



**Arab American University
Faculty of Graduate Studies**

**Relationship between Nurses' Job Satisfaction and
Quality of Delivered Healthcare in Palestine: The
nurse well-being as a mediator**

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Thesis Approval

"Relationship between Nurses' Job Satisfaction and Quality of Delivered Healthcare in Palestine: The nurse well-being as a mediator"

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This thesis was defended successfully on 30/11/2024 and approved by:

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Declaration

I declare that all the work in this thesis titled "Relationship between Nurses' Job Satisfaction and Quality of Delivered Healthcare in Palestine: The nurse well-being as a mediator "has been done to fulfill the requirements for the degree of Master's in Quality Management in health care organization and submitted to Arab American University Palestine. All work is original, and it has been written by me. I have duly acknowledged all the sources of information that have been used in this thesis.

This thesis has also not been submitted to any other degree or university.

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Dedication

To the one I long for with all my heart... my beloved homeland.

To the example of devotion and loyalty... my beloved father.

To the one who put my happiness and comfort before her own... my virtuous mother.

To the one who never failed to help me... my dear wife.

To the one who provided me with advice and guidance... my dear sister.

To everyone who has prayed for my well-being.

I dedicate this humble work to you

Acknowledgment

All praise is due to Allah, Lord of the Worlds.

I begin by thanking Allah, who guided me through this journey and bestowed upon me the patience and strength to overcome its challenges.

I am deeply grateful to my beloved mother, who has been my guide and pillar of support since the beginning of my life. Her unwavering care and endless efforts have shaped me into who I am today.

I also extend heartfelt appreciation to my dear father, whose kindness and dedication have enriched every aspect of my life. His support has been invaluable, and I am forever indebted to him.

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I am immensely thankful to everyone who stood by my side, offering their help and encouragement throughout this journey. To my friends, colleagues, and all those who hold a special place in my heart, your support has meant everything to me.

May Allah bless you all abundantly.

Hala Shahwan

Abstract

This research investigates the relationship between nurses' job satisfaction and the quality of healthcare delivery in Palestine, with a particular focus on nurse well-being as a mediating factor. Applying a cross-sectional design, data were collected from nurses working in a number of governmental and non-governmental healthcare institutions across the West Bank, Palestine. Relevant data from a random sample of 272 nurses could be collected.

The results revealed a positive correlation between nurses' overall job satisfaction and the quality of care they provide, indicating that higher job satisfaction is associated with improved quality of healthcare. However, nurse well-being was found to have a minimal impact on job satisfaction, suggesting that other causes such as poor management, high workload, and stress have a more substantial influence on both job satisfaction and the quality of care. Moreover, the study highlights that pay, work environment, and stress management are serious factors affecting nurses' satisfaction with their work. The overall levels of job satisfaction and quality of care were found to be moderate. To enhance nurse well-being and improve both job satisfaction and care quality, the study recommends developing comprehensive health programs that address both physical and psychological needs and providing confidential consultation services for personal and professional issues. The findings highlight the importance of targeted strategies to support nurses' well-being and, consequently, the quality of healthcare delivery.

Keywords: Job satisfaction, healthcare quality, nurses well-being West Bank.

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List of Abbreviation

WHO	World Health Organization
ISQ	Internal Service Quality
PHIC	Palestinian Health Information Center
MOH	Ministry of Health
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences

Chapter One

Introduction

1.1 Overview

The satisfaction of healthcare providers, especially nurses, is one aspect of the complex problem of the quality of healthcare delivery. Being the first point of contact between patients and the healthcare system, nurses are at the forefront of patient care. Their work satisfaction is a crucial topic of study in healthcare management and policy because it has a substantial impact on the quality of care they deliver (Aiken et al., 2011). This is especially crucial in the context of Palestine, where distinct sociopolitical obstacles and scarce resources influence healthcare delivery.

The degree to which nurses are happy and fulfilled in their professional tasks is known as their work satisfaction. Numerous elements, including as the work environment, demands of the job, interpersonal interactions, and organizational support, have an impact on it (Lu et al., 2012). Higher patient satisfaction, a decrease in mortality rates, and an improvement in the general quality of healthcare have all been linked to higher job satisfaction among nurses (Aiken et al., 2011).

On the other hand, a cycle that negatively impacts patients and healthcare personnel can result from low job satisfaction, which can lead to burnout, high turnover rates, and decreased quality of care (Liu & Aunguroch, 2018). Palestine's healthcare system has several obstacles to overcome, such as insufficient funding, unstable political conditions, and poor infrastructure. These elements give nurses a particular operating environment, which frequently results in high stress levels and job discontent (Mahamid et al., 2022). Developing successful measures to improve healthcare services in the area

requires an understanding of how these issues affect nurses' job satisfaction and, in turn, the quality of healthcare provided.

Additionally, the purpose of this study is to investigate how nurse well-being might function as a mediator in the relationship that exists between job satisfaction and the standard of healthcare. Physical, emotional, and mental health are all components of well-being, which is vital to nurses' job satisfaction and ability to carry out their responsibilities efficiently (Patrician et al., 2022). High well-being increases a nurse's likelihood of being motivated, engaged, and dedicated to delivering high-quality care. Thus, investigating the mediating function of well-being offers important new perspectives on the processes by which job satisfaction affects the caliber of healthcare. Empirical studies have demonstrated a strong correlation between job satisfaction and organizational elements as communication, leadership, and workplace culture (Liu et al., 2016). A supportive work environment, increased nurse autonomy, and chances for professional development are all facilitated by effective leadership and are linked to job satisfaction and overall well-being (Aiken et al., 2011). Conversely, a toxic work environment can cause nurses to feel more stressed and unsatisfied, which can eventually affect the standard of care they provide to patients.

This research has practical consequences for Palestinian healthcare organizations, making it significant outside the academic sphere. Through a comprehension of the correlation among job happiness, nurse well-being, and healthcare quality, stakeholders can execute focused interventions with the objective of enhancing the work environments of nurses (Xiao et al., 2022). Initiatives that encourage chances for professional growth, mental health assistance, and healthy workplace connections, for example, can increase nurse well-being, which in turn can improve job satisfaction and

the standard of patient care (Hume, 2018). There is still lack of research that focuses exclusively on the Palestinian setting, despite the expanding corpus of literature on employment satisfaction and healthcare quality. Studies that have been conducted thus far have mostly focused on healthcare systems in the West, where the socio-political dynamics are very different from those in Palestine. With actual data on the relationship between job satisfaction, well-being, and healthcare quality in Palestine, this study seeks to close that gap.

In conclusion, this study will investigate the complex connections that exist between Palestine's healthcare service quality, nurses' well-being, and their job satisfaction. It aims to contribute to the body of knowledge already in existence and to influence practice and policy within the Palestinian healthcare system by emphasizing the role that nurses' well-being plays as mediators. Comprehending these dynamics is imperative in order to devise efficacious ways that augment nurse contentment, and the general caliber of treatment rendered, hence conferring advantages to patients and the healthcare system in its entirety.

1.2 Research Problem

This research seeks to explore the nuanced relationship between nurses' job satisfaction and the quality of healthcare delivered in the context of Palestine. Additionally, this study goes beyond the direct correlation and examines the role of nurse well-being as a potential mediator in this relationship. Understanding the mediating role of nurse well-being is crucial as it provides insights into the mechanisms through which job satisfaction influences healthcare quality. By exploring these dynamics, healthcare

organizations can gain valuable insights into how to enhance both nurse satisfaction and the overall quality of care provided.

Despite the significance of nurses' role in healthcare, there is a lack of comprehensive research investigating the intricate interplay between their job satisfaction levels and the overall quality of healthcare provided in Palestine. The Palestinian healthcare sector faces many challenges including, but not limited to, resource constraints, heightened patient demands, and the need for specialized care due to ongoing conflicts (Tahruri, et al,2022). These challenges may impact nurses' job satisfaction, subsequently affecting their motivation, engagement, and commitment to delivering optimal patient care. Addressing this research gap is essential for multiple reasons. Firstly, an exploration of the relationship between nurses' job satisfaction and healthcare quality can offer insights into potential areas of improvement within the healthcare system. Secondly, understanding how various factors—such as workload, work environment, professional development opportunities, and recognition—affect nurses' job satisfaction can lead to targeted interventions that enhance both nurses' work experience and patient outcomes (Chien, et al, 2018). Thirdly, a comprehensive cross-sectional study can contribute to the existing body of knowledge on healthcare quality improvement strategies within conflict-affected regions, offering valuable lessons for policymakers and healthcare administrators (Amnesty International, 2020).

As healthcare organizations worldwide strive to enhance the quality of care and promote a positive work environment, empirical evidence on the specific mechanisms linking nurses' job satisfaction, well-being, and healthcare quality becomes increasingly valuable. This study aims to contribute to the existing body of knowledge, providing a

nuanced understanding of these relationships within the distinctive context of Palestinian healthcare.

1.3 Research Significance and Justifications

This research holds significant implications for healthcare improvement, resource optimization, and nursing professionals' well-being. By unveiling the intricate relationship between nurses' job satisfaction and healthcare quality in Palestine, the study contributes valuable insights to enhance patient outcomes. Understanding factors influencing nurse satisfaction informs policymakers, enabling optimized resource allocation and targeted organizational policies. The inclusion of nurse well-being as a mediator adds a holistic dimension, addressing both professional satisfaction and personal fulfillment. The study's cultural relevance offers nuanced perspectives applicable globally, fostering evidence-based strategies for positive work environments, nurse satisfaction, and improved healthcare quality.

The study's significance in the Palestinian healthcare context, characterized by resource constraints and socio-political challenges, is heightened. Anticipated outcomes extend to evidence-based policy guidance, crucial for healthcare administration in the region. By delineating the intricate relationship between job satisfaction and healthcare quality, the study serves as a compass for navigating complexities in conflict-affected healthcare systems. Beyond Palestine, it contributes substantively to nursing and healthcare management fields, enriching academic discourse on job satisfaction's significance. The proposed cross-sectional study not only addresses a research void but offers avenues for meaningful change, spanning patient care improvement, nursing

well-being, policy influence, and academic contribution, promising a more resilient and effective healthcare system.

1.4 Research Aim

The main goal of this cross-sectional study is to investigate the relationship between nurses' job satisfaction and the quality of healthcare delivery within the Palestinian healthcare system. Moreover, the research aims to explore the mediating role of nurse well-being in this relationship, acknowledging that job satisfaction is not only a professional but also a personal phenomenon. More specifically, we have the following specific objectives.

