http://dx.doi.org/10.35630/2199-885X/2020/10/4

MANAGING EMPLOYEE TURNOVER INTENTIONS IN JORDANIAN HEALTH SECTOR

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ABSTRACT — Employees turnover intentions occur because of many reasons happen together at a certain time so the employees take a serious decision to leave the organization or the firm. Searching for a better workplace conditions and/or bigger salaries could be the main reasons to leave an organization, but also lack of employee effort recognition and respect play a significant reason to employee turnover. Likewise the workplace conditions and the work law of the minorities and the single parents, also the former employees' situations highly affect the turnover rate. So a strategies and plans has to be implemented to motivate the employees each with a suitable way that in a way or another can change the factors which affect the employee's turnover, and this is has to be done by a qualified managers who apply and validate these strategies to get the best from the employee's in the organization in order to achieve the firm or the organizational goals. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. The empirical results revealed that the factors that enhance employee motivation are fair pay, incentives, special allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training and information availability and communication to perform actions.

KEYWORDS — motivation, employees, incentives, organizational goals, employees' turnover.

Health sector in Jordan consider one of the most developed and modern health care in the Middle East, the healthcare system in Jordan divided into three sectors: public, private, donors.

The public sector include the Ministry of health (MOH), University hospitals: Jordan University Hospital in Amman and King Abdullah Hospital in Irbid (north of Jordan), and the center of diabetes, Endocrinology and Genetics and the Royal Medical Services (RMS).

The private sector includes many private hospitals like Farah Hospital and Al-khaldi Hospital and many more other private centers, hospitals and poly clinics, which are very developed and equipped with the latest medical devices.

The international sector provides services through UNRWA clinics for refugees and the UNHCR and the services of King Al-Hussien center for cancer and some charity association clinics.

The Jordanian healthcare sector is characterized regionally and internationally by the high quality of its healthcare services provided due to the presence of internationally qualified and world-class doctors and the presence of accredited hospitals equipped with the latest machinery and equipment leading to a lack of waiting period for treatment.

The attractiveness of the healthcare sector (Çolak, Işik, & Yiğit, 2019; Tomaziu-Todosia, 2019) in Jordan has continued to rise and the country has become a major destination therapeutic tourism (Huidu, 2018).

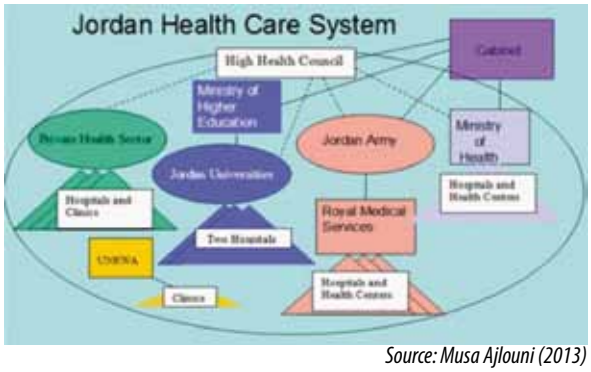
Despite the attractiveness of the sector and the government's effort to strengthen it, it faces many challenges, including the transfer of the talent (Karpov, 2018) from the sector.

The Higher Health Council through the law no.9 of 1999 elaborates the general policy for health sector in Jordan.

According to Health System profile Jordan report published by Regional Health System Observatory(2006, pp.7), "*the main challenges related with health care system in Jordan are problems related to accessibility, equity, duplication of services, poor coordination among major providers, unregulated private sector, low utilization rates in the private sector, limited quality improvement programs, inefficient use of available resources, poor management*".

The Ministry of health hospitals suffers of several limitations in providing a better health care among which the lack of incentives for hospital staff occupied an important place. Ajlouni (2013) presented the scheme of Jordan health care system highlighting the main actors involved in the process of health decision making.

The National health strategy in Jordan has the objective of building a viable health care system utilizing both public and private service providers and improving the quality of health services by implementing a national health services accreditation program.



