

Factors Affecting Job Satisfaction Levels Among Nursing Teachers in Palestinian Universities

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Jamil M.A. Shqirat

Institute of Technology Management and Entrepreneurship, University Technical Malaysia Melaka, 76100, Durian Tunggal, Melaka.

Email: jshqirat@yahoo.com.

Dr. Muliati Sedek

Center for Language Learning, University Technical Malaysia Melaka, 76100, Durian Tunggal, Melaka.

Email: muliati@utem.edu.my.

Hafzan Ariffin

Center for Human Development and Counselling Research, University Technical Malaysia Melaka, 76100, Durian Tunggal, Melaka

Nor Hazlen Niza Hussein

Center for Human Development and Counselling Research, University Technical Malaysia Melaka, 76100, Durian Tunggal, Melaka

Siti Norfatimah Binti Isnin

Center for Faculty of Technology Management and Technopreneurship, University Technical Malaysia Melaka, 76100, Durian Tunggal, Melaka

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Abstract

The purpose of this study was to investigate the factors that affect job satisfaction level amongst nursing teachers in the Palestinian universities. The study includes six variables which are constructed to explore the relationship between job satisfaction levels of nursing teachers working in Palestinian institute of higher learning. There are two moderate variables; demographic and academic factors, whereas economic, environment, communication and promotion act as the independent variables. A total of 73% of nursing teachers participated in this study. They are from faculties of five Palestinian universities. They had been selected purposively, and made up the total number of 150 nursing teachers. However, only 110 responses were valid to be analysed. The results showed that the factor which most significantly affected the nursing teachers' level of satisfaction was promotion, followed by environment, communication and the factor with the least effect was economy, i.e., monthly salary. It was also found that 68% of the respondents felt satisfied with their job. There were no significant differences of job satisfaction amongst the respondents in relation to the to academic and demographic factors. However, differences could be detected in other factors; place of living, place of working, job duties, chances for promotion, surrounding environment, communication and economic. Except place of living, place of work and job duty, promotions, environmental atmosphere, communication and economic factors. The study also showed that job satisfaction level amongst nursing teachers in BirZeit University was at the best level. The results of the study will affect the educational level of nursing students in academic nursing institutions and clinical training environment, and somehow will improve the level of quality healthcare in Palestinian health organizations. This study recommends that, the level of satisfaction amongst the nursing teachers can be improved by improving nursing teachers' salary, giving them a chance in shared decision-making, putting the right person in the right position, encouraging responsibility exchange system and facilitating professional communication between nursing teachers and their superiors.

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1. Introduction:

Job satisfaction is defined as “the extent to which an employee feels motivated, content and satisfied with his / her job. Satisfaction happens when any employee feels he or she possesses job stability, career growth and a comfortable work-life balance”. The efforts made by employees in production determine the overall performance of an organization. Therefore, the management in organizations will strive to enhance the performance of their workers through different rewards in order to increase job satisfaction and consequently, employee performance (Lafia et al. 2018).

The employees’ performance is influenced by motivation and job satisfaction (Davidescu et al. 2020). People’s satisfaction is an unrealizable goal, due to permanent and continuous human needs (Maslow, 1954). However, nursing teachers’ satisfaction in work environment is the cornerstone of the continuation of work and self-development as it directly or indirectly reflects the professional and academic performance and administrative behavior (Geraldine A. Lee & Karen Titchener, 2017).

Job satisfaction levels within nursing faculties are found to be able to improve the quality of nursing education and produce future nurses who will contribute directly to the health of patients at local and national levels. Thus, this study aimed to explore factors associated with job satisfaction levels among graduate nursing teacher in different universities of (Nepal. Abja et al. 2019). Different studies suggested that nursing faculties have no attitude towards their job but were dissatisfied with the benefits offered to them and the operating condition of their institutions. In addition to that, expanding the teaching learning resources, such as reference books, subscription to journals, and continuing education opportunities for nursing faculties through participation in professional meetings would be helpful in improving the quality of nursing education (Lin et al.,

2019).