Specific Objectives

1. Assessing nurses' job satisfaction levels in the Palestinian healthcare system.
2. Identifying key determinants of job satisfaction in the Palestinian healthcare system.
3. Examining the relationship between job satisfaction and health care quality in the Palestinian healthcare system.
4. measure the effect of nurse well-being as a mediator between job satisfaction and quality.

1.5 Research Questions and Hypotheses

Research Questions

This research aims at answering the following research questions:

1. What is the level of job satisfaction among nurses working in the Palestinian healthcare system?

2. What are the key determinants of job satisfaction in the Palestinian healthcare system?
3. What is the relationship between nurses' job satisfaction and quality of care in the Palestinian healthcare system?
4. Does the nurse well-being mediate the relationship between job satisfaction and quality?

1.5.1 Hypotheses

According to the research questions, the following hypotheses could be formulated:

H1: There is a positive relationship between nurses' job satisfaction and the quality of care in the Palestinian healthcare system.

H2: Nurse well-being acts as a mediator between the job satisfaction and the quality of healthcare delivery.

1.5.2 Study Variables

Independent Variables: consisted of the demographic factors of the nurses, Include: age, gender, educational level, marital status and years of experience as a nurse, type of hospital, current position and work area.

Dependent Variable: job satisfaction level of nurses and the quality of delivered health care and the nurse well-being.

1.6 Operational Definition

1.6.1 Job Satisfaction

Job satisfaction among nurses is defined as their overall contentment and fulfillment with their job roles and work environment. This will be measured using the Minnesota Satisfaction Questionnaire (MSQ), a widely validated instrument that assesses various facets of job satisfaction, including intrinsic and extrinsic factors. The MSQ has demonstrated high reliability, with Cronbach's alpha values ranging from 0.85 to 0.91 (Huynh et al., 2024).

Quality of Delivered Healthcare

The quality of healthcare delivered is operationalized through multiple indicators according to (*Top Hospital Performance Metrics You Need to Know*, n.d.):

- **Patient Satisfaction Scores:** Evaluated using standardized patient satisfaction surveys that assess patients' perceptions of care received.
- **Adherence to Clinical Guidelines:** Measured by the rate at which nurses follow established clinical protocols and procedures.
- **Hospital Performance Indicators:** Including metrics such as patient recovery rates, incidence of medical errors, and readmission rates.

3. Nurse Well-being

Nurse well-being, serving as a mediating variable, encompasses the mental and emotional health of nurses. It is assessed through according to (De Beer et al., 2024):

- **Psychological Distress Levels:** Measured using standardized tools that evaluate symptoms of stress, anxiety, and depression.

- **Burnout Scores:** Determined using the Maslach Burnout Inventory (MBI), specifically the Human Services Survey (HSS) version tailored for healthcare professionals. The MBI-HSS evaluates three dimensions: emotional exhaustion, depersonalization, and personal accomplishment. It has shown satisfactory internal consistency, with Cronbach's alpha values of 0.90 for emotional exhaustion, 0.76 for depersonalization, and 0.76 for personal accomplishment.
- **Self-reported Mental Health Status:** Assessed through surveys where nurses rate their own mental health and well-being.

These operational definitions aim to provide clear and measurable constructs to examine the relationships between nurses' job satisfaction, their well-being, and the quality of healthcare they deliver.

1.7 Conceptual Framework

The conceptual framework aims to explain how nurses' job satisfaction affects the standard of care provided in Palestine, with a particular emphasis on the role that nurses' well-being plays in mediating this relationship. The theory is that although job satisfaction may have a direct impact on care quality, it also has a ripple effect through the wellbeing of nurses. This indicates that a key factor in determining how satisfied nurses convert their job satisfaction into high-quality care is their own well-being.

1.7.1 Key Concept

Nursing job satisfaction is a complicated idea that has been well researched. According to (Castaneda & Scanlan, (2014), it is characterized as an emotive response that arises from contrasting desired, expected, and deserving outcomes with actual outcomes.

According to Castaneda & Scanlan, (2014), important characteristics include autonomy, interpersonal interactions, and patient care; they also include need fulfillment, emotional reactions to the workplace, and job value (Liu et al., 2016). Organizational elements, physician collaboration, job stress, and compensation are all aspects that affect how satisfied one is with one's employment (Bagheri Sh et al., 2012). Remarkably, according to some research, there is no discernible relationship between demographic characteristics and job satisfaction (Mehrdad et al., 2013).

According to Mehrdad et al., (2013), nurses are generally more satisfied with intrinsic variables than extrinsic ones. The highest-ranking intrinsic elements are social services and moral principles, whereas the lowest-ranking aspects are pay and professional growth. Improving nurse retention and, in turn, the standard of patient care requires an understanding of and attention to these aspects.

An employee's positive emotional state and attitude toward their work are reflected in their multidimensional idea of job satisfaction (Muwanguzi et al., 2022). Numerous theories, such as Adams' Equity Theory, Affect Events Theory, and Herzberg's Two-Factor Theory, have been created to explain job satisfaction (Muwanguzi et al., 2022) comprehensive model of job satisfaction that takes into consideration both behavioral and cognitive elements of motivation can be developed by combining these (Saif, S. et al 2012)... Both Herzberg's Two-Factor Theory and Maslow's Theory of Motivation affect job satisfaction in organizational work environments in vocational education (Rokeman et al., 2024). Numerous outcomes, including as life happiness, employee turnover, and physical health, have been related to job satisfaction (Houser,1993)

Studies have also investigated employment satisfaction in individuals with impairments, emphasizing aspects such occupational attributes and personal

personality features (Houser,1993)Organizations may enhance workplace results and manage employee happiness more effectively by having a deeper understanding of these theories and how they are used.

1.7.2 Nurses Well-Being

According to Patrician et al., (2022), nurse well-being is a complex idea that affects people on an individual, organizational, and communal level. It covers characteristics of relationships, happiness, and health (Xiao et al., 2022). According to Utriainen et al., (2011), nurse-nurse interaction, nurse-patient interaction, and patient-care centeredness are important elements that affect nurses' well-being. Collegial connections, excellent patient care, supportive leadership, meaningful work, and opportunities for professional development are all important components of a theoretical model of nurse well-being (Utriainen et al., 2015). Maslow's hierarchy of needs is in line with the antecedents of nurse well-being, and the results are resilience, empowerment, and enhanced bodily and mental health (Patrician et al., 2022). By implementing well-being-focused human resource management strategies, such as investing in personnel, offering interesting work, elevating nurses' voices, and fostering a supportive work environment, organizations can enhance the well-being of nurses (Xiao et al., 2022). Improving patient safety and quality outcomes requires an understanding of and commitment to nurse well-being (Patrician et al., 2022).

1.7.3 Quality of Care

The concept of quality of care is multifaceted, with different interpretations and points of view. The framework for evaluating and enhancing the quality of care is

Donabedian's model, which consists of structure, process, and results (Venturi et al., 2009). Healthcare quality is greatly impacted by leadership, which also has an impact on financial management and service delivery (J & D, 2001). The multi-dimensional econometric theory synthesis from previous models describes how optimal nurse staffing is critical to increasing care quality while controlling costs (Park, 2017). There are different definitions of what constitutes quality care. The Donabedian definition emphasizes maximizing patient welfare, while the American Medical Association defines it as enhancing or maintaining quality of life. The Institute of Medicine defines it as ensuring that health services are in line with professional knowledge and desired outcomes (Blumenthal, 1996). Depending on one's place in the healthcare system, one's viewpoint on quality can vary. However, healthcare workers frequently define quality in terms of the characteristics and outcomes of their care (Blumenthal, 199).

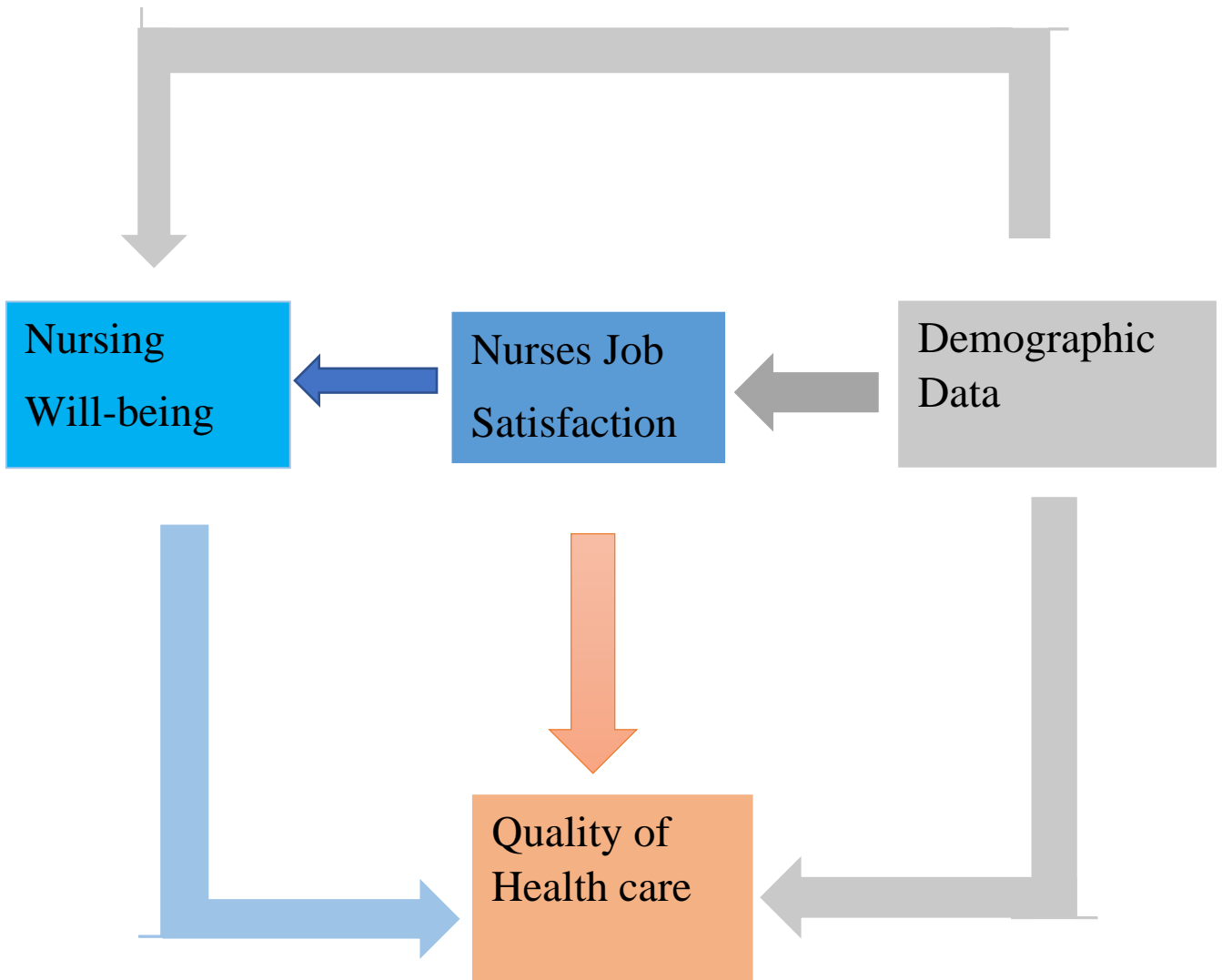


Figure 1.1 Conceptual Framework

Chapter Two

Literature Review

2.1 Overview

The nexus between healthcare quality and the well-being of healthcare providers has been a longstanding focus of research within the healthcare community. Nurses form the largest workforce within healthcare systems and play pivotal roles in the provision of care (WHO Results Report 2020-2021.) Consequently, their job satisfaction has garnered significant research attention. Scholars have sought to unravel the complex web of factors that influence nurse job satisfaction, recognizing its multifaceted nature (Lu et al., 2007). These factors span a wide spectrum, from work conditions and professional development opportunities to organizational culture and relationships with colleagues (Alkhodary, 2023).