Source: Musa Ajlouni (2013)

Fig.1. *The scheme of Jordan Health care system*

The health human resources are an essential component of any health system (WHO 2007), as the quality of health services highly depends on the skills, motivation and how enthusiastic is the health system staff, and this is could be the main reasons for providing a qualified, skilled and motivated staff (WHO 2006; Martineau et .al, 2000).

According to the ministry of health in Jordan, the average of the healthcare staff has declined in the last eight years comparing with the population average, (as shown below in Fig. 2 & 3).

source (MOH)

Job	Average/ 10000 from Population
Physicians	26.52
Dentists	9.31
Pharmacist	14.97
Registered Nurses	23.13
Midwives	3.44
Assistant Nurses	9.32
Practical Nurses	0.0
Associate Degree Nursing	6.09

Fig. 2. *Health personnel 2018 by selected category and health sector in Jordan*

source (MOH)

Job	Average/ 10000 from Population
Physicians	23.04
Dentists	7.23
Pharmacist	13.15
Registered Nurses	21.86
Midwives	3.22
Assistant Nurses	1.92
Practical Nurses	0.0
Associate Degree Nursing	5.41

Fig. 3. *Health personnel 2018 by selected category and health sector in Jordan*

The studies revealed that there are many reasons affecting the the ability of the health system from providing the best healthcare services; like the size, composition, distribution, training and migration of health personnel, (Kabene, Orchard, Howard, Soriano & Leduc, 2006).

Studies have also pointed out that one of the reasons for the failure of health system reform efforts is the absence of studies which directly related to the promotion of human resources for health system. (Aitken-Kolehmainen, 1998).

PROBLEM STATEMENT

Measuring the employee turnover rate is very important for the employers to investigate the reasons behind the employee leave and to set the plans to raise the chances of retentions or/ and set future strategies to keep the new employees from leaving an organization. Studies proved that the lack of recognition, incentives which affect the motivation of an employee to continue with the same workplace, which raise the intentions to leave seeking better job chances.

Motivation is literally the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or not, employee motivation is always the management concern.

The Vroom's theory has proved its utility in analyzing the motivational factors at the workplace (Regis, Falk & Dias, 2008, Kanfer, 1990, Ghoddousi, Bahrami, Chileshe and Hosseini, 2014). Chiang and Jang (2008) proposed an adapted version of the expectancy theory for the investigation of work motivation.

The most commonly applied motivational theories in empirical studies who investigate the main factors of employees' motivation were Maslow theory, Herzberg theory and Vroom theory. Unlike the first two theories, the vroom theory, a process theory highlights how the motivation occurs (Chiang and Jang, 2008). It based on three elements: expectancy (E), instrumentality (I) and valence (V). According the Chiang and Jang (2008, p. 314), the motivation force can be regarded as the result of following interaction:

$$Motivation\ force = Expectancy \cdot Instrumentality \cdot valence$$

Expectancy (E) is seen as the acquisition that performance could be obtained is the effort is applied. Instrumentality (I) refers to the perspective of rewards when the conditions of performance are achieved. Valence (V) is more related with the rewards (Regis, Falk & Dias 2008). From the three elements of expectancy theory, instrumentality and valence refers to outcomes and therefore they can be considered from intrinsic or extrinsic opinion.

Empirical evidence on the health employee motivation in Jordanian hospitals have been offered by the studies of AbuAlRub and Al-Zaru (2008), AbuAl-Rub(2007), AbuAlRub, Omari and Al-Zaru(2009), Abualrub, Omari, Abu Alrub and Fawzi(2009), Alhusban and Abualrub(2009), Abualrub(2010), Hayajneh, AbuAlRub, Athamneh, Almakhzoomy(2009) and

AbuAlRub, El-Jardali, Jamal and Al-Rub(2016).

AbuAlRub and Al-Zaru (2008) analyzed if the recognition of nurses' performance could be considered as an important factor for retention diminishing the effects of stress, indicating that the recognition of nurses' performance could be considered as an important factor for the intention to stay.