Lower level of job satisfaction tends to lower down the quality of nursing teaching and learning (Rojia Baral-Robina Bhatta. 2018). Previous studies documented the main factors that affected job

satisfaction were comfort and productivity (Wabena Anin et al. 2015).

There is a need to pursue with this research as only one study has been conducted in a Palestinian nursing faculty before, thus more findings on the issue will make it a whole. Furthermore, after deep searching, researches assumed that there have not been any published studies done regarding assessment of job satisfaction levels among nursing teachers in the Palestinian universities. Moreover, nursing faculty’s satisfaction level about working area may be different from one university to another (M. Dwaikat and M. Nazzal 2011). This study aimed to assess the factors that affect job satisfaction levels among nursing teachers in different Palestinian universities.

Problem statement:

According to Dwaikat and Nazzal 2011), academic nursing teachers’ satisfaction with the working areas in Palestinian universities is not always clearly determined. It may become a problem if the level of satisfaction is low because it does not affect the teachers only, but the effects may spread to other people or areas. It affects and lowers teachers’ productivity and outcomes that include good teaching measures, morale, good students’ feedback, and high students’ outcomes. This problem has been studied about once in the local Palestinian nursing faculties before, so the gap isn’t much clear This study aimed to determine the factors that affect the nursing teachers’ JS in Palestinian PU.

Problem Statement: Research GAP:

1. A study that investigates the factors affecting job satisfaction amongst nursing teachers Contraction been conducted and is still limited.
2. Even though there are studies on the factors which affect job satisfaction (JS), investigation on factors influencing JS amongst nursing teachers is still scarce.
3. There are no strategies to improve JS amongst nursing teachers in PU.
4. The factors economy, environment, communication and promotion did not discuss before. While based on the knowledge and experience of the researcher.

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5. The “GAB” (whatever this is) in this study could be fulfilled by identifying the factors that influenced the Palestinian PU nursing teachers’ JS. A model would be developed and adopted, thus the overall quality of healthcare in Palestinian PU would improve. Which will be led to JS amongst nursing teachers and improve the quality of health care.

Objective of the study: The main objective of the study is to determine the factors that lead to JS among nursing teachers.

1. Determine the important of economic, environmental, communication and promotion amongst nursing teachers.
2. Analyse whether economic, environmental, communication and promotion significantly influence the job satisfaction amongst nursing teachers.
3. Analyse the role of academic and demographic factors as moderators for job satisfaction amongst nursing teachers.
4. Develop a model that predicts the influencing factors that lead to job satisfaction amongst nursing teachers.

Research questions: Based on Objective One, four research questions need to be addressed:

1. What is the importance level of economic amongst nursing teachers?
2. What is the importance level of environmental amongst nursing teachers?
3. What is the importance level of communication amongst nursing teachers?
4. What is the importance level of promotion amongst nursing teachers?

Significance of the study: First, to improve the quality of learning and educational processes in the Palestinian universities. Second, JS levels will lead deans of nursing faculties to develop nursing programs and clinical learning environment effectively and enrich Palestinian scientific literature. Third, to improve rules, regulations and policies of universities

and find out their definitions. Fourth, to increase nursing teachers’ productivity, commitment and decrease nursing teachers’ turnover and absenteeism. Finally, the outcomes (model) of this study will lead Jto JS amongst nursing teachers and improve the quality of healthcare in the Palestinian Health sectors.

2. The Research Methodology

Study design: The design of the study is a Quantitative, Descriptive and the sample is purposive, convenient sample, utilized to assess factors which affect the JS levels amongst the Palestinian nursing teachers.

Population and sampling methods: The subjects who participated in this study were nursing university teachers in Palestine; five universities were randomly selected. A convenient sampling method was used to collect the sample size which was 150 Palestinian nursing teachers. However, only 110 were enrolled in the study.

Eligibility criteria: The inclusion criteria were: Working in an education profession for at least one course or one clinical semester, and agreeing to participate in this study after reading the informal consent. The working period was defined as at least one course because it took some time to recognize the institution policies, responsibilities, rights, motivations, work conditions and work environment.