Within this context, the literature review serves as a gateway to understanding the rich tapestry of research, theories, and findings that underpin the investigation into the relationship between nurses' job satisfaction and the quality of healthcare delivery in Palestine.

2.2 Defining the Research Context

In recent decades, the healthcare context has undergone substantial transformation globally. A paradigm shift towards patient-centered care and evidence-based practice has underscored the importance of healthcare quality, encompassing dimensions such as patient safety, effectiveness, timeliness, efficiency, and patient-centeredness (America, 2001). At the heart of delivering such high-quality care are the healthcare providers themselves, particularly nurses.

2.3 The Pursuit of Quality Healthcare in Conflict-Affected Regions

Against this backdrop, the Palestinian healthcare context emerges as a unique and compelling arena for research. The Palestinian territories have grappled with a prolonged regional conflict, resulting in multifarious challenges that extend to the healthcare system. These challenges include resource constraints, political instability, and an ongoing need for humanitarian healthcare interventions (*Annual Report 2021 - Annual Report*, n.d.). In such a complex environment, nurses face distinctive stressors and opportunities that may shape their job satisfaction and, subsequently, impact the quality of healthcare they provide.

However, within the existing body of literature, there remains a palpable gap concerning the specific relationship between nurses' job satisfaction and healthcare quality in Palestinian healthcare settings. This gap represents a significant knowledge deficit, as the factors influencing job satisfaction and healthcare quality in this unique context are likely to differ from those in more stable healthcare systems (Ministry of Health, PHIC, 2016)

2.4 Nurse Job Satisfaction and Healthcare Quality

Nurse job satisfaction and care quality are significantly linked; 68.5% believed that employee job satisfaction influenced the level of care they provided. The study's findings indicated that there was a favorable association between the standard of care provided by nurses and their job satisfaction. Additionally, this study demonstrates that the primary factors influencing care quality were stress, workload, and unsafe working conditions (Farman et al., 2024).

The same findings from a different study on Americans conducted at Minnesota State University-Mankato were validated. The study also discovered that stress, staff scheduling, and workload are the main variables influencing the provision of high-quality care. Furthermore, the characteristics that have the biggest effects on nurses' job satisfaction are determined to be pay/compensation, work environment, and quality of care (Aron et al. 2015)

The research underlines the importance of coordinated efforts among medical staff in enhancing patient care. It suggests practical strategies to improve workplace culture, including fostering teamwork and effective communication. Notably, the research highlights lower job satisfaction and less positive teamwork perceptions among nurses compared to other healthcare professionals. The findings stress the need for targeted interventions to boost nurses' job satisfaction and improve their perceptions of teamwork for better patient outcomes (Chang et al., 2009).

According to the study's findings, participants thought that nurses' attitudes toward their work seemed to have an impact on their level of satisfaction. The results of this study also showed that stress and staff scheduling are the next most significant factors influencing the provision of high -quality care, after workload. The work environment is the most significant and deciding aspect of excellent care, according to the study's findings (Farman et al., 2024).

2.5 The Nurse Well-Being as a Mediator

Abdullah et al., (2021) show the relationship between employee commitment and satisfaction and job performance is mediated by employee well-being. Furthermore, it exhorts scholars to incorporate employee well-being into any conceptual framework

they use to examine the attitudes and behaviors of workers, particularly in the service industry. The findings of this study showed that worker happiness directly affects worker performance. In the same way, employee commitment has a direct impact on performance. Employee well-being was also included as a mediating factor, which further reinforced the link between job satisfaction and performance.

Nurses' well-being was rated as medium, and they scored higher on ethical leadership and workplace mindfulness. Workplace mindfulness was found to partially mediate the relationship between ethical leadership and nurses' well-being (Si et al., 2023).

Nurses' psychological distress and well-being are influenced by social support from colleagues and supervisors, with a partial mediating effect from nurses' excessive dedication (Van Der Heijden et al., 2017). According to a multi-mediation model, burnout, compassion fulfillment, and job satisfaction are three major direct and indirect consequences of resilience and grateful disposition on well-being (Kim et al., 2019). The results mentioned above underscore the significance of taking into account both personal and work-related elements to enhance the general job performance and well-being of nurses.

The result point to elements that may influence nurses' compassionate behavior and job satisfaction: psychological health and organizational support for nursing practice. Also, a favorable psychological well-being is produced by favorably perceived organizational support, and this improves nurses' job satisfaction and care quality. The results emphasize how crucial it is for healthcare organizations to create a conducive atmosphere for nurses to practice in and to give consideration to their mental health (Pahlevan Sharif et al., 2018).

A nurse's overall health is impacted by a number of things, such as social support, stress, and resilience. Family support, self-efficacy, patient compliments, nursing philosophy, and years of experience all have an impact on nurses' subjective well-being (Qu & Wang, 2015). Perceived stress, social support, and activity involvement are important factors that affect nursing students' subjective well-being (Demirkiran, 2020). Evidence suggests that resilience and low stress are better indicators of well-being, which makes resilience essential for reducing stress and enhancing psychological well-being in nursing students (Li & Hasson, 2020). Existing issues with nurse well-being have been made worse by the COVID-19 epidemic, especially in high-risk situations like perioperative circumstances. In order to strengthen individual and team connections and improve the general well-being of the nursing workforce, leaders must play a crucial role in resolving these difficulties by promoting social connectivity (Cumpsty-Fowler & Saletnik, 2021).

2.6 Strategies to Enhance the Nurses Well-Being in the Workplace

Many approaches are recommended by research to improve nurses' well-being at work. Individual strategies include engaging in physical activity, practicing mindfulness, and going outside (Oates, 2018). Regular clinical supervision, upholding distinct work-life boundaries, and giving employee help programs are examples of organizational methods (Jarden et al., 2019). Additionally, helpful are team-based strategies including formal debriefing, peer monitoring, and creating a supportive work atmosphere (Jarden et al., 2019). According to Jarden et al., (2019) and O'Connor et al., (2024), healthcare employers ought to contemplate introducing multi-tier well-being programs that tackle personal, inter professional, and organizational aspects. Opportunities for professional

growth, abilities to build resilience, and managerial assistance are a few examples of these (O'Connor et al., 2024). The COVID-19 epidemic made clear how quickly strategies to protect nurses' safety and wellbeing must be put into place (Browne & Chun Tie, 2024). By putting nurses' health first using these several strategies, we can increase patient care results and workforce sustainability.

2.7 Quality of Health Care

The pursuit of quality in healthcare is a global concern, with evolving definitions and perceptions. However, within the specific context of Palestine, explicit research on the meaning and definition of quality nursing care is limited (Burhans et al., 2010). The Institute of Medicine (IOM) defines quality of care as the degree to which health services increase the likelihood of desired health outcomes and align with current professional knowledge (Chang et al., 2009). Achieving high-quality care that satisfies patients and healthcare providers while maintaining financial viability is a growing challenge in healthcare administration (J & D, 2001)

Despite the implementation of patient safety and quality programs, improvements have been slow, indicating persistent concerns about healthcare quality (Burhans et al., 2010). The World Health Organization (WHO) recognizes wide variations in healthcare standards globally (Health Workforce (HWF), 2006). In the United States, the Affordable Care Act introduced pay-for-performance programs to enhance care quality, but challenges remain, evident in high hospital readmission rates (Rosenbaum, 2011). Hospital-acquired conditions serve as quality indicators, with policies aiming to penalize poor-quality care (Myers et al., 2020).

In the unique context of Palestine, shaped by socio-political factors and resource challenges, a nuanced understanding of quality of care is crucial. Although direct literature on Palestinian quality of care is limited, insights from global frameworks contribute to understanding challenges specific to the region. The concept of healthcare quality is intricate and multidimensional, and its significance in the medical industry has grown. It includes providing patients with safe, effective care that also addresses the requirements of the providers (Mosadeghrad, 2013). Effectiveness, safety, an excellence-focused culture, and desired results are critical components of high-quality healthcare (Allen-Duck et al., 2017). Serious quality issues, which can be categorized as underuse, overuse, or abuse of healthcare services, continue to plague American medicine despite its significance (Chassin et al., 1998). Restructuring clinician education, service delivery, and assessment techniques in a methodical manner is necessary to improve the quality of healthcare. According to (Buttell et al., 2007) quality improvement activities are now crucial for the financial viability of healthcare institutions as well as the well-being of their patients (Buttell et al., 2007) with the ultimate goal of delivering high-quality, safe, and efficient healthcare delivery, quality will continue to play a critical role in determining patient care and organizational performance as the healthcare industry changes.

Studies have shown that there are a number of problems with the quality of healthcare in Palestine (Sabella et al., 2015) discovered that there were concerns with the management methods of Palestinian hospitals, especially the private and non-governmental ones. The quality of reports of medical and public health research from Palestinian institutions was evaluated by (Albarqouni et al., 2018), who concluded that although the quality had increased, it was still below a satisfactory level. Mosleh et al.,

(2020) identified organizational, availability, communication, human, financial, and political barriers as well as other challenges to monitoring and providing care to patients with non-communicable diseases and survivors of war injuries. All of these studies highlight how urgently Palestine has to improve its management techniques, the caliber of its research, and the way its healthcare is delivered.

