	4.8250	4.6050
Std. Deviation	.93915	1.13322	.82021	.93915	1.13322	.48897	.74179	.38092	.49008

Table nine showed that the above items have higher standard means. They are between 4.1650 and 4.8250. This higher standard mean indicates that the participants strongly agree

with the content of the above items: 10 to 18. It means that the respondents' salaries are enough to cover their needs. Their salary is very good to live in comfortable conditions. Their higher salary and reward can establish a stabilize in living condition. Their high incentives increase the probability of a behavior and reduce life stress. Their perquisites are objective to achieve positive value for individual and increase their productivity. The fringe benefits are important to increase their salary in order to satisfy their situation. They can count on making more money. Finally, they can do a good work and get promoted.

The third research question is: Describe how working environment influences employee's satisfaction. Its answer includes items: 19 to 31. These items are as follows:

19. I believe my job is secure.

20. I like the type of my work that I currently do.

21. I feel I am respected by the manager and other workers of my hospital.

22. I experience a spirit of cooperation at my workplace.

23. I like the people I work with at my workplace.

24. At my workplace, I am treated as a person but not as a number.

25. I have enough knowledge by my own management for carrying out my work to do well.

Table (10) shows the percent and the standard mean of items: 19 to 25.

	Item 19	Item 20	Item 21	Item 22	Item 23	Item 24	Item 25
Sample	200	200	200	200	200	200	200

Frequency	51.5%	63.5%	84.5%	51.5%	58.5%	61.0%	65.5%
Mean	4.3200	4.310	4.6750	4.3200	4.1650	4.6100	4.5500
Std. Deviation	.93915	1.0388	.82021	.93915	1.13322	.48897	.74179

Table ten showed that the above items have higher standard means. They are between 4.1650 and 4.6750. This higher standard mean indicates that the participants strongly agree or agree with the content of the above items: 19 to 25. This means that the participants believe that their job is secure. They like the type of their work that they currently do. They feel they are respected by their manager and other workers of their hospital. They actually experience a spirit of cooperation at their workplace. They like the people they work with at their workplace. They are treated as a person but not as a number. They finally have enough knowledge by their own management for carrying out their work to do well.

The second part of the third research question includes items: 26 to 31. They are as follows:

26. I appreciate the importance of life insurance.

27. I appreciate the disability benefits that are activated in my workplace.

28. The days of vacation are suitable for me.

29. The sick leave policy is satisfactory for me.

30. The amount of health care paid for by health insurance is enough for me.

31. The package of the benefits is good.

Table (11) shows the percent and the standard mean of items: 26 to 31.

	Item 26	Item 27	Item 28	Item 29	Item 30	Item 31
Sample	200	200	200	200	199	199
Frequency	82.5%	60.5%	51.5%	64.5%	51.5%	63.5%
Mean	4.8250	4.6050	4.3200	4.3300	4.3166	4.3266
Std. Deviation	.38092	.49008	.93915	1.01303	.94028	1.01446

Table 11 showed that the above items have higher standard means. They are between 4.3166 and 4.8250. This higher standard mean denotes that the participants strongly agree or agree with the content of the above items: 26 to 31. This means that the participants appreciate the importance of life insurance at their workplace. They also appreciate the disability benefits that are activated in their workplace. They consider the days of vacation suitable for them. The sick leave policy is satisfactory for them. The amount of health care paid for by health insurance is enough for them. Besides, the package of the benefits is good for them. As a result, the respondents are satisfied and happy at their workplace. This situation leads the workers to be loyal to their organization. This loyalty also leads them to work hard and produce good products. This situation actually increases the products of the organization. In fact, the working environment of such an organization that provides support to its employees surely influences its employee's satisfaction.

The fourth research question is: Describe how can employees' job satisfaction increases or decreases their loyalty towards their organization. Its answer includes items: 32 to 38. These items are as follows:

32. I am provided enough information by the Hospital to do my job well.

33. My initial training provided by the hospital is enough for my needs.

34. Training in my workplace is available for me when I need.

35. I think that work experience is important to increase employee's loyalty.

36. Quality of work information is my top priority at my hospital.

37. Communication is available by my management.

38. Communication from management keep me ready to be accurate in the hospital.

Table (12) the percent and the standard mean of items: 32 to 38.