Data collection and instrument: A self-administered questionnaire was used to

assess the study variables. The questionnaire was developed by the researcher to accommodate the study aims and the Palestinian’s society. It was developed from different published studies (Jahfer, 2006; Yousef, 2015; Gneem, 2017). It consisted of 40 items, using a 5-pointed Likert scale 1: strongly disagree, 2: disagree, 3: Neutral, 4: Agree and 5: Strongly agree which cover four variables: Economic variable (8 items), environment variable (12 items), communication variable (8 items) and promotion variable (12 items).

Ethical consideration: Permission from researcher to the deans of nursing faculties in the local Palestinian universities in the West Bank was approved. All participants were informed about the study purposes and provided informed consent. Data were kept

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confidential and were not disclosed unless for study purposes.

Statistical analysis, discussion and results: Data was entered in SPSS version 23. Descriptive statistics was used to analyze demographic and academic variables. Then, a structural equation modeling analysis was carried out by using the software of IBM SPSS AMOS version 21.0.

Validity: The content validity was assessed for clarity and adequacy by the distribution the questionnaire to three expert reviewers and it was modified according to their recommendations.

The items decrease from 60 to 50 items.

Reliability: Cronbach-alpha was calculated for the four domains of the questionnaires, and the total results are shown as the following:

Table 1: Internal consistency of the measurements tool the reliability and validity indexes values

Factor	Cronbach- α	No. Item	CR ¹	AVE ²
Economic	.875	8	0.882	0.786
Environment	.789	12	0.803	0.638
Communication	.921	8	0.922	0.841
Promotion	.728	12	0.718	0.621
Average	.887	Total 40	0.892	0.788

CR¹: Composite Reliability, AVE²: Average Variance Extracted.

The reliability and validity results were derived by SPSS and AMOS, as shown in Table 1. The Cronbach's- α of each factor was greater than 0.7, and the total scale was 0.917, therefore conforming the reliability of the measurement model. The C.R values for each dimension, and the total scale were greater than 0.7 conforming convergent validity. The average variance extracted (AVE) should be higher than the minimum threshold of 0.5. However, according to

Tinsley, and Tinsley, (1987), even if AVE is less than 0.5, but composite reliability is higher than the total scale, the AVE values were greater than 0.6. When taken together with the values of composite reliability (which were higher than 0.7 for each factor), we can state that convergent validity was established. Hence, the results showed that the questionnaire has good reliability and convergent and discriminant validity

Table 2: Distribution of the study sample according to their demographic and academic variables

Variable	Response	Frequency	Percent
Gender	Male	54	49.1
	Female	56	50.9
Age	20 to 30 years	10	9.1
	31 to 40 years	24	21.8
	41 to 50 years	38	34.5

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	51 years and above	38	34.5
Marital Status	Single	21	19.1
	Married	79	71.8
	Other (Divorced, Widowed)	10	9.1
Residence	Northern West Bank	25	22.7
	Central West Bank	55	50.0
	Southern West Bank	30	27.3
Housing type	Owner	98	89.1
	Tenancy	12	10.9
Experience	Less than 10 years	23	20.9
	10 and less than 15 years	25	22.7
	15 years and above	62	56.4
Academic Qualification	BSC	10	9.1
	High Diploma	7	6.4
Qualification	Master	87	79.1
	PhD	6	5.5
Job Title	University Prof.	60	54.5
	Clinical Instructor	38	34.5
	Other (Dean, ...)	12	10.8
Job Duty	Full-Time	56	50.9
	Part-Time	54	49.1
	Al-Makassed UV. College	25	22.7
	Al-Quds UV.	22	20.0

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Place of Work	Bethlehem UV.	20	18.2
	Birzeit UV.	23	20.9
	Hebron UV.	20	18.2

Table 2 shows the demographic and academic characteristics of the subjects. More than half of the respondents were female and they had more than 15 years of experience. More than two-third of subjects held Masters' Degree. Furthermore, 50.9% of subjects worked full time while the rest worked part-time. The study sample consisted of 110 valid responses to a survey that was collected among the Palestinian universities and college nursing. The sample consisted of 49.1% males, and 50.9% females. 9.1% of respondents were aged 20 - 30, 21.8% were between 31 and 40, 34.5% were between 41 and 50, and 34.5% were 51 years and above. 71.8% of the respondents were married, 19.1% was single, and 9.1% of them were divorced or widowed. 50% of the respondents lived in central West Bank, 22.7% of them lived in northern West Bank, and 27.3% lived in southern