2.8 Factors Affecting Delivery of Quality Healthcare

Nurse-patient ratios significantly affect patient safety and care quality. Studies indicate improved patient outcomes with increased registered nurse (RN) staffing (Spetz et al., 2013). The skill mix of nursing staff also correlates with patient outcomes, emphasizing the importance of maintaining the right mix and quantity of nursing staff (*Nurse Staffing Is an Important Strategy to Prevent Medication Error in Community Hospitals*, 2012). Studies in Europe link lower patient mortality to nursing staffs with fewer patients and a higher percentage of nurses with bachelor's degrees (Ma et al., 2003). Adequate staffing models, accounting for patient care environments and acuity, are essential for quality care (Aiken et al., 2014). Research in Illinois hospitals suggests that patient-to-nurse staffing ratios vary widely, and limiting the number of patients per nurse could potentially save lives and reduce costs (Lasater et al., 2021). In the U.S., nursing staffing ratios contribute to nurse burnout, influencing the work environment (Shah et al., 2021). Nurse burnout is linked to shift length, with longer shifts associated with increased risks of poor medical care (Aiken et al., 2011). Extended shifts contribute to negative nursing outcomes and are associated with medication errors and staff burnout (Aiken et al., 2013). Inpatient mortality rates increase with extended work schedules (Ball et al., 2017).

The work environment significantly affects patient outcomes. Favorable work environments are associated with decreased hospital-acquired conditions and higher patient satisfaction (Gomez-Garcia et al., 2016). An inadequate work environment for nurses, including insufficient resources and weak leadership, results in nurse burnout and dissatisfaction, negatively affecting patient outcomes (Aiken et al., 2011).

Compared to non-shift workers, nurses who worked shifts reported lower levels of job satisfaction. And shift workers reported higher levels of emotional anguish. On the other hand, there was no indication of a gender difference in the relationship between shift work and job satisfaction and mental distress (Jaradat et al., 2017). Compared to women on day schedules, shift workers reported much higher levels of mental anguish (3.6, 95% CI 0.3 to 7.0). More women than males reported experiencing distress, although this difference mainly applied to nurses who worked day shifts. For male nurses, shift work was linked to low job satisfaction, while for female nurses, it was linked to high distress (Jaradat et al., 2018). The work environment is the most significant and deciding aspect of excellent care, according to the study's findings (Kvist et al., 2014). The study discovered a favorable relationship between nurses' job happiness and the standard of care they provide. The study also discovered that the biggest variables influencing the provision of high-quality care are stress, staff scheduling, and workload. Furthermore, it has been discovered that the qualities of care, work atmosphere, and pay/compensation have the most effects on nurses' job satisfaction (Arian et al., 2018)

We draw the conclusion that moral dilemmas in the nursing profession contribute to stress and anxiety at work. The results of providing clinical nursing supervision to nurses may positively impact their sense of wellbeing. Clinical nursing supervision

improves the physical symptoms, anxiety, and sensation of control that nurses experience in their work environment. We also draw the conclusion that psychosocial work affects nurses' motivation and involvement as well as their perception of control and lack thereof (Bégat et al., 2005). The study found that three primary themes—spiritual emotion, work environment characteristics, and motivation—influenced nurses' job satisfaction and discontent. Participating in patient care and offering assistance were found to have a positive impact on nurses' job satisfaction on a spiritual level. Nurses' job unhappiness was largely influenced by issues related to the work environment, such as team cohesion, benefits and rewards, working conditions, lack of medical resources, unclear responsibilities for nurses, perceptions from patients and doctors, weak leadership abilities, and discrimination at work. Task requirements, professional growth opportunities, and a lack of clinical autonomy were factors that influenced nurses' job satisfaction in terms of motivation (Atefi et al., 2014).

A flexible practice environment, sufficient personnel, resources, and chances for nurses to engage in hospital governance and policy should be provided by nurse management. Insofar as they affect job satisfaction, policymakers should take into account the professional development needs of nurses and launch programs to enhance their compensation and benefits (Atefi et al., 2014).

2.9 Job Satisfaction

Job satisfaction, a positive emotional state resulting from job appraisal, is crucial in the nursing profession, especially amid global shortages (Saari & Judge, 2004). Job satisfaction is a predictor of nurse retention, with dissatisfaction linked to challenges in

patient care and a decline in nursing care quality (Mrayyan, 2006). The connection between job satisfaction among nursing staff and patients' perceptions of care quality highlights the broader impact of job satisfaction on patient outcomes (Kvist et al., 2014). Studies in Palestine have explored workplace violence among nurses, revealing associations with lower job satisfaction and higher psychological discomfort (Jaradat et al., 2016). Applying Herzberg's Theory, a study in tertiary hospitals in the Klang Valley identified key determinants of job satisfaction, emphasizing the importance of factors like patient safety, acknowledgment, and supervisor support (Suhaimi et al., 2023).

In Palestine, nurses experience emotional tiredness and little prospects for professional progression, contributing to their modest levels of job satisfaction and burnout (Abushaikha, L., et al 2009). According to Salameh et al., (2023), there is a favorable correlation between clinical competence and age, experience, and job satisfaction. Out of all emergency nurses, only 19.4% demonstrate good clinical competence. With 27.1% of nurses reporting having experienced aggressiveness at work, workplace aggression is a serious problem. According to (Jaradat et al., 2016), bullying is connected to reduce job satisfaction, whereas verbal aggressiveness is linked to increased psychological distress. These results show that in order to raise the standard of care and keep nurses on staff, healthcare administrators must address issues that influence job satisfaction and put preventative measures against workplace aggressiveness in place.

A multitude of issues across the personal, organizational, and professional domains impact the job satisfaction of nurses and nurse educators. According to Bagheri Sh et al., (2012), autonomy, job stress, interpersonal relationships, the caliber of patient care,

and pay are important elements influencing a nurse's job satisfaction. Additional important factors are working environment, management, and economic security (Babapour et al., 2022). Job satisfaction for nurse educators is influenced by a number of factors, including role expectations, organizational climate, leadership behaviors, and professional autonomy (Gormley, 2003b). A systematic review by Arian et al., (2018) classified the personal, organizational, managerial, academic, professional, and economic levels of elements influencing the job satisfaction of nurse educators. Even while nurse educators appear to have generally positive job satisfaction levels in certain studies, unhappiness can result in plans to leave and lower-quality work. While some studies report relatively favorable levels of job satisfaction among nurse educators, dissatisfaction can lead to turnover intentions and reduced work quality. Understanding these factors is crucial for improving job satisfaction, which in turn enhances the efficiency of nursing education and healthcare delivery.

2.10 Strategies to Enhance the Nurse's Satisfaction in the Workplace

Numerous tactics are recommended by research to improve nurse happiness at work. Evidence-based practice can be strengthened and satisfaction levels raised by offering chances for research participation, such as protected time, training, and mentorship (Hagan, 2018). For newly graduated nurses, psychological capital and other personal and structural resources like empowerment and sufficient staffing are important indicators of job satisfaction (Pineau et al., 2015). Over time, nurse satisfaction can be greatly increased by putting into practice tactics that are akin to the Magnet model, which concentrate on developing pleasant work environments and management styles (Kol et al., 2017). Patient outcomes and nurse satisfaction can both be improved by

strengthening autonomy and control over nursing practice through clear communication of expectations, increased clinical knowledge, participatory decision-making, and the development of decision-making skills (Weston, 2010). When combined, these tactics address a number of issues related to the nursing workplace and may help nurses feel more satisfied with their jobs.

Numerous factors affect how satisfied nurses are with their jobs. Nurse manager satisfaction is greatly impacted by the following factors: connections with supervisors, organizational support, workload, and training quality (Keith et al., 2021). Individual, work-related, and regional characteristics are important for registered nurses (Ma et al., 2003). Increased job satisfaction is linked to high decision latitude, consistency between work and school responsibilities, and low absenteeism due to illness (Pettersen et al., 1995). Key influencing elements for nursing faculty include organizational atmosphere, leadership practices, professional autonomy, and leader role expectations (Gormley, 2003a). Higher retention rates and lower turnover can result from increased job satisfaction (Keith et al., 2021). Strong inter-organizational relationships, professional growth opportunities, and healthy workloads are ways that healthcare organizations and senior nursing leadership can improve employee satisfaction (Keith et al., 2021). Maintaining a contented nursing workforce across a range of jobs and situations requires an understanding of and attention to these aspects.

2.11 The Research Imperative

This research explores the critical relationship between nurses' job satisfaction and the quality of delivered healthcare, emphasizing the mediating role of nurse well-being. Enhancing nurses' satisfaction has the potential to improve healthcare quality and patient

outcomes globally (Ahmad et al., 2022). The study also underscores the importance of supportive leadership and psychological well-being in fostering job satisfaction and reducing burnout among nurses (Um-e-Rubbab et al., 2021).

Burnout, characterized by emotional exhaustion, reduced motivation, and frustration, is identified as a key factor impacting nurses' performance, commitment, and overall quality of life. Burnout not only diminishes the quality of nursing care but also contributes to increased turnover rates (Reith, 2018). In Palestine, challenges such as high turnover rates, gender disparities among nurses, poor working conditions, and elevated workplace risks exacerbate burnout and dissatisfaction (Abukhader et al., 2020).

The research highlights that workplace environment and demographic factors significantly affect burnout levels. Hospital type and department also play a crucial role, suggesting that targeted interventions by hospital management could mitigate burnout and enhance working conditions (Abukhader et al., 2020). A notable correlation exists between nurses' job satisfaction and the quality of care provided, with 68.5% of participants agreeing that job satisfaction directly influences healthcare standards (Abukhader et al., 2020).

Supportive leadership is identified as a critical factor, positively correlating with nurses' psychological health. Leaders who provide encouragement, express gratitude, and offer resources help nurses cope with stress, which improves their overall well-being (Um-e-Rubbab et al., 2021). This positive reinforcement fosters better relationships with patients and colleagues, promoting a healthier work environment.

Several studies confirm a strong relationship between nurses' job satisfaction and the quality of healthcare delivery. Factors such as workload, staffing, and stress significantly influence care delivery (Aron, 2015). Moreover, the professional practice environment,

including nurse-physician relationships and resource adequacy, directly impacts satisfaction and care quality (Persefoni, 2014). Patient satisfaction is also closely linked to nurses' job happiness (Kvist, 2014; Tzeng & Ketefian, 2002).