	Item 32	Item 33	Item 34	Item 35	Item 36	Item 37	Item 38
Sample	200	200	200	200	200	200	198
Frequency	82.4%	54.9%	82.5%	57.8%	69.7%	76.6%	70.8%
Mean	4.6750	3.6900	4.6750	2.5400	4.1650	4.6100	4.6162
Std. Deviation	.82021	1.48828	.82021	1.59408	1.13322	.48897	.48755

The above table indicated that the above items have higher standard means. They are between 2.5400 and 4.6750. These higher standard means denote that the participants strongly agree or agree with the content of the above items: 32 to 38. This means that the participants provided enough information by the Hospital to do their job well. The employees' initial training is provided by the hospital, and this training is enough for their needs. Training in their workplace is available for them when they need. Their work experience

increases their loyalty. The quality of their work information is considered their top priority at their hospital. The process of communication is available by their management. Then, communication from management keep them ready to be accurate in the hospital.

2. Descriptive statistical analysis

For further analysis of the respondent's perception, the mean, standard deviation, Descriptive Frequency Test and T_Test are used, The degree of each sub-variable importance for dimensions and items. The importance of each item was calculated using the following formula: 5-1/3= 1.33. Therefore, the importance of each item will be divided into three categories as following, between 3.67 and 5.00 high importance, between 2.34 and 3.66 medium importance, and finally between 1.00 and 2.33 will be low importance.

3. Rewards and compensation

Table (13) shows that the means of rewards and compensation items are between 3.51 and 4.09 with a standard deviation between 0.92 and 1.05. This explains that the respondents agree on the high importance of rewards and compensation items. The average mean of rewards and compensation –sub-variable is 3.78 with a standard deviation of 0.67. It shows that the respondents agree on the high importance of rewards and compensation, where the average of t-value=16.94 is more than T-tabulated=1.96.

Table (14) shows the mean, the standard deviation, t-value, and the importance of rewards and compensation items

No.		M	S.D	T	Sig.	Rank	Lmp.
1	I think my salary is enough to cover all my needs.	4.09	0.94	16.80	0.00	1	High
2	I think my salary is very good to live in comfortable conditions.	3.70	1.05	9.59	0.00	7	High
3	I think that my salary is not fair that I deserve more.	3.72	0.98	10.61	0.00	6	High
4	I think that high salary and rewards can establish a stabilize in living condition.	3.96	0.92	14.99	0.00	2	High
5	I think that high incentives increase the probability of a behavior and reduce life stress.	3.51	1.02	7.22	0.00	8	Medium
6	I think that fringe benefits are very important after high salary to satisfied me.	3.78	1.04	11.35	0.00	4	High
7	If I do good work, I can count on making more	3.73	0.96	14.61	0.00	5	High

	money.						
8	**If I do good work, I will be promoted.**	**3.87**	**0.94**	**9.94**	**0.00**	**3**	**High**
	Total rewards and compensation	**3.78**		**16.94**	**0.00**		**High**

T-tabulated=1.960

4. Job security

Table (15) shows that the average of job security items is between 3.94 and. 4.07 with a standard deviation between 0.93 and 1.03. This shows that the respondents agree on the great importance of items for job security. The mean of the item job security is 3.98 with a standard deviation of 0.72, which indicates that the respondents agree with the high importance of the items of job security, where the mean value of t=19.53 is greater than T-tabulated=1.96.

Table (16) shows the mean, standard deviation, t-value, and importance of Job security items.

No.		**M**	**S.D**	**T**	**Sig.**	**Rank**	**Lmp.**
1	**I believe my job is secure.**	**3.96**	**1.03**	**13.47**	**0.00**	**6**	**High**
2	**I like the type of work that I do.**	**3.98**	**0.94**	**14.94**	**0.00**	**4**	**High**
3	**I feel I am valued at my**	**4.05**	**0.99**	**15.75**	**0.00**	**2**	**High**

	Hospital.						
4	**I like the people I work with at the Hospital.**	**4.07**	**0.97**	**15.83**	**0.00**	**1**	**High**
5	**I feel the spirit of cooperation in the hospital where I work.**	**3.94**	**0.93**	**14.56**	**0.00**	**7**	**High**
6	**At Hospital, I am treated like a person, but not like a number.**	**3.97**	**0.99**	**14.01**	**0.00**	**5**	**High**
7	**I am given enough recognition by the management.**	**4.03**	**1.01**	**12.84**	**0.00**	**3**	**High**
	Total Job security	**3.98**		**19.53**	**0.000**		**High**

T-tabulated=1.960

5. Carrier development

The fifth research question is: Describe the job situation after the process of implementing the technology through training and developing the employees.