AbuAlRub (2007) pointed out one of the main causes that declined the number of nurses in Jordanian hospitals is the slow increase of nurse wage mentioning that a potential solution for retention could be improving the working conditions and the satisfaction associated with their profession.

AbuAlRub, Omari and Al-Zaru (2009) founded that the higher level of work motivation and the higher intention of nurses stay in private hospitals comparative with public hospitals.

Abualrub, Omari, Abu Alrub and Fawzi(2009) have proved that social support from co-workers and supervisors increase the level of satisfaction for Jordanian nurses, while AbualRub(2010) have shown that female nurses who are mothers, have a full-time job and receive support from co-workers and supervisors tend to have a higher level of retention than others.

Hayajneh, AbuAlRub, Athamneh, Almakhzoomy(2009) determined the rate of nurses turnover in Jordanian hospitals to be 36.6% and also identified significant differences by geographical region, health sector and place of residence pointing out that a further research is need to reveal the cause of these differences.

AbuAlRub, El-Jardali, Jamal and Al-Rub (2016) investigated if there is a potential connection between work environment, job satisfaction and the level of retention using a sample of 330 Jordanian hospitals nurses, the level of job satisfaction and also work environment significantly influenced the level of retention of nurses.

Studies that analyze the job satisfaction and intention of stay at work and other factors related to work motivation for health employees in Jordan take in consideration mostly the perceptions of nurses. The present study aims to investigate the level of work motivation and especially the factors who contribute to motivation for all employees (doctors, nurses, administrative staff, support staff, helpers) and also to reveal potential differences of opinions regarding these factors.

RESEARCH QUESTIONS

The research aim to answer two main questions.

What make the health employees satisfied with their workplace?

How to motivate them in order to reduce the employee turnover rate?

And whether applying the expectancy theory help to motivate and change the intentions of the employees to leave?

PURPOSE OF THE STUDY

The main goal of this research is to investigate the rate of the employee turnover in the Jordanian health sector, and to reveal the main reasons of the intentions of the employees to leave, and determine the strategies and the plans which reduce the intentions of the employee turnover.

RESEARCH METHODS

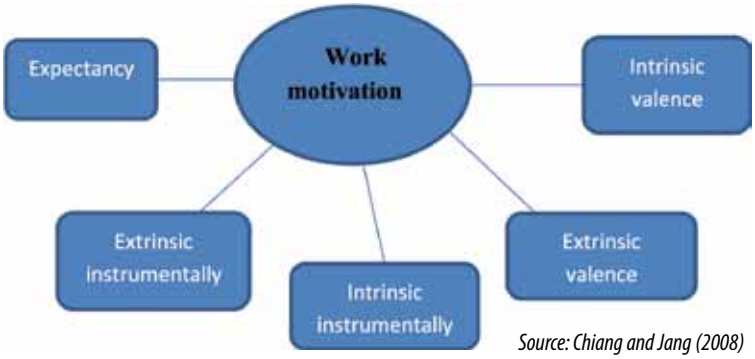
Motivation in hospitals was the study of Chiang and Jang (2008), according to which the expectancy theory was adapted by classifying instrumentality and valence into extrinsic instrumentality, intrinsic instrumentality, extrinsic valence, and intrinsic valence in order to capture the impact of intrinsic/extrinsic components.

The study aims to test the hypotheses that each component-expectancy, extrinsic instrumentality, intrinsic instrumentality, extrinsic valence and intrinsic valence have a positive effect on employee motivation.

In order to test that, the items are rated using a 5 point Likert scale where (1= very dissatisfied) and (5= very satisfied).