Organizational support and internal service quality (ISQ) are essential in moderating the link between job satisfaction and healthcare quality. ISQ directly affects nurses' commitment, well-being, and job performance, with psychological health acting as a mediator (Sharif, 2018; Abdullah, 2020). Excessive dedication among nurses influences the impact of social support and leadership quality on their psychological well-being (Van Der Heijden et al., 2017).

Nurses' well-being, shaped by organizational and individual factors, is vital for delivering high-quality patient care (Brennan, 2017). Work environments, heavy workloads, and relationships with patients contribute to well-being and resilience (Geiger-Brown et al., 2004; McQueen, 2000). Nurse leaders play a pivotal role in fostering resilience and managing stress, ensuring clinicians can maintain quality care despite challenges (Pappas, 2021).

The concept of healthcare quality encompasses patient outcomes, service delivery, and satisfaction (Gupta & Rokade, 2016). Enhancing healthcare efficiency remains a priority, with strategies like optimizing resource use, improving hospital processes, and increasing productivity being crucial (Hamidi, 2016). Effective hospital management and cross-border comparisons could provide valuable insights for improving healthcare systems (Larson & Muller, 2002; Harteloh, 2003).

Chapter Three

Methodology

3.0 Introduction

This chapter defines the study design, procedures, sampling, population, the study tool, and data collection method, its validity and reliability, and the data analysis of this study to achieve the study's chief purpose and answer the study questions.

3.1 Study Design

A cross-sectional design was employed to collect data from nurses working across various governmental and non-governmental healthcare institutions in the West Bank, Palestine. This approach provides a snapshot of nurses' job satisfaction and its potential relationship with the quality of healthcare delivery within the Palestinian healthcare system.

3.2 Population and Sample

The population of the study contained all nurses who were currently working in the targeted hospitals during the conduction of the study. The target population for this study are nurses, working in Palestinian hospitals governmental or non-governmental in West Bank. The population size is 9,751 according to Palestinian Central Bureau of Statistics [PCBS], 2019. The sample size for the study is computed form the Steven Thompson Substituting the aforementioned parameter values in the above equation, the sample size equals $n=370$.

Table 3.1 The Nurse Number in West Bank Hospitals

Hospitals	Number of nurses
Al watani government hospital – Nablus	114
Rafidia Surgical Hospital – Nablus	218
Martyr Dr. Khalil Suleiman Governmental Hospital – Jenin	179
Darwish Nazal Governmental Hospital – Qalqilya	70
Thabet Thabet Government Hospital – Tulkarm	145
Palestine Medical complex – Ramallah	335
Hebron government Hospital (Alia)	271
Beit Jala Governmental Hospital –Bethlehem	155
Tubas Turkish Government Hospital – Tubas	60
An-Najah university hospital	280
Nablus specialty Hospital	100
Specialized Arab Hospital	175

3.3 Including Criteria

All nurses who work in West Bank hospital.

3.4 Site and Setting

The study was conducted in all wards of the governmental and non-governmental hospitals in West Bank – Palestine (Rafidia Surgical Hospital – Nablus , Martyr Dr.

Khalil Suleiman Governmental Hospital – Jenin , Darwish Nazal Governmental Hospital – Qalqilya, Thabet Thabet Government Hospital – Tulkarm, Al watani government hospital – Nablus , Al-najah hospital- Nablus , Alarbi hospital –Nablus).

3.5 Data Collection Tool and Process

The researcher used a self-administered questionnaire that was developed based on previous literature. The questionnaire form started with an informed consent that explained the aims of the study, as well as ensuring the commitment to ethical considerations of anonymity and confidentiality, followed by the first section related to the demographic data for nurses, including Include: age, gender, educational level, marital status and years of experience as a nurse, type of hospital, current position and work area.

Forms included the job satisfaction scale adopted from (Aron, 2015) which consisted of 11 questions numeric scale of five-point Likert scale where 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agree. Followed by (Aron, 2015) for measure the quality of health care delivered which consisted of 12 questions numeric scale with five-point Likert scale also. The next question take about the most important factor influencing the quality of care of seven-point Likert scale (rank from 1-7) where 1 means the most important factor and 7 the least important factor . The next question is about how increase job satisfaction of seven-point Likert scale (rank from 1-7) where 1 means the most important factor and 7 the least important factor, the last section is about nurse well-being (Abdullah et al., 2021a). The first part consisted of 10 questions numeric scale of five-point Likert scale from (1-5). The last part question is about the strategies enhance the nurse well-being in work place of seven-point Likert scale, (rank from 1-7). Data collection started with recruiting the targeted nurses, and

were asked to fill in the pretest questionnaire, which took around 15 minutes to complete. The collected data are then saved in closed envelopes until the starting of data analysis.

3.6 Validity and Reliability

The questionnaire underwent content validity assessment by four experts {Dr Yousef Almimi, Dr Ashraf Almimi, Dr Shahenaz Najar, Dr Jamal Qadomi} in quality management. These experts reviewed the questionnaire for clarity, relevance, and appropriateness. Their feedback led to improvements in the tool, ensuring it accurately measured the intended variables. The validity process focused on aligning the questionnaire items with the study objectives and ensuring a comprehensive assessment of job satisfaction, quality of care, and well-being.

3.6.1 Reliability

The reliability of the tool was evaluated using Cronbach's alpha coefficients:

- Job Satisfaction Scale: 0.926
- Quality of Care Scale: 0.922
- Nurse Well-being Scale: 0.881

These coefficients indicate a high level of internal consistency, confirming the reliability of the tool in measuring the constructs of interest.

3.6.2 Period of study

The data collection start started from the end of February to the end of June, after IRP taken.

3.7 Data Analysis

Data was managed and analyzed using Statistical Package for the Social Sciences (SPSS) (IBM, 2022), a software package used for statistical analysis of quantitative data. Following that, the hypotheses were examined based on their statistical characteristics. Descriptive statistics and p-value calculations were used to test the study hypotheses.

3.8 Pilot study

Within this research, a pilot study will be conducted with 15 nurses from a selected hospital sample. The time needed for participants to finish the questionnaire will be ascertained with the aid of the pilot test.

Additionally, it will evaluate any difficulties with response rates and participant recruitment.

To find any questions that are confusing or that present challenges in filling out the survey, feedback from pilot participants will be gathered.

Based on the results, the research tools will be modified as needed to improve their efficacy.

Following the completion of the pilot project, the completed questionnaire will undergo refinement and validation prior to being sent to the entire nursing population. This procedure guarantees that the research tools are well-designed, which produces more accurate and dependable results.

3.9 Ethical Consideration

The ethical approval was granted from the Institutional Review Board (IRB) of Arab American University of Palestine (AAUP), which was followed by granting the approval

to start data collection from the scientific research department at the Palestinian Ministry of Health (MoH), which allowed to start data collection from the targeted governmental hospitals. For nurses, data collection started with providing a written informed consent that was printed on the first page of the questionnaire, and consisted of the explanation of study aims, as well as the components of the questionnaire, expected time to answer it, and the part related to ensuring the anonymity and confidentiality of the collected data, where no names or contact information were collected, and the data were kept confidential in closed envelopes until the start of data analysis. The researcher and her supervisor were the only persons who reviewed the data, while data analysis was blindly done by a data analyst.

Chapter Four

Results and Analysis

4.0 Introduction

The main goal of this cross-sectional thesis is to investigate the relationship between nurses' job satisfaction and the quality of healthcare delivery within the Palestinian healthcare system. Moreover, the research aims to explore the mediating role of nurse well-being in this relationship, acknowledging that job satisfaction is not only a professional but also a personal phenomenon.

4.1 Demographic Characteristics' of Participants

A sample of 370 nurses was targeted, however, only 272 valid questionnaires could be collected, which represents a response rate of 74%. When analyzing the demographic characteristics of the participants in this thesis, which numbered 272 participants, the results showed that the majority were males (60.7%), married, at a rate of 61.4%. While females constituted 39.3%, bachelors constituted 37.5%, and those holding higher degrees such as master's and doctorates constituted 14%. Furthermore, the average age of the participants was 30.5 years, between the age of 18 and 50 years, with mean age of 30.51 years and standard deviation of 5.57 years, maximum age of 50 years and minimum of 18 years. Table 1 summarizes the demographic results.

4.2 Work Characteristics of Participants

As for the analysis of the characteristics of the work of the study participants, it was found that the majority of them, at a rate of 62.5%, work in government hospitals as staff nurses (82.4%). Also, the majority of them were from the areas of Nablus,

Ramallah, and Hebron (28.7%, 16.9%, and 14% respectively). Regarding the years of experience, they had an average of 8 years of experience as a nurse and an average of 6.5 years of work in the current institution. Table 2 summarizes these results.

Table 4.1: Demographic Characteristics of Participants

Demographic Variable	Categories	Frequency	Percent
Gender	Female	107	39.3
	Male	165	60.7
	Total	272	100%
Marital Status	Divorced	3	1.1
	Married	167	61.4
	Single	102	37.5
	Total	272	100%
Education Level	Bachelor of Science in Nursing (BSN).	219	80.5
	Diploma in Nursing.	15	5.5
	Doctorate in Nursing (Ph.D., DNP, etc.)	1	.4
	Master of Science in Nursing (MSN).	37	13.6
	Total	272	100%

Table 4.2: Work Characteristics of Participants

Characteristics	Categories	Frequency	Percent
Hospital Type	Governmental	170	62.5
	Non-Governmental (Private / UNRWA)	102	37.5
	Total	272	100%
Position	Charge Nurse	25	9.2
	Nurse Manager	22	8.1
	Staff Nurse.	224	82.4
	Total	272	100%
Work Area	Bethlehem	16	5.9
	Hebron	38	14.0
	Jenin	32	11.8
	Jericho	8	2.9
	Nablus	78	28.7
	Qalqiliah	18	6.6
	Ramallah	46	16.9
	Salfeet	1	.4
	Tubas	4	1.5
	Tulkarm	31	11.4
	Total	272	100%
	As a Nurse	Mean:8.02	Min: 0 Max:27

Years of experience		SD*: 5.04	
	Within this institution	Mean: 6.56 SD:4.53	Min: 0 Max:27

*SD: standard deviation

4.3 Job Satisfaction Among the Participants

As for job satisfaction, the mean of job satisfaction among the participants was mean $(36) \pm SD 8.36$ out of 60, meaning that nearly 70% of the nurse's participants had an average job satisfaction between 28 and 44 out of 60. This is considered as a medium level. Figure 2 is a histogram of the job satisfaction.