Table (17) shows the mean, standard deviation, t-value, order and importance of Carrier development items**.**

No.		**M**	**S.D**	**T**	**Sig.**	**Rank**	**Lmp.**
1	**I am provided enough information by the**	**3.58**	**1.24**	**6.73**	**0.00**	**12**	**Medium**

	Hospital to do my job well						
2	**My initial training provided by the Hospital was as much as I needed.**	**3.98**	**1.02**	**13.92**	**0.00**	**1**	**High**
3	**As much ongoing training as I need is provided by the Hospital.**	**3.91**	**1.04**	**12.63**	**0.00**	**3**	**High**
4	**Quality of work information is a top priority at Hospital.**	**3.64**	**1.17**	**7.87**	**0.00**	**11**	**High**
5	**Communications from management are frequent enough.**	**3.78**	**1.01**	**11.52**	**0.00**	**8**	**High**
6	**Communications from management keep me accurate on time in my hospital.**	**3.74**	**0.97**	**10.60**	**0.00**	**9**	**High**
7	**Overall benefits package**	**3.94**	**0.108**	**13.18**	**0.00**	**2**	**High**
8	**Amount of vacation of sick leave policy.**	**3.81**	**0.94**	**9.84**	**0.00**	**7**	**High**
9	**Amount of health care paid for by health insurance is suitable.**	**3.69**	**1.07**		**0.00**	**10**	**High**

10	**Retirement plan benefits.**	**3.82**	**1.06**	**12.78**	**0.00**	**6**	**High**
11	**The importance of Life insurance.**	**3.91**	**1.08**	**10.61**	**0.00**	**4**	**High**
12	**Disability benefits**	**3.85**	**1.03**	**11.94**	**0.00**	**5**	**High**
	Total Carrier development	**3.80**		**13.90**	**0.000**		**High**

T-tabulated=1.960

Table (17) shows that the average of the carrier development items is between 3.58 and 3.98 with a standard deviation between 1.00 and 1.24. This indicates the respondents' agreement on the paramount importance of the elements of carrier development. The mean of the safety component is 3.80 with a standard deviation of 0.83, which indicates that the respondents agree on the importance of carrier development, as the average point of t = 13.90 is greater than the table of T=1.96. As a result, the job situation after the process of implementing the technology through training and developing the employees is successful. The employees' job is completely improved and became better than the first.

6. Hypothesis testing

H. 6. 1. Rewards and compensation have an essential impact on satisfaction

Table (18) shows that the value of f shows the suitability of the study model, while R2 shows the explanatory power of the main independent change on the dependent change. The model shows that Rewards and compensation can explain 59% of the satisfaction variance, where (R2 = 0.590, F = 58.787, Sig. = 0.000). Therefore, we refuse the null point

of hypothesis, and deal with the alternative hypothesis which states that reward and compensation have an important effect on satisfaction.

Table (19) shows the multiple loss analysis of reinforcement and support versus worker satisfaction.

Model	R	R2	Adjusted R2	F	Sig.
1	0.768a	0.590	0.580	58.787	0.000b

a. Predictors: (fixed), rewards and compensation, b. Dependent variable: employee satisfaction

H. 6. 2. Job security has an important impact on satisfaction

Table (19) shows that the value of f shows the suitability of the study model, while R2 shows the explanatory power of the independent variable over the dependent variable. The model shows that job security can explain 59% of the satisfaction, where (R2 = 0.590, F = 58.787, Sig. = 0.000). Therefore, we refuse the null point of hypothesis, and accept the alternative hypothesis which states that "Job security has an essential impact on satisfaction.

Table (20) shows the multiple loss analysis of Job security versus employee satisfaction.

Model	R	R2	Adjusted	F	Sig.

			R2		
1	**0.768a**	**0.590**	**0.580**	**58.787**	**0.000b**

a. Predictors: (fixed), Job security, b. Dependent variable: employee satisfaction

H. 6. 3. Carrier development has an important impact on satisfaction

Table (20) shows that the value of f shows the suitability of the study model, while R2 shows the explanatory power of the independent change on the dependent change. The model shows that carrier development can explain 59% of the satisfaction variance, where (R2 = 0.590, F = 58.787, Sig. = 0.000). Therefore, we refuse the null point of the hypothesis, and accept the alternative hypothesis which states that "Carrier development has an essential impact on satisfaction.

Table (21) shows the multiple loss analysis of Carrier development versus worker satisfaction.