From the five component of expectancy theory, expectancy, extrinsic instrumentality, intrinsic instrumentality were measured using four items, while extrinsic and intrinsic valence were measured using five items. For work motivation there were used four items. The items are rated using a 5 point Likert scale where 1=very dissatisfied and 5=very satisfied. In order to analyze the responses of items were used descriptive statistics (mean and standard deviation).Comparisons of work motivation elements following the expectancy theory and the demographic and employment variables were performed using t-test and one-way between-groups analysis of variance (ANOVA). To validate the constructs, we applied CFA (confirmatory factor analysis). Multiple linear regression analysis was conducted to identify the factors associated with work motivation (Cohen &Cohen, 1983). The Statistical Package for Social Sciences version 22.0 (SPSS) was used to analyze the data from the questionnaire.

The data was collected from 325 health workers from six Jordanian hospitals: King Abdullah Hospital public hospital in north of Jordan IRBID city, Amman Specialist Hospital private hospital in Amman, Irbid Specialist Hospital private hospital, Ibn Al-Nafees private hospital in Irbid city, Al-Shona public hospital in the middle area of Jordan, and Princess Basma hospital. The sample is composed by doctors, nurses, helpers, support staff, administrative staff and other health related staff.



Source: Chiang and Jang (2008)

Fig. 4. *The model of the constructs of work motivation*

FINDINGS

Sample profile

From the sample of respondents that I collected from the Jordanian health system different hospitals, the majority of them are from public hospitals (66.5%), with the largest age group as being the group of 25–35 years old (51.4%). Of the total number of respondents, the majority were male employees (52.9%) and 43.3% have bachelor degree in science. Almost 33.5% of the respondents claimed that they have more than 10 years' experience in the same position and about 51% of them work in therapeutic area.

Regarding the proportions of nurses vs. doctors, only 36% of the respondents declared to be nurses and only 19% are doctors. Heavy workload and health care financing issues were mentioned by the respondents as the main changes that affect the hospitals. The majority declared that they have more than 20 patients per day (62.5%). Regarding the intention to stay, 61.2% of the respondents confirmed the intention of staying.

Revealing the determinants of work motivation among Jordanian employees

The mean scores for the four measures of expectancy ranged from 2.90 to 3.67, and the mean scores of components are extrinsic instrumentality, from 2.87 to 3.00; intrinsic instrumentality, from 3.46 to 3.54; extrinsic valence, from 2.83 to 2.99; intrinsic valence, from 3.43 to 3.59; work motivation, from 3.62 to 3.72.

When respondents evaluated five components of modified expectancy theory, intrinsic valence had the highest scores. Respondents indicated that they would improve their performance if they were highly motivated (Table 1).

A measurement model was estimated with a confirmatory factor analysis to validate the new measures and also to verify its validity, the factor loading for all items was positive, ranging from 0.77 to 0.964. The mean standardized factor loadings for each dimension are: expectancy 0.77, extrinsic instrumentality 0.955, intrinsic instrumentality 0.93, and extrinsic valence 0.95, and intrinsic valence 0.96, work motivation 0.964, suggesting that all items have enough interval consistency to construct a single measure (Table 2).

In order to decide the main determinants of work motivation according to Vroom theory, multiple regression analysis was applied. The dependent variable was worker motivation determined as mean score of the four items of motivation. The independent variables are the mean score of expectancy, extrinsic instrumentality, intrinsic instrumentality, extrinsic valence and intrinsic valence and personal and employment characteristics (Table 3).

Empirical results pointed out the statistical significance of three of five components of Vroom theory-expectancy, extrinsic instrumentality and intrinsic valence and also hospital type, graduation degree, experience in the same position, area of work.

The expectancy manifests a positive impact on work motivation, individuals desiring to be regarded as effective employees, with higher productivity and increasing performance.

Extrinsic instrumentality displayed a negative impact on work motivation at the significance level of 10%, highlighting the fact that financial incentives will not maintain for a long time the level of motivation of employees.

The intrinsic valence manifests an important impact on work motivation, pointing out the need of personal development as a main desire of employees.