West Bank. Most (89.1%) of them lived in their own houses, and 10.9% lived in rented homes. 20.9% of the respondents had less than 10 years working experience, 22.7% of them had experience between 10 and 15 years, and more than half (56.4%) of them had experience of 15 years and more. 15.5% of the respondents held a Bachelor's or High Diploma degree, and 84.5% of them possessed higher degrees. 54.5% worked as University Prof., 34.5% of them were clinical instructors, and 10.8% of them had administrative positions (Dean, Deputy Dean, Director, or Head). 50.9% of the respondents worked full-time, and 49.1% of them worked part-time. Finally, 22.7% worked in Al-Makassed UV College, fifth of them worked in Al-Quds UV, 18.2% in Bethlehem, 20.9% in Birzeit UV, and 18.2% worked in Hebron UV.

Table 3: The CFA results for association between factors in first-order model

Factor 1	Factor 2	Correlations <i>R</i>	S,E	C.R.(Z-P Value)	P value
Economic	Communication	.359	.075	3.108	.002
Economic	Environment	.113	.055	1.003	.316
Economic	Promotion	.372	.056	2.993	.003
Communication	Environment	.396	.071	3.132	.002
Communication	Promotion	.570	.073	4.066	.000
Environment	Promotion	.725	.068	4.255	.000

The results in Table 3 supported all hypotheses of *H1*, that there was a significant association between the different factors in the study ($p < 0.05$), except *H1A*: "Economic" has not a significant association with "Environment" ($p > 0.05$). Since job satisfaction levels are composed of four latent variables, it is necessary to establish an improved structural equation model. The structural equation model for second-order

confirmatory factor analysis was established to test the following hypotheses:

H2A: Economic (monthly salary) has a significant positive impact on the job satisfaction levels among nursing teachers.

H2B: Environment has a significant positive impact on the job satisfaction levels among nursing teachers.

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H2C: Communication between superiors and subordinates has a significant positive impact on the job satisfaction levels among nursing teachers.

H2D: Promotion has a significant positive impact on the job satisfaction levels among nursing teachers.

Table 4: Correlation matrix of job satisfaction and demographic variables

Construct JS.		PL.	JD.	PW.
JS.	1			
PL.	-.271*	1		
JD.	-.225*	.165	1	
PW.	.397**	.094	-.164	1

Note: JS., Job Satisfaction; PL., Place of Living; JD., Job Duty; PW., Place of Work; *indicates $p < .05$, **indicates $p < .01$.

Table 4 shows that there are correlations between Job Satisfaction and (Place of Living, Job Duty, and Place of Work). Hence, three sub-hypotheses will be considered.

H3:

H3A: There are significant differences in job satisfaction levels among nursing teachers due to Place of Living.

H3B: There are significant differences in job satisfaction levels among nursing teachers due to Job

Duty.

H3C: There are significant differences in job satisfaction levels among nursing teachers due to Place of Work.

Since the observed significance levels is less than 0.05, it can be determined that the covariates demographic variables in hypothesis 3 have a linear relationship with the latent variable Job Satisfaction levels. Therefore, the covariates have met the limitations for ANOVA analysis in this study. The study predicted that the Place of Living would significantly correspond with job satisfaction levels. In H3A, as predicted, the findings in Table 4 confirmed that the Place of Living factor significant relationship with job satisfaction levels ($r = -0.271$, $p < 0.05$).