Model	R	R2	Adj usted R2	F	Sig.
1	**0.768a**	**0.590**	**0.580**	**58.787**	**0.000b**

a. Predictors: (fixed), Carrier development, b. Dependent variable: employee satisfaction

H. 6. 4. Satisfaction has positive effect towards organizational loyalty

Table (21) shows that the value of f shows the suitability of the study model, while R2 shows the explanatory power of the independent change on the dependent change. The

model shows that Satisfaction can explain 59% of the organizational loyalty variance, where (R2 = 0.590, F = 58.787, Sig. = 0.000). Therefore, we refuse the null point of the hypothesis, and take the substitute hypothesis which states that "Satisfaction has positive effect towards organizational loyalty"

Table (22) shows the multiple loss analysis of Satisfaction versus organizational loyalty.

Model	**R**	**R2**	**Adjusted R2**	**F**	**Sig.**
1	**0.768a**	**0.590**	**0.580**	**58.787**	**0.000b**

a. Predictors: (fixed), Satisfaction, b. Dependent variable: organizational loyalty

H. 6. 5. Employee satisfaction mediates the effect of rewards and compensation, job security and carrier development on organizational loyalty**.**

Table (22) shows that the f value shows the suitability of the study model, while R2 shows the explanatory power of the independent variable over the dependent variable. The model shows that employee satisfaction mediates the effect on the variables and can explain 59% of the organizational loyalty variance, where (R2 = 0.590, F = 58.787, Sig. = 0.000). Therefore, we refuse the null point of the hypothesis, and take the substitute hypothesis which states that "employee satisfaction mediates the effect of rewards, compensation, job security, and carrier development on organizational loyalty"

Table (23) shows the multiple loss analysis of worker satisfaction mediates the impact of rewards, compensation, job security, and carrier development on organizational loyalty.

Model	R	R2	Adjusted R2	F	Sig.
1	0.768a	0.590	0.580	58.787	0.000b

The above table shows the effect of variables when mediated by employee satisfaction on organizational loyalty.

Table (24) shows the multiple loss Analysis of Sub-Variables f (ANOVA).

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		R	Std. Error	Beta		
1	(Constant)	0.821	0.191	0.154	4.304	0.000
	Employee satisfaction mediates the effect of rewards and compensation on organizational loyalty.	0.126	0.044	0.198	2.859	0.005
	Employee satisfaction mediates the effect	0.172	0.055	0.321	3.106	0.002

	of job security on organizational loyalty					
	Employee satisfaction mediates the effect of carrier development on organizational loyalty	**0.259**	**0.052**	**0.142**	**4.971**	**0.000**

a. Dependent variable: Entrepreneurship, schedule T = 1.960

H. 6. 5. 1. Employee satisfaction mediates the effect of rewards and compensation on organizational loyalty.

The above table shows the effect of mediating employee satisfaction (rewards and compensations) on organizational loyalty, where (beta = 0.154, t = 2.859, sage. = 0.005, $p < 0.05$). Therefore, the null point hypothesis was refused and the substitute hypothesis was taken into consideration, which denotes that employee satisfaction mediates the effect of rewards and compensation on organizational loyalty.

H. 6. 5. 2. Employee satisfaction mediates the effect of job security on organizational loyalty.

The effect of mediating employee satisfaction (job security) on organizational loyalty, where (beta = 0.154, t = 2.859, sage. = 0.005, $p < 0.05$). Therefore, the null point of the

hypothesis was refused and the substitute hypothesis was accepted, which denotes that Employee satisfaction mediates the effect of job security on organizational loyalty.

H. 6. 5. 3. Employee satisfaction mediates the effect of carrier development on organizational loyalty

Table (25) shows the effect of mediating employee satisfaction (carrier development) on organizational loyalty, where (beta = 0.154, t = 2.859, sage. = 0.005, $p < 0.05$). Therefore, the null hypothesis was rejected and the alternative hypothesis was accepted, which states that " Employee satisfaction mediates the effect of carrier development on organizational loyalty"

Chapter: V. Analysis, conclusion, and recommendations

1. Analysis: The research findings indicated that the nurses and doctors feel highly loyal to their organizations. They are satisfied in their private Jordanian hospitals, and there is a high need for motivation and job security that can achieve better level of loyalty and satisfaction. This result obtained in this study is accompanied with the findings of Baysal's and Tekarslan's (1996) study. They investigated in the field of assessing and evaluating the key role of motivation about the level of loyalty and job satisfaction. They found that providing high level of motivation can significantly increase their level of loyalty and satisfaction in their work environment. This result is also accompanied with the findings of Hodgetts' (1999) study. He conducted research for examining the beneficial role of motivation provision in workplace on employees' satisfaction and loyalty. He found that if high level of motivation is provided for employees in their workplace, then high rate of loyalty and satisfaction can be noted. In addition, one of the main results obtained in this study indicated that higher rate of incentives, rewards, and sufficient salaries can achieve better rate of satisfaction and loyalty among employees in private hospitals and private healthcare centers in Jordan. This result is accompanied with the findings of Herzberg (1966) study. He carried out an investigation for identifying major factors that affect the degree of reinforcement implementation in organizations and its impact of employees loyalty and satisfaction, and found that implementing three major factors, including: (i) sufficient salary, (ii) job security, and (iii) good working conditions can highly affect positively the level of employees loyalty and satisfaction in organizations. This result is not