While expectancy and intrinsic valence have a positive effect on hospital employee motivation, extrinsic instrumentality showed a negative sign for the relationship with work motivation, infirming the results from literature review and this results have been explained by Chiang and Jang (2008) using what is called to be the suppressor effect which was defined as a variable that increases the predictive validity of another variable (or set of variables) by its inclusion in a regression equation. The negative significance can also be explained by the fact that the greater extrinsic instrumentality means an employee will be less motivated.

The absolute values of coefficients in expectancy and intrinsic valence toward work motivation were greater than those of extrinsic instrumentality suggesting that intrinsic motivation factors are more influential than extrinsic

Table 1. Descriptive statistics

	Mean	Std. Deviation
Expectancy	3.49	0.8577
If I work very hard, my job performance will significantly improve	3.66	1.078
If I work very hard, I will get a lot more accomplished	3.43	1.119
If I put more effort into my job, my productivity will improve significantly	3.59	1.060
If I put more effort into my job, I will definitely be regarded as an effective employee	3.28	1.188
Extrinsic instrumentality	2.91	1.159
Performing well in my job will definitely result in		
-getting good pay	2.89	1.241
-getting monetary bonuses	2.87	1.227
-getting pay increases	2.91	1.233
-having more opportunities for promotion	3.00	1.239
Intrinsic instrumentality	3.50	1.00
Performing well in my job will definitely result in		
-having more responsibility and control over my job	3.46	1.148
-taking on more challenging work tasks	3.54	1.070
-having feelings of accomplishment	3.54	1.064
-feeling very good about myself	3.48	1.145
Extrinsic valence	2.90	1.08
Performing well in my job will definitely result in		
-Good salary/wage	2.90	1.191
-More monetary bonuses	2.83	1.179
-More pay increases	2.86	1.190
-Interesting work	2.99	1.215
-Opportunities for advancement/promotion	2.97	1.169
Intrinsic valence	3.53	1.04
Performing well in my job will definitely result in		
-More responsibility/control over my job	3.43	1.144
-More challenging work tasks	3.55	1.098
-Full use my skills and abilities	3.56	1.114
-Feelings of accomplishment	3.59	1.084
-Personal growth and development	3.55	1.160
Work motivation	3.67	1.118
When I am highly motivated, I will definitely	3.67	1.186
-expend more effort on the job		
-enhance quality of my job performance	3.72	1.173
-increase productivity on the job	3.70	1.160
-be willing to get involved in my job	3.62	1.189

factors for hospital employees. It is worth mentioning that for health employees, the level of responsibility, the challenging work tasks, usage of skills and abilities, feelings of accomplishment and the perception of

Table 2.

Theoretical dimensions	Constructs	Standardized factor loadings	Cronbach Alpha
Expectancy	If I work very hard, my job performance will significantly improve	1.00	0.77
	If I work very hard, I will get a lot more accomplished	0.67	
	If I put more effort into my job, my productivity will improve significantly	0.85	
	If I put more effort into my job, I will definitely be regarded as an effective employee	0.86	
Extrinsic instrumentality	Performing well in my job will definitely result in -getting good pay -getting monetary bonuses -getting pay increases -having more opportunities for promotion	 1.17 1.18 1.17 1.30	0.955
Intrinsic instrumentality	Performing well in my job will definitely result in -having more responsibility and control over my job -taking on more challenging work tasks -having feelings of accomplishment -feeling very good about myself	 1.88 1.79 1.78 1.64	0.933
Extrinsic valence	Performing well in my job will definitely result in -Good salary/wage -More monetary bonuses -More pay increases -Interesting work -Opportunities for advancement/promotion	 1.30 1.30 1.40 1.41 1.37	0.951
Intrinsic valence	Performing well in my job will definitely result in -More responsibility/control over my job -More challenging work tasks -Full use my skills and abilities -Feelings of accomplishment -Personal growth and development	 2.01 2.02 2.01 1.95 2.07	0.96
Work motivation	Work motivation When I am highly motivated, I will definitely -expend more effort on the job -enhance quality of my job performance -increase productivity on the job -be willing to get involved in my job	 1.76 1.69 1.59 1.54	0.964

personal growth and development are more important than the financial incentives.