Table 5: The CFA results for the measurement of second-order model

Construct	Item	St. Factor	C.R			
		Loading (β)	R^2	S.E.	(z-value)	p value
	Economic	0.439	0.628	0.078	16.474	0.000
Job						
Satisfaction	Communication	0.655	0.725	0.066	19.848	0.000
	Environment	0.664	0.729	0.057	27.838	0.000

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Promotion	0.964	0.864	0.056	35.027	0.000
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In *H2A*, the study predicted that the Economic factor would significantly and positively influence job satisfaction levels. As predicted, the findings in Table 5 confirmed that the economic Factor significantly influenced job satisfaction levels ($\beta=0.439$, z -value $\gg 1.9$, $p < 0.001$). Hence, *H2A* was robustly supported. Furthermore, when observing the direct and positive influence of the

Communication on job satisfaction levels, the findings from Table 5 endorsed that the β

Communication factor positively influenced job satisfaction levels ($\beta =0.655$, Z - value $\gg 1.9$ $p < 0.001$), and confirmed *H2B*. The influence of the Environment factor on job satisfaction levels was

positive and significant ($\beta = 0.664$, z - value $\gg 1.9$, $p < 0.001$), showing that *H2c* was supported. The direct effect of the Promotion factor on Job Satisfaction level was ($\beta= 0.964$, z - value $\gg 1.9$, $p < 0.001$), therefore supporting *H1D*. The greater the beta coefficient (β), the stronger the effect of an exogenous latent variable on the endogenous latent variable. Table 5 showed that the Promotion factor had the top most path coefficient of ($\beta = 0.964$) when compared to other β values in the model, which showed that it had a greater value of variance and high effect with regard to affecting the job satisfaction levels among nursing teachers at Palestinian universities. Whereas, the Economic factor had the least effect on job satisfaction levels among nursing teachers in Palestinian universities with ($\beta = 0.439$).

Table 6: Results of post-hoc for difi

Comparisons	Mean Difference	Std. Error	Sig.
NW – CWB	.5891	.08673	.011
NW – SWB	.0992	.09737	.311
CWB – SWB	-.4099	.07928	.012
Full-time – Part-time	.692	.09582	.000
Al-Makassed – Al-Quds UV.	.2102	.10929	.015
Al-Makassed – Bethlehem UV.	.6225	.10525	.000
Al-Makassed – Birzeit UV.	-.0989	.10929	.572
Al-Makassed – Hebron UV.	.2412	.10649	.013
Al-Quds UV. – Bethlehem UV.	.4123	.11255	.001
Al-Quds UV. – Birzeit UV.	-.3091	.10864	.006
Al-Quds UV. – Hebron UV.	.0310	.11255	.851
Bethlehem UV. – Birzeit UV.	-.7214	.11138	.000
Bethlehem UV. – Hebron UV.	-.3813	.11520	.003
Birzeit UV. – Hebron UV.	.3401	.10952	.003

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Note: NW, Northern West; CWB, Central West Bank; SWB, Southern West Bank

The results of Post-Hoc for differences in Table 6 show that job satisfaction levels rate of people living in the northern West Bank is about 0.6 points higher than that of the people living in the central West Bank ($P = 0.011 < 0.05$). People living in the northern West Bank have the same job satisfaction level rates as those living in the southern West Bank ($P = 0.311 > 0.05$). Meanwhile, the job satisfaction rates of people living in the central West Bank is about 0.4 points lower than that of people living in the southern West Bank ($P = 0.011 < 0.05$). In summary, people who live in the northern West Bank have the highest job satisfaction level rates, while the lowest rate is for people living in the central West Bank. The results in Table 6 show that Birzeit UV has the highest job satisfaction level rates, while Bethlehem UV has the lowest one.

Discussion of the study:

This article discusses the implications of the study findings for nursing teachers. Enhancing job satisfaction levels among nursing teachers in Palestinian universities helps to encourage promotions (motivations and incentives) and good relationship among the nursing teachers, with a professional relationship with the authority and management, and a resulting positive experience for the customers as well. When staff members are not motivated and they are dissatisfied with their jobs, they would probably not participate in additional tasks which may be profitable to the organization. For example, dissatisfied employees will not generally offer to volunteer for committees that were formed by organization administration. Nursing managers must be attentive to nursing educators' job satisfaction levels to determine their performance, turnover, absenteeism and withdrawal behaviors. Also, measure nursing teachers' attitudes objectively and at regular intervals in order to determine how nursing teachers are reacting to their work. In order to raise nursing teachers' satisfaction levels, evaluate the balance between the nursing teacher's work interests and intrinsic parts of the job to create work that is challenging and interesting to the individual.