accompanied with the findings of Drafke's and Kossen's (1997) study. They conducted a study for assessing major factors that affect the level of employee's loyalty and satisfaction in organizations and found that money is vital. However, it can not necessarily motivate individuals and employees to do their job perfectly. However, the result of this study obtained on the vital role of salary in providing high level of employees' loyalty and satisfaction in organizations is accompanied with the findings of Elarabi's and Johari's (2013) study. They identified a number of parameters that affect the amount of employee's loyalty and satisfaction in organizations and mentioned that adequate salaries and incentives are two of some parameters that positively affect the level of loyalty and satisfaction in organizations for medical employees acting in governmental medical hospitals and clinics in Libya. This result is also accompanied with the findings of Vroom's (1964) study and Porter's and Lawler's (1968) study. Elarabi identified the rewards as an effective factor that influences the rate of attractiveness, satisfaction, and loyalty among employees in organizations. This result is also accompanied with the findings of Ong's and Noor-Hayati's (2016) study. He carried out an investigation for identifying factors that influence the level of employees' effectiveness, satisfaction, and loyalty. He also found that sufficient number of incentives and high level of salaries system can be significant for achieving higher level of employees, including medical staff for medical services and good quality in hospitals. This result is also attached with the findings of Calisir's and Iskin's (2010) study. Their study revealed that salary and encouragement are the most important factors which affect job satisfaction. Similarly, this finding agrees with the findings of Abdulla's and Djebavni's (2011) study. It found that some elements as acknowledgment of work, loyalty, salary, and promotion have an influence on the employees' satisfaction. Furthermore, the results of this analysis confirmed that the primary factor for job

satisfaction is salary. Another result obtained in this study revealed that training is highly significant for nurses and doctors for increasing the rate of employees' effectiveness, satisfaction, and loyalty. The previous chapter gave an illustration of major results and key findings related to the descriptive cross-sectional study conducted for assessing and evaluating the level of loyalty among employees, who work in private hospitals and healthcare centers linked to the private sector in Jordan, including doctors and nurses. In this chapter, the main conclusions of this study summarize and sum up the main findings attained through the implementation of the descriptive cross-sectional study. Furthermore, the researcher proposes a number of major recommendations and suggestions of future work that can help improve the study findings and outputs. The employees' engagement is defined as the sense of happiness of staff with their job and their place. The clients' satisfaction is defined as the stage of satisfaction of the customers with their products and services, and it also concluded with the quality of goods and services provided by the organization. They are much more likely to be appreciated and be contented with their job if they feel relaxed. If the leadership is equitable and concerned about their well-being, their products will be increased. The employee's unhappiness, according to Atkins et al. (1996), has a detrimental influence on the quality of treatment. As a result, it has a direct impact on health devotion and on the hospital profits. When it comes to customer pleasure, it refers to a customer's degree of perceptions of quality or service. Kotler and Keller (2009) defined enjoyment as a human's sentiments of joy or dissatisfaction as a consequence of comparing a customer perceives effectiveness or result with their expectation. This research examines the relationship between staff happiness and the effectiveness of the patient's satisfaction.

The results show strong positive relationships between the employees' satisfaction and the advantage of the patient's experience in a major urban hospital. Quality improvement activities have shown a positive correlation with employees' satisfaction. The relationship between satisfaction employee's and loyalty is clarified as follows:

The ultimate goal which any organization needs to achieve is that the employees do not only work hard, devote to organization by all abilities, and enthusiasm to gain the general objectives of the organization, but they also have a long-term attachment to the organization by their loyalty. With this goal, a question is mentioned that what loyalty is. Actually, there are numerous ways of approaching in the research of employee loyalty. It can be a component element of a commitment in the organization, but it can also be an independent concept. According to Encyclopedia Britannica (1998), A person's commitment or emotion of connection is considered a particular thing, which might be someone or group of people, an objective, a responsibility, or a cause. It is referred to as devotion. It manifests itself both in thinking and deed, with the goal of aligning the loyal user's interests to those of the target.