Expectancy led hospitals' employees to believe their effort will lead to desired performance. Instrumentality is the belief that if a hospital employee meets performance expectations, he will receive a greater reward.

The employees think they will have accomplishment if they perform well in their job, but they do not think that better pay, monetary bonus, pay increases, or promotion are related with performance expectations. They valorize valence, preferring responsibility over job, using their abilities, and feeling of accomplishment, which are intrinsic valences.

The empirical results of ANOVA analysis pointed out that the model is statistically valid due to the fact that Sig. (F-test) is smaller than 1% (Table 4).

The goodness of fit of the model revealed that the degree of determination in the model is 0.51, pointing out that the influence of all significant variables explains 51.3% of the total variance in work motivation (Table 5).

Analyzing the differences between the main drivers of work motivation according to the expectancy theory and the demographic variables, I can mention the following:

There are statistical differences regarding the level of work motivation and intrinsic valence in public hospitals in comparison with private hospitals, stating that the employees in the public hospitals have a higher level of work motivation and intrinsic valence, individuals valorising more the responsibility of their job, the challenging work tasks, the usage of their skills and abilities and the feeling of accomplishment and also the personal growth.

Table 3. *Coefficients*[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.500	.502		.997	.320
	expectancy	.209	.065	.160	3.229	.001
	extrinsic_instrum	-.112	.069	-.116	-1.632	.104
	intrinsic_instrum	-.037	.073	-.033	-.506	.613
	extrinsic_valence	.067	.071	.065	.934	.351
	intrinsic_valence	.643	.065	.598	9.936	.000
	TYPE OF HOSPITAL	.357	.108	.151	3.322	.001
	GENDER	.029	.091	.013	.312	.755
	AGE	-.043	.053	-.036	-.802	.423
	GRADUATION DEGREE	-.065	.035	-.084	-1.872	.062
	TIME WORKING IN HOSPITAL	.013	.042	.015	.315	.753
	YEARS IN THE SAME POSITION	.099	.042	.113	2.348	.019
	MARITAL STATUS	-.121	.100	-.055	-1.209	.228
	POSITION	.025	.030	.039	.833	.406
	AREA OF WORK	-.104	.056	-.090	-1.850	.065
	MANAG.POSITION	-.009	.114	-.004	-.076	.939
	INTENTION_LEAVE	.003	.098	.001	.026	.980
	ORGANIS_STRUCTURE	.044	.039	.052	1.125	.261
	CHANGES AFFECT HOSPITAL	.017	.039	.019	.438	.662

[a] *Dependent Variable: work motivation*

Table 4. *ANOVA*[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	208.154	18	11.564	17.943	.000a
	Residual	197.219	306	.645		
	Total	405.372	324			

[a] *Predictors: (Constant), changes affecting hospital, intrinsic_valence, management position, work experience in the same position, intention to leave, gender, graduation degree, marital status, organizational structure, expectancy, age, type of hospital, position, working experience, area of work, extrinsic_valence, intrinsic_instrum, extrinsic_instrum*
[b] *Dependent Variable: work motivation*

Table 5. *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717a	.513	.485	.80281

[a] *Predictors: (Constant), CHANGES AFFECT HOSPITAL, intrinsic_valence, MANAG.POSITION, YEARS IN THE SAME POSITION, INTENTION_LEAVE, GENDER, GRADUATION DEGREE, MARITAL STATUS, ORGANIS_STRUCTURE, expectancy, AGE, TYPE OF HOSPITAL, POSITION, TIME WORKING IN HOSPITAL, AREA OF WORK, extrinsic_valence, intrinsic_instrum, extrinsic_instrum*

The age seems to create some differences related with extrinsic instrumentality and intrinsic valence. While the young people valorise more the extrinsic instrumentality elements (getting good pay, getting monetary bonuses getting pay increases, having more opportunities for promotion) the elderly appreciate more the elements of intrinsic valence.