In addition, consider the fact that high pay alone is unlikely to create satisfying work environment. When an organization creates an atmosphere of job

satisfaction levels and properly motivates employees, it can be easier to find volunteers to complete outside projects that are necessary for improving university morale or the operation of the organization. A pleased and motivated employee delivers an exceptional service to the organization with outstanding results to back it up. A pleased and satisfied organization employee renders excellent services to their customers (nursing students) because of the judicious use of their time and honed skills to get results.

Besides that, the universities' administrations must look and pay attention on the economic and communication factors, because economic factor (monthly salary) is very important for all nursing teachers in Palestinian universities to carry out all requirements of life needs. This is also important in order to further improve the relationship between nursing teachers and subordinates. Because when professional communication and relationship improve, job satisfaction will be better refined and the performance of nursing teachers will be enhanced. That means an increase in nursing teachers' job satisfaction levels and commitment, a decrease in nursing teachers' turnover, and an increase in highly qualified graduate nursing students which in turn, will be reflected in improved quality of care in health organizations like hospitals and medical sectors. Besides that, the efficiency and effectiveness of learning and education will be upgraded satisfactorily

3. Results of the study:

Job satisfaction levels among nursing teachers in the Palestinian universities is (68%). So, there are no significant differences of job satisfaction levels among nursing teachers in the Palestinian universities due to academic and demographic factors like genders, age, social status, house living and years of experience, level of education, job titles and occupational positions, except: place of living, place of work and job duty factors. In addition, there are significant differences of job satisfaction levels among nursing teachers in the Palestinian universities due to promotions, work environmental factors, professional communication between leaders and subordinates and economic factor (monthly salary). Besides that, job satisfaction levels among nursing teachers in Birzeit University was the best among the Palestinian

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universities, while Bethlehem University was the lowest. The study also found out the presence of positive correlation between nursing teachers' satisfaction and their performance which affected the efficiency and effectiveness of nursing learning and educating process.

The results of this study will be useful for planning future outlook of the nursing faculties in the Palestinian universities due to the high percentage (73%) of nursing teachers' participation in this study.

Finally, all these results mentioned will provide guidance for the Palestinian universities administrators to improve the educational level of nursing students in academic institutions and seek the betterment of healthcare quality in local Palestinian health organizations, like medical centers and hospitals.

Summary of the study:

From the above results and discussions that the researcher has conducted, it can be concluded that the study of job satisfaction levels among nursing teachers is very important for nursing faculties in the Palestinian universities and educational setting. The results will be useful to facilitate planning for developing nursing teachers staff and hence the nursing profession, as a whole. So, job satisfaction levels among nursing teachers in the Palestinian universities are affected directly by different variables which had been discussed. In addition, the internal factors such as promotions, have greater effect on job satisfaction levels than external factors such as economic (monthly salary) factors, so the findings of this study support and agree with the Herzberg-Two factors theory. Also, the study showed that living accommodations, workplace and job duty are at the most, moderately effective factors which determine job satisfaction levels among nursing teachers in the Palestinian universities.

This study showed nursing teachers in Birzeit University are more satisfied compared with the nursing teachers in other Palestinian universities and job satisfaction levels among nursing teachers in Palestine universities are quite satisfactory (68%).

4. Recommendations:

There are some recommendations that can be made from the finding of this study. First, giving nursing

teachers a chance in decision-making in nursing faculties in Palestinian universities. Second, put the right person in the right position. Third, encourage the responsibility-exchange system. Fourth, improve nursing teachers' salary. Fifth, facilitate professional communication between nursing teachers and administration of their nursing faculties. Sixth, create suitable environment and good work conditions to facilitate nursing learning and education. Finally, this study represents an effort to give a picture of current job satisfaction levels among nursing teachers in the Palestinians universities.

5. Limitations:

One of the limitations of this study was that the target group of the study was limited to five nursing faculties in the West Bank due to the Covid-19 pandemic, which limited the size of the study target group to 110 nursing teachers.

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