According to a simple definition, Zajac and Mathieu (1990) denoted that loyalty is an emotional response of workers. This emotional response is shown by a tightly relation between workers and their institution. Through this, they desire to stay with the institution for a long time. Likewise, loyalty is understood as a psychological state encompassing a relation between employees and institutions, in which they decide to remain with the organization (Allen and Grisaffe 2001). Becker and his colleagues (1995) also considered that loyalty is not an employee's strong desire who wants to stay with the organization, but also, it is an ability which is willing to attain benefits of the organization. Moreover, as

Loyalty Topic Center (2005), the employees' commitment towards an organization is expressed when they are committed to associate with the of the workplace. They think that working for this institution is actually their good choice. Likewise, loyalty is an intention or a desire to maintain as a member of the organization (Mowday and Porter 1979). Loyalty can be generally defined as the employee's multifaceted perception of the relationship that he/she engages in with the organization (Eskildsen and Nussler 2000). Basically, the commitment will be recognized as a motivation and attachment of a person or an employee for some certain things. The employee's loyalty (typically 26 synonymous with commitment) to the organization has sometimes been viewed as an attitude. According to Solomon (1992), loyalty will motivate the employee to stay and will be the wish of employees to work for this organization. In Vietnam, according to Tran Kim Dung, loyalty is defined as when the employees work enthusiastically for the success of the organization and believe that working for this organization is the best choice.

They do not only have a plan to a long-term work with the organization, but they also have no intention of looking for another job. In addition, numerous researches on human resource management in America pointed out that the employee's satisfaction is positively concerned of employees' loyalty to their organizations (Martensen and Gronholdt 2001). Furthermore, a similar study also claimed that satisfied employee will express a higher degree of loyalty to the organizations. As a result, they do not have intention to leave their job (Guimaraes 1997). Accordingly, depending on the findings of experimental studies, Chen (2006) explained and demonstrated that loyalty was derived from a major premise that is job satisfaction. It implies that customer happiness has a beneficial influence on brand loyalty. Employee retention is an indicator that suggests that employee happiness will be the outcome of work loyalty, and there is a strong correlation between the two

variables, according to these practical studies. Therefore, if an individual has little work loyalty, he or she will be dissatisfied and look for another employment. But in the other side, if employees are devoted to the organization, they will be more confidence in their work, which will improve their happiness (Turkyilmaz et al. 2010).

Hence, the organization needs to make employees feel satisfied. Therefore, they will loyal much more to the organizations. Many studies all over the world have proven that there is a relation between the satisfaction proposed and the employees' loyalty. This finding is considered normal, and it is tested in many studies by Aon Consulting Institute, namely in America since 1997, in Canada since 1999, in England since 2000, in Australia since 2002. Therefore, every kind of organization wants loyal employees who are 100% committed towards the goal of the organization. To get a loyal and high level of commitment, the organization is always trying to find solutions for this purpose. Most of the previous studies denoted that the term 'justice' for the employees plays an essential role in this topic. If the employees have facility of job security along with the increased degree of work satisfaction than automatically, they will show more commitment to the workplace At the end, the organizational productivity will be increased. The findings of this study contribute a lot in knowing the important points for increasing the product of the organization.

2. Conclusion

According to the findings obtained in this study, it is highly to attract skilled and talented employees in the organizations for helping to improve the performance and effectiveness of their organizations by achieving higher level of loyalty to their managers

and to the goals associated to the organizations they work in. In this research, the level of employees' loyalty, satisfaction in hospitals, and healthcare enters associated to the private sector in Jordan. It is evaluated and assessed. For accomplishing the research main aim, a descriptive cross-sectional study was applied, through a questionnaire that was prepared and distributed across a group of public and private hospitals in Jordan. The findings of this topic revealed that:

A. Nurses and doctors surveyed felt highly loyal, dedicated, and satisfied in their private Jordanian hospitals.
B. Nurses and doctors get rewards, salaries, and incentives that encourage them to achieve better work in their private hospitals.
C. The high level of job security can affect the employees of organizational loyalty including nurses and doctors in private hospitals in Jordan.
D. Nurses and doctors are satisfied in their work with private hospitals and healthcare in Jordan. They are provided enough information to achieve their job correctly.
E. Nurses and doctors have higher level of satisfaction. They receive sufficient training courses that can improve their work experience.
F. Nurses and doctors have acceptable rate of communication with their management that assures keeping them up-to-date to achieve higher rate of loyalty and satisfaction in their Jordanian private hospitals.
G. Nurses and doctors assure the need of different aspects in their Jordanian private hospitals such as getting effective retirement plan, life insurance, and disability benefits for assuring higher rate of loyalty and satisfaction in their work in private hospitals.