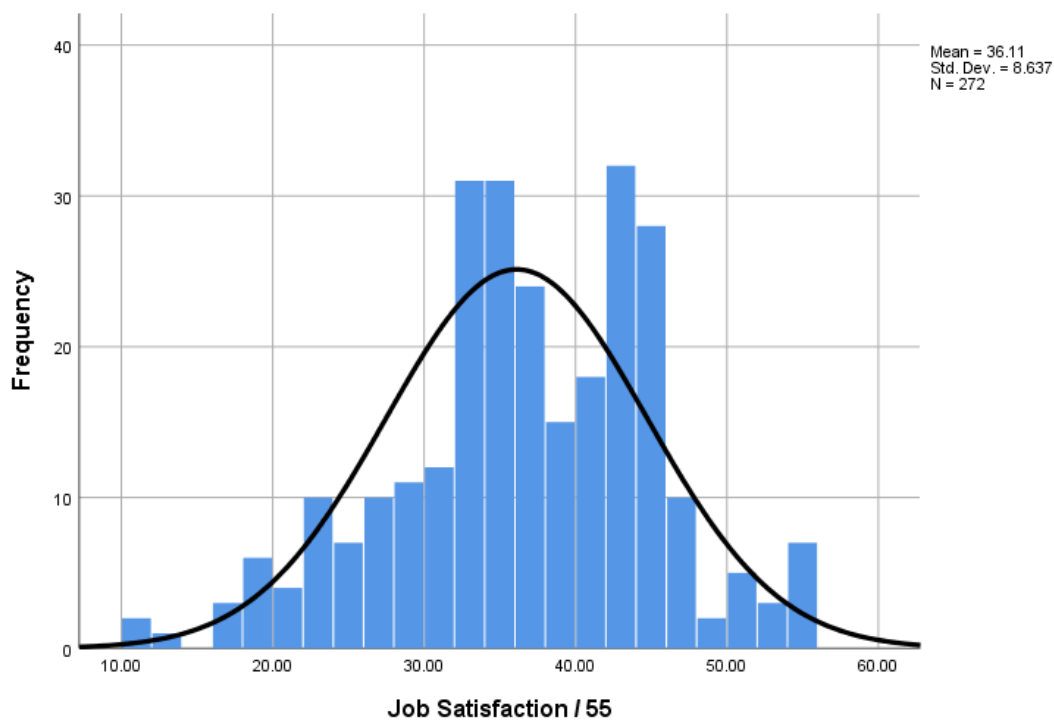


Figure 4.1: Histogram Distribution of Job Satisfaction

When looking at histogram, we find that the highest important indicators of job satisfaction as perceived by nurse participants were the questions related to their like of the work they do (3.5 out of 5) and their like of people they work with (3.48 out of

5), and their feeling that they are a part of the team work (3.48 out of 5). While on the other hand, the least important indicators of job satisfaction as perceived by nurse participants were the items related to their feeling that they can trust what the management staff tell them (3.11 out of 5), then their feeling as being valued at hospital (3.15 out of 5), and their feeling proud to work in this hospital (3.18 out of 5). Figure 3 details the answers on job satisfaction with respect to each question.

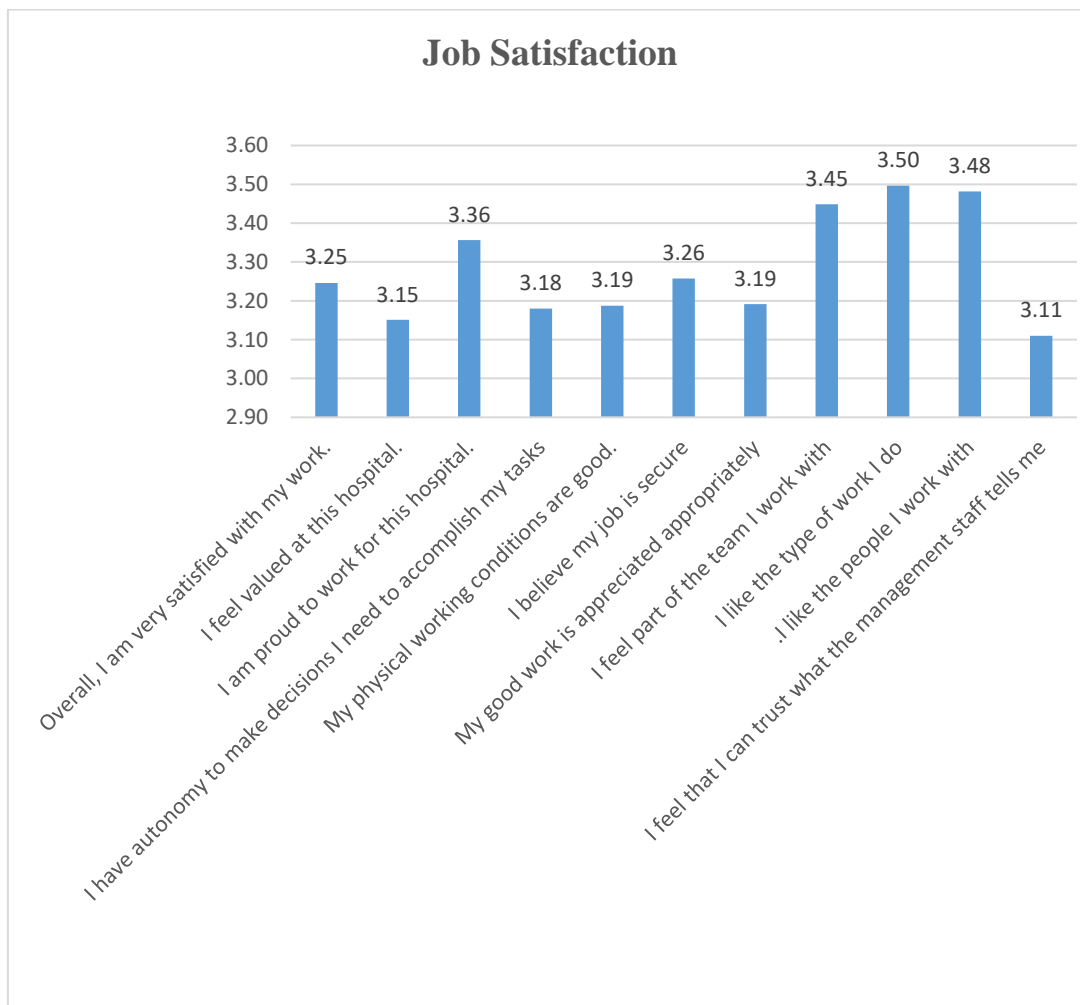


Figure 4.2: Frequency Distribution of Job Satisfaction Indicators of Thesis Participants Nurses

4.4 Factors Influencing Nurses Job Satisfaction

As for the perceived factors affecting job satisfaction among the nurses participating in the thesis, the results showed that the pay was the most influential, with a rate of 2.31 out of 5, followed by the work environment with a rate of 2.46 out of 5, then stress management with a rate of 2.77 out of 5. While on the other hand, the least influential from the nurses' point of view was the quality of the care provided, with a rate of 3.93 out of 5, and then the patient satisfaction with a rate of 3.53 out of 5. Table 3 and Figure 4 present more results. We adopt the following qualitative ranking of mean values: 1.00-1.79 is strongly disagree, 1.80-2.59 is disagree, 2.60-3.39 is neutral, 3.40-4.19 is agree and 4.20-5.00 is strongly agree.

Table 4.3: Factors Influencing Job Satisfaction

Item	Mean	Rank
Stress Management	2.77	Neutral
Work Environment	2.46	Disagree
Pay	2.31	Disagree
Patient Satisfaction	3.53	Agree
Quality of Care Provided	3.93	Agree
Total Score	3	Neutral

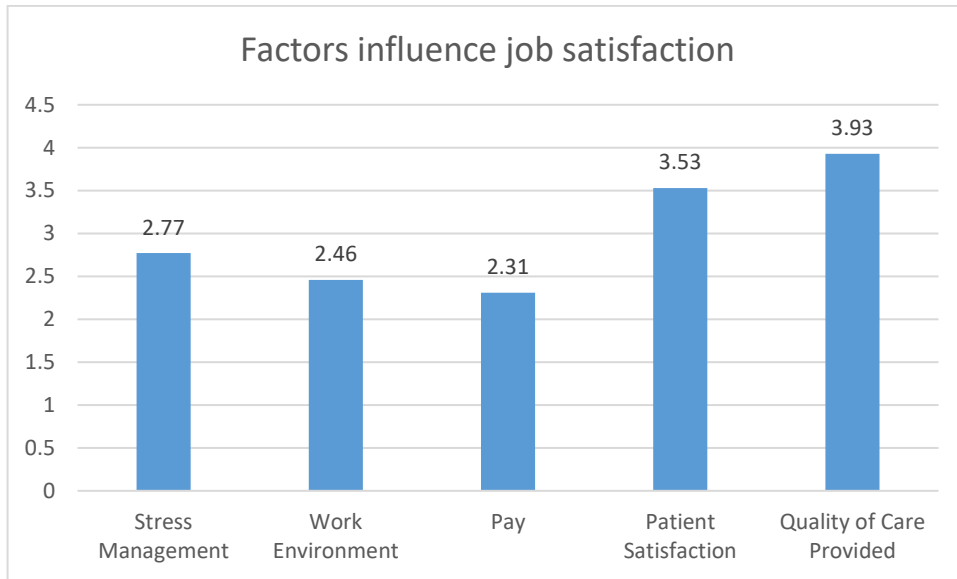


Figure 4.3: Bar Chart of Factors Influencing Job Satisfaction

4.5 Hospital Factors to Increase Job Satisfaction

The participants' nurses reflect that the highest important hospital factors that enhanced their job satisfaction as an employee were the provide ongoing training and educational opportunities specifically tailored to nursing staff (3.1 out of 7), implement flexible scheduling options for nurses working various shifts (3.14 out of 7), and provide financial support for ongoing education and professional development (3.81 out of 7). On the other hand, the participants nurses reflect that the least important hospital factors that enhanced their job satisfaction as an employee were the ensure that nurses have well-designed breaks and opportunities to recharge during their shifts (4.95 out of 7), implement wellness programs specifically designed for nursing staff (4.52 out of 7), encourage shared decision-making and autonomy in nursing practice (4.36 out of 7), and offer activities or resources that promote physical and mental well-being (4.11 out of 7). For more details, you can refer to see Table 4 and Figure 5. To convert the scores into qualitative ones, we group the first two low scores (1 and 2) into one category and take the average which is 1.5 and consider it low level, and the three numbers (3,4 and

5) having an average of 4 into one category which is medium and the last two high numbers (6 and 7) with average 6.5 to represent the high level. Having this conversion, we converted the 7-point Likert into a 3-point one, and thus we have the following ranges: 1.5-3.17 is the interval of low importance, 3.18-4.84 is the interval of medium importance and 4.84-6.5 is the interval of high importance.