One of the results of these comparisons is related to the fact that there is not any difference in perception regarding the work motivation by age group.

The illiterate group of employees has the highest level of work motivation and they appreciate more the elements of intrinsic valence. At the opposite side, health employees with doctoral studies exhibit the lowest level of work motivation.

Regarding the experience in the hospitals, individuals with more than 10 years' experience in the same position are the most demotivated by extrinsic instrumentality elements (getting good pay, getting monetary bonuses getting pay increases, having more opportunities for promotion).

Regarding the marital status, the separated or divorced individuals are those the most demotivated in terms of expectancy and overall work motivation.

I found out also differences between doctors, nurses, administrative staff, support staff or helpers in terms of intrinsic valence and work motivation, revealing that the most motivated are the support staff, while the nurses are the most demotivated personnel.

Another interesting result of our study was the fact that the most motivated people are those from managerial and diagnostic area of work in terms of work motivation, intrinsic valence or extrinsic instrumentality.

Also people from horizontal organizational structure registered a higher level of overall work motivation and extrinsic instrumentality.

It is worth mentioning that there are not statistical significant differences between gender, work experience, and management position and the overall level of work motivation or the main factors identified from expectancy theory-expectancy, intrinsic valence, and extrinsic instrumentality (Table 6).

Table 6.

		expectancy	extrinsic_instrum	intrinsic_valence	work motivation
		Mean	Mean	Mean	Mean
Type of hospital	Sig(t-test)	0.23	0.83	0.01*	0.00*
Gender	Sig(t-test)	0.36	0.66	0.79	0.89
Age	Sig(ANOVA)	0.91	0.005*	0.083***	0.184
Graduation degree	Sig(ANOVA)	0.65	0.12	0.063***	0.029**
Time working in hospital	Sig(ANOVA)	0.77	0.31	0.28	0.17
Years in the same position	Sig(ANOVA)	0.93	0.08***	0.49	0.19
Marital status	Sig(ANOVA)	0.09***	0.96	0.13	0.079***
Position	Sig(ANOVA)	0.14	0.31	0.00*	0.00*
Area of work	Sig(ANOVA)	0.24	0.00*	0.00*	0.00*
Management position	Sig(t-test)	0.39	0.76	0.65	0.97
Organizational structure	Sig(ANOVA)	0.00*	0.00*	0.24	0.00*

CONCLUSION

The findings of this study supported the validity of the modified expectancy theory model with five dimensions- expectancy, extrinsic and intrinsic instrumentality, extrinsic and intrinsic valence of employee motivation in health system in Jordan. The proposed expectancy theory model for motivation was tested using data from 325 hospital employees.

The empirical results pointed out the statistical significance of three of five components of Vroom expectancy theory, extrinsic instrumentality and intrinsic valence. For the overall level of work motivation manifest also a significant impact the type of hospital, graduation degree, and experience in the same position and also area of work.

For Jordanian hospital employees, the intrinsic valence is most appreciated followed by the expectancy.

Expectancy increases employee motivation by creating a sense of accomplishment, while intrinsic valence motivates employees to take more responsibility, making full use of their abilities and accomplishments. Expectancy and intrinsic valence are employee motivators. Extrinsic instrumentality showed no positive effect on work motivation.

When hospital employees perform well, and the intrinsic outcomes are controlled, expect good pay, monetary bonuses, and pay increases or promotions, the motivation of employees who decreases if they do not receive those extrinsic rewards. Results showed that intrinsic valence and expectancy contribute more to employee motivation than extrinsic instrumentality.

The main empirical results are that employees understand if they work hard, their performance and productivity will significantly improve, will be accomplished and can be viewed as an effective employee.

Since having a fully use their skills and knowledge in the workplace and a sense of accomplishment and a personal growth and development, taking responsibility, and having challenging work are good motivators for employees, managers should recognize employees who do well.

Still after all the lack of suitable plans and strategies to attract the young personnel from the government and the MOH.

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