H. Nurses and doctors confirmed the need for providing higher spirit of cooperation, consolidation and collaboration that can help offer large level of loyalty and satisfaction in their work in private hospitals.

I. Nurses and doctors confirmed the need for authority and confidence that enable them to make decisions they need to make in their work in private hospitals.

J.

3. Recommendations

Based on the findings obtained from the descriptive cross-sectional study in this work, the researcher proposes a number of recommendations that can improve the findings of this study.

I. To increase the number of populations in the study sample to include further individuals, who can express their point of view via the questionnaire regarding the loyalty and satisfaction.

II. To implement the same cross-sectional study, but with the use of online questionnaire that allows to include large number of populations with less effort, cost, and time.

III. To implement the same cross-sectional study and include other parameters and variables than only loyalty and satisfaction,

The study further indicated that there was insignificant relationship between employee reward and job satisfaction. While this could be attributed to various reward policies in the organization, previous survey established that medical officers, especially in Jordan. In

most cases, the study tends to move from one hospital to another, making it hard for the reward policies established by certain hospitals to enhance their satisfaction level. The employees' rewards also had a weak correlation with job satisfaction. Implying this, we need hospitals to redesign their reward policies and procedures so as to enhance their job satisfaction. The study therefore concluded that an employee's retention is the most dominant among the three variables that have an important relation with work satisfaction. It is followed by an employee's training with insignificant positive relationship. Then, the employee's reward with insignificant negative relationship with job satisfaction such as employee's performance and effectiveness play a big role in the process of increasing or decreasing the products of the organization. The study sought to establish the impact of employee training on job satisfaction. In an attempt to find out the extent of rate of influence of training on job satisfaction within the hospital, the results obtained from data analysis indicated that most of the participants slightly agreed that may influence the work enjoyment in the hospitals.

Besides, the findings of this study established that the respondents agreed that training has not been fully implemented in the hospital to enhance their level of satisfaction. This was based on the fact that even though the hospital has made several attempts, optimality of work satisfaction among employees Who have not been fully determined because of training offered in the hospital. Job stability is another significant factor that has a direct impact on employee institutional satisfaction and commitment. If a worker is certain that he'll never be fired any real soon, he would work even harder. Actuality, he would want to repay the favor by contributing more to company, which will improve his sense of happiness. The employees could only work effectively whether they are devoted, loyal, and true to the company, which is only achievable whether they are content with the company,

its choices, as well as other similar aspects. Maslow's theory of hierarchy of needs identifies five levels of human needs which are seen in a hierarchical order starting with basic needs. The first level is psychological needs or survival needs such as food, water, etc.

The second level is security requirements. The need for safety in the workplace is important to the employees of the organization. Next, the third level is social needs such as relationships between co-workers. The fourth level has to do with the need for respect, and the fifth level needs self-awareness such as awareness of one's potential. Based on Herzberg's second factor theory and Maslow's hierarchy of needs, eight factors of employee's satisfaction have been identified which are salary, work environment, facilities, employee relations, supervision, workload opportunities for skill improvement promoting, and recognizing opportunities (Barren and Galloway 2014).

4. Future work

The literature review suggests that work satisfaction is the most crucial tool for keeping workers in an organization. The work enjoyment describes how workers view their jobs. It is believed when the workers are content with their work. It may bring them a gratifying touching condition. This section of the study presents a detailed discussion of the research findings followed conclusions then recommendations of the study. The discussion was made on each objective of the study. The chapter also highlights the limitation and areas of further study for the research study. According to the findings attained from descriptive cross-sectional study, the author recommends a few points as a future work which can promote the results related to the descriptive cross-sectional study which includes:

1. The inclusion of different medical disciplines other than only nurses and doctors,

2. The inclusion of governmental hospitals and healthcare centers in Jordan.

3. The inclusion of different countries other than only Jordan.

For future research would be interesting to first, repeat the implementation if the survey among the same respondents in order to test reliability and stability of the results. Second, to carry out the same investigation among other hospital departments, as well as Emergency Departments in other countries and additionally study assistant nurses and physicians as well. This will allow a holistic point of view of work enjoyment of the entire workforce in the healthcare industry. Third, some related phenomenon could be studied together with the 56 presented survey such as performance or the extent to which the nurse's turnover is related with their job satisfaction. These future investigations are considered helpful tools for the nurses. They could increase the retention of current nurses as well as decrease rate and intention of turnover. Forth, the study could be further analyzed by contemplating the findings of the implementation of the mentioned recommendations. Fifth, new research could add the managerial perspective on how some of the factors can be directly improved by the administration. Sixth, future research would be beneficial to study the effect of the external contracted nurses in order to increase the understanding of the role and consequences of this group of workers in the Swedish healthcare system.