Table 4.4: Hospital Factors to Increase Your Job Satisfaction as an Employee

Item	Mean	Rank
Provide ongoing training and educational opportunities specifically tailored to nursing staff	3.10	Low importance
Implement flexible scheduling options for nurses working various shifts	3.14	Low importance
Provide financial support for ongoing education and professional development	3.81	Medium importance
Encourage shared decision-making and autonomy in nursing practice	4.36	Medium importance
Ensure that nurses have well-designed breaks and opportunities to recharge during their shifts	4.95	High importance
Implement wellness programs specifically designed for nursing staff	4.52	Medium importance
Offer activities or resources that promote physical and mental well-being	4.11	Medium importance
Total Score	4.00	Medium importance

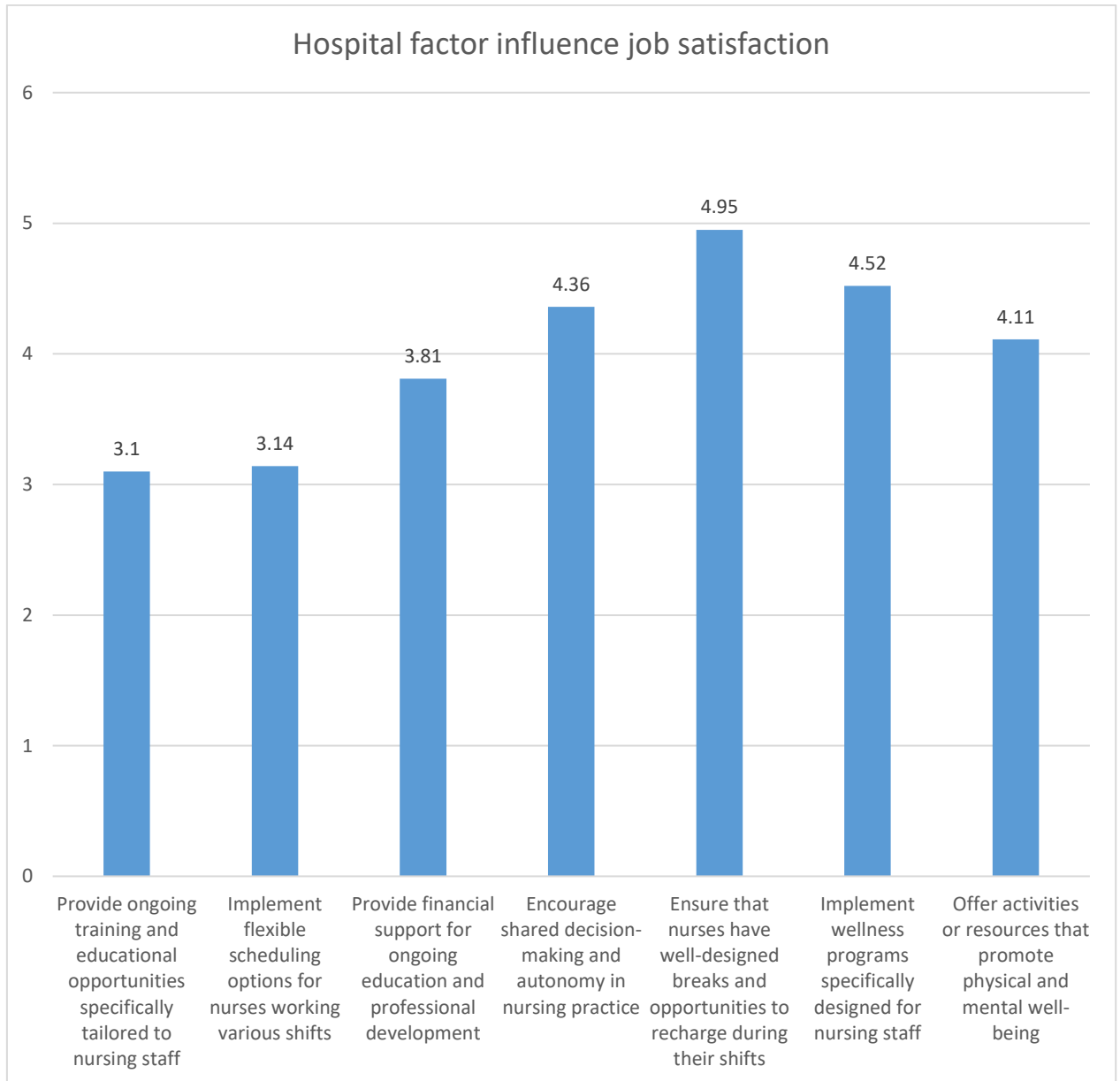


Figure 4.4: Hospital Factors to Increase Your Job Satisfaction

4.6 Quality of Health Care Services Provided by Nurses

As for the quality of health care services provided by nurses working in the hospital and participating in the thesis, it was found that the mean of work efficiency is mean $39.1 \pm$ SD: 9.07 out of 60. Therefore, approximately 70% of nurses participating in the study rate the quality of health care provided from their point of view is between 30 to 48 out

of 60. This reflects that the perceived nurses' quality of health services provided is relatively moderate level. Figure 6 summarizes these results.

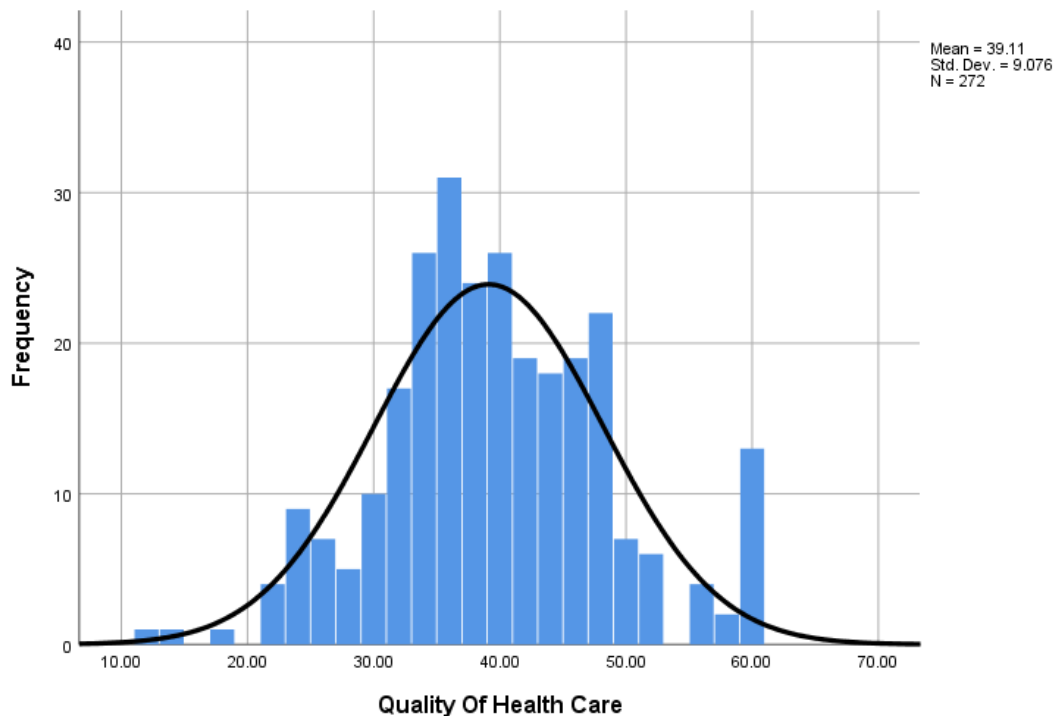


Figure 4.5: Perceived Quality of Health Care Services Provided by Nurses

4.7 Indicators Quality of Health Care Services Provided by Nurses

Looking at the components related to quality of health care services provided by nurses, we find that the highest as perceived important items of quality of health care services provided were related to the support from hospital administration in addressing issues related to nurse well-being (2.84 out of 7), the work-life balance in your current nursing position (2.92 out of 7), workload contributes to your overall well-being (3.04 out of 7), and availability of mental health resources and counseling services impact nurse well-being (3.10 out of 7). On the other hand, the least perceived important items of quality of health care services provided were their rate of their overall well-being as a nurse (3.27 out of 7), the availability of flexible work schedules contribute to your sense of work-life

balance and overall well-being (3.25 out of 7), and physical pain prevents them from doing what they need to do (3.23 out of 7). Figure 7 summarizes the results.