Even though much emphasis has been given to public hospitals since they have been the most affected by employee strikes over the years. The process of emphasis of employee's engagement should also switch to private hospitals, due to increase the workload that they handle as a result of these strikes. This is supported by the fact that in times of doctors'

strikes in public healthcare 46 organization, the private hospitals tend to attend to double attendance of patients in the hospital, making some medical officers to feel either over-worked or get burn-out. The employee's engagement must be emphasized by hospital administrators as a strategy that can be utilized to improve job satisfaction in the institution. In every healthcare company, providing high-quality medical services is critical. As a consequence, having disgruntled clinical staff can have an impact on the health facility's purpose and target. As a result, the medical officers' wellbeing must be regarded at all occasions. For the government, the study recommends that understanding the need of employees is not only a key in the public health sector but also it is in the field of the private health sector. This is because in most cases, where medical officers feel wasted in the private sector, they move quickly to the private sector so as to realize their potential and as result. It affects the ethical and integrity of healthcare sector. The study therefore recommends the government and the Health Ministry to clearly develop policies that all hospitals both in the public and private health sector can use to enhance the job satisfaction level of their employees .

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Appendix 1

European International University (E. I. U.)

Business Department

Dear student ……..

Greetings

The following questionnaire consists of thirty eight items, which have to do with the the impact of employee satisfaction on organizational loyalty: A case study of private hospital sector in Jordan. This study is applied on groups of employees who are currently working at Jordanian private hospitals.

This study is conducted as a partial requirement to obtain PH. D. from European International University, Business Department. Thus, we kindly ask you to read the questionnaire and answer its questions accurately and objectively. Your responses will be reflected positively in the field of performing this study. Your answers will be taken into consideration, and your responses will be dealt objectively and confidentially.

No.	The item	Strongly agree	Agree.	I don't know	Dis-agree	Strongly Disagree
1	I feel proud to work in this organization.					
2	I normally contribute to this workplace in the field of its					

	plans and mission.					
3	There is an adequate planning of hospital objectives.					
4	I do a good and useful work.					
5	I usually have enough authority to decide what I need.					
6	I feel as a part of a working team in the field of sharing the goals.					
7	I understand the long-term work of my Hospital.					
8	I appreciate the retirement plan					

	benefits.					
9	I feel I can trust what I am told by the management staff					
10	I think my salary is enough to cover all my needs.					
11	I think my salary is very good to live in comfortable conditions.					
12	I think my salary in not fair and I deserve a promotion..					
13	I think that high salary and reward can establish a stabilize in living condition.					
14	I think that high incentives					

	increase the probability of a behavior and reduce life stress.					
15	I think that perquisites are objective to achieve positive value for individual and increase their productivity.					
16	I think that fringe benefits are important to increase my salary in order to satisfy my situation.					
17	If I do a good work, I can count on making more money.					
18	If I do a good work, I can get promoted.					
19	I believe my job is secure.					
20	I like the type of my work that I					

	currently do					
21	I feel I am respected by the manager and other workers of my hospital.					
22	I like the people I work with at my workplace.					
23	I experience a spirit of cooperation at my workplace.					
24	At my workplace, I am treated as a person but not as a number.					
25	I have enough knowledge by my own management for carrying out my work to do well.					
26	I appreciate the importance of					

	life insurance.					
27	I appreciate the disability benefits that are activated in my workplace.					
28	The days of vacation are suitable for me.					
29	The sick leave policy is satisfactory for me.					
30	The amount of health care paid for by health insurance is enough for me.					
31	The package of the benefits is good.					
32	I am provided enough information by the Hospital to					

	do my job well.					
33	My initial training provided by the hospital is enough for my needs.					
34	Training in my workplace is available for me when I need.					
35	I think that work experience is important to increase employee's loyalty.					
36	Quality of work information is my top priority at my hospital.					
37	Communication is available by my management.					
38	Communication from					

	management keep me ready to be accurate in the hospital.					

Thank you for your kind cooperation.

The researcher: Malath Hamdan.