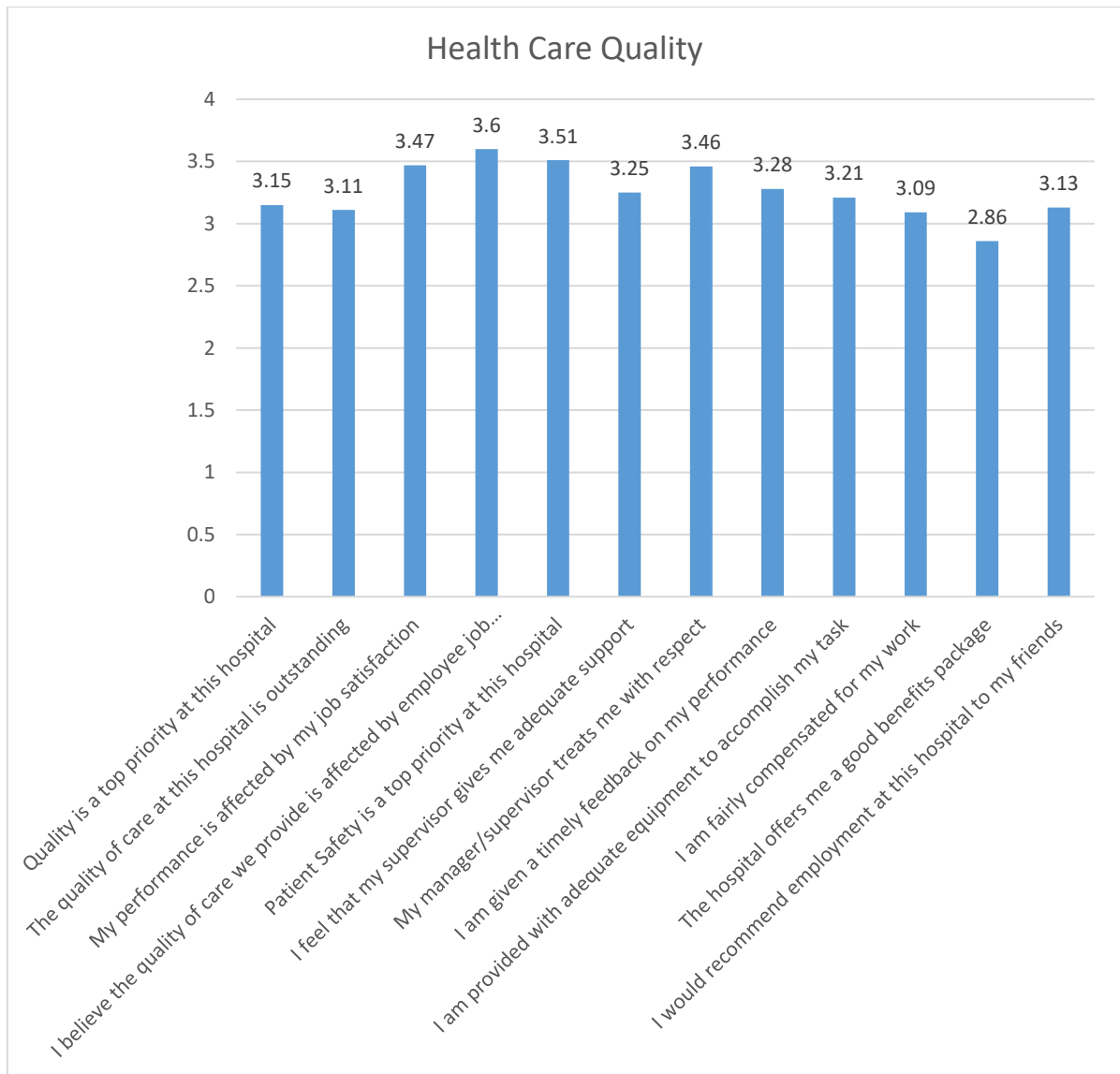


Figure 4.6: Frequency Distribution of Perceived Quality of Health Care Services Provided by Nurses

4.8 Factors Influencing the Quality of Care

The results also showed that regarding the factors affecting the quality of health care from the perspective of the participating nurses, poor management was the most influential on the quality of health care with a score of 2.6 out of 7, followed by workload with a score

of 2.8 out of 7, then stress with a score of 3.15 out of seven. While, the least influential factors from the perspective of the participating nurses were work scheduling (work shift) with a score of 5.34, then work-life balance with a score of 5.11 out of 7. The results are shown in Table 5 and Figure 8. This time, we used an inverted scale where 1 is the most important and 7 is least important. Accordingly, the qualitative 3-level scale became: 1.5-3.17 is the interval of high importance, 3.18-4.84 is the interval of medium importance and 4.84-6.5 is the interval of low importance.

Table 4.5: Factors Influencing the Quality of Care at Your Hospital
(1 most Important to 7 Least Important)

Item	Mean	Rank
Stress	3.15	High importance
Workload	2.80	High importance
Poor management	2.60	High importance
Unsafe work environment	4.39	Medium importance
Inadequate training	4.63	Medium importance
Work-life imbalance	5.11	Low importance
Staff scheduling (shiftwork)	5.32	Low importance
Total Score	4.00	Medium importance

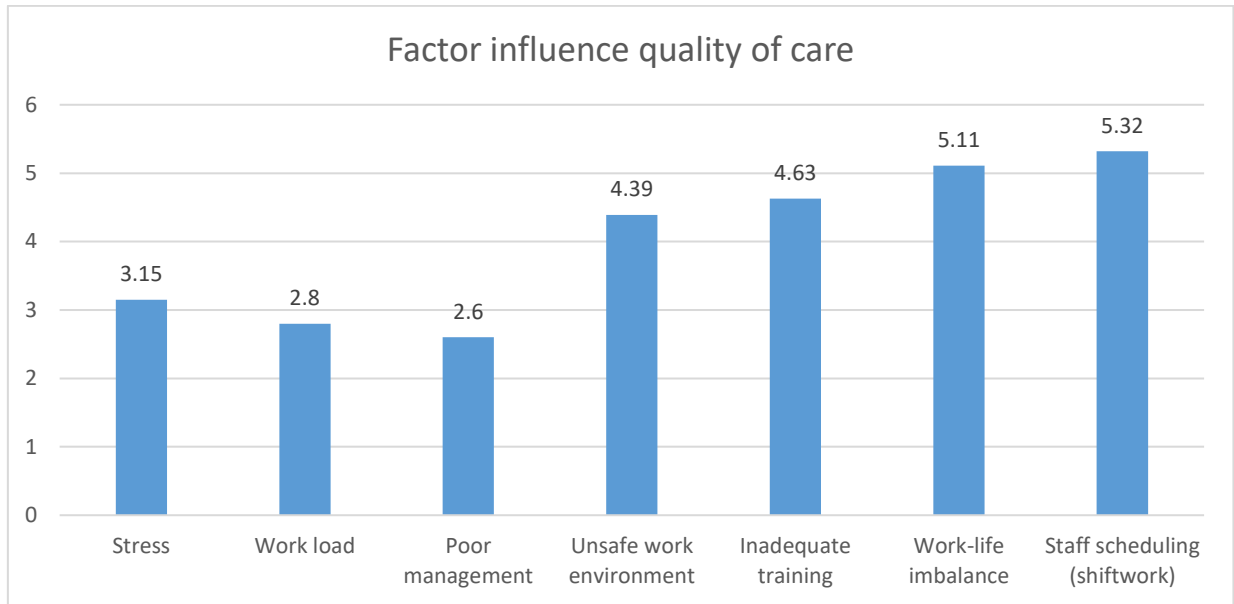


Figure 4.7: Factors Influencing the Quality of Care

4.9 Well-Being as a Nurse

The results showed that the most things that nurses see and have a great impact on their health are the support from the hospital administration, with a rate of 82 out of seven, and then the balance between life and work in their current job, with a rate of 2.9 out of seven, while the least from their point of view was the existence of development opportunities in the current job, with a rate of 3.28 out of seven, and then how they evaluate their overall well-being status as nurses, with a rate of 3.27 out of seven. Figure 9 depicts the results.

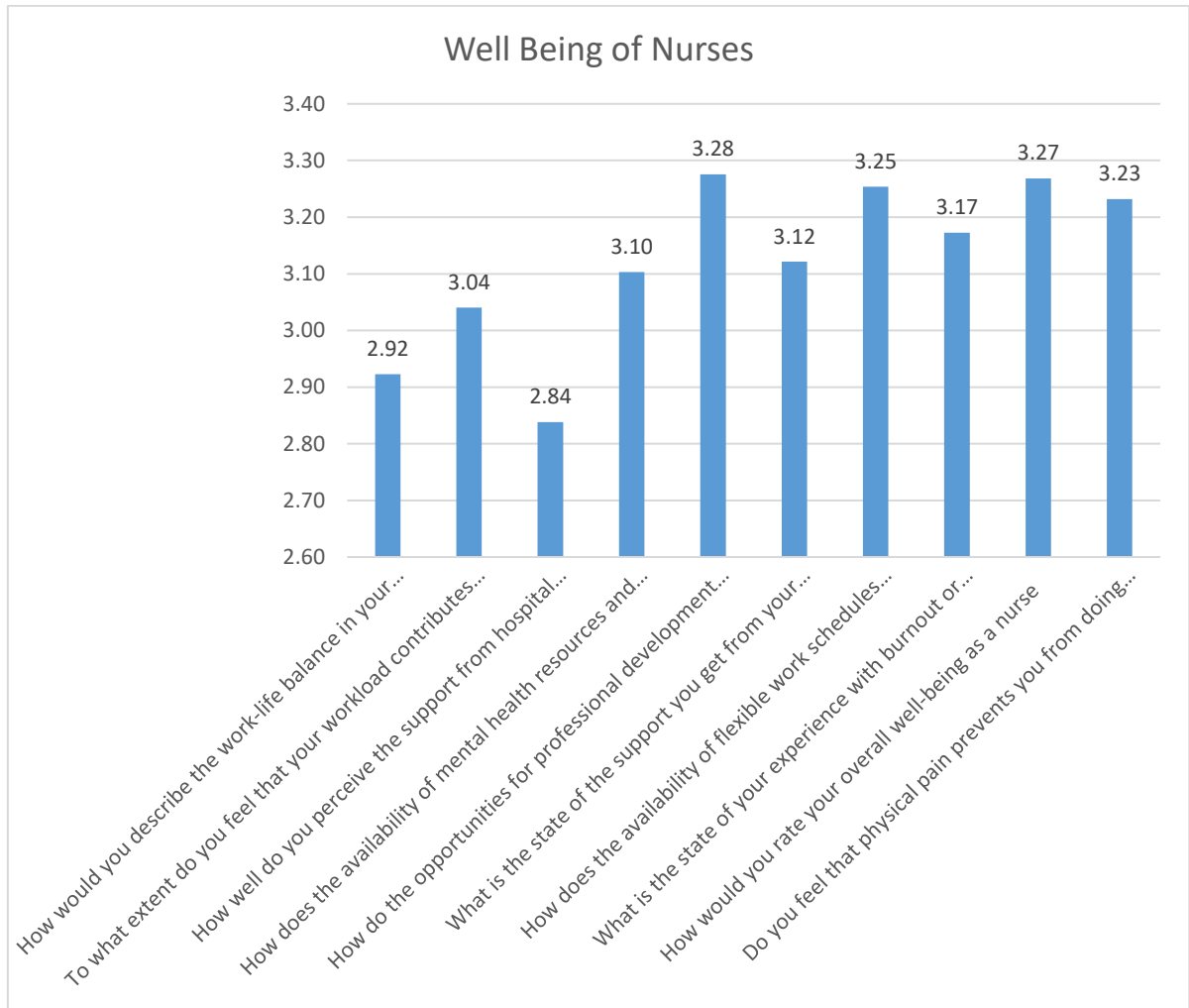


Figure 4.8: Well-Being as A Nurse

When the participants were asked about their well-being, the results showed that they rate their well-being as slightly moderate (31.2 out of 50) with a standard of 7.1, which means that nearly 70% of them find their well-being as between 24 and 38 out of 50, and this reflects that most of participants considered themselves to have a moderate level of well-being. Figure 10 depicts the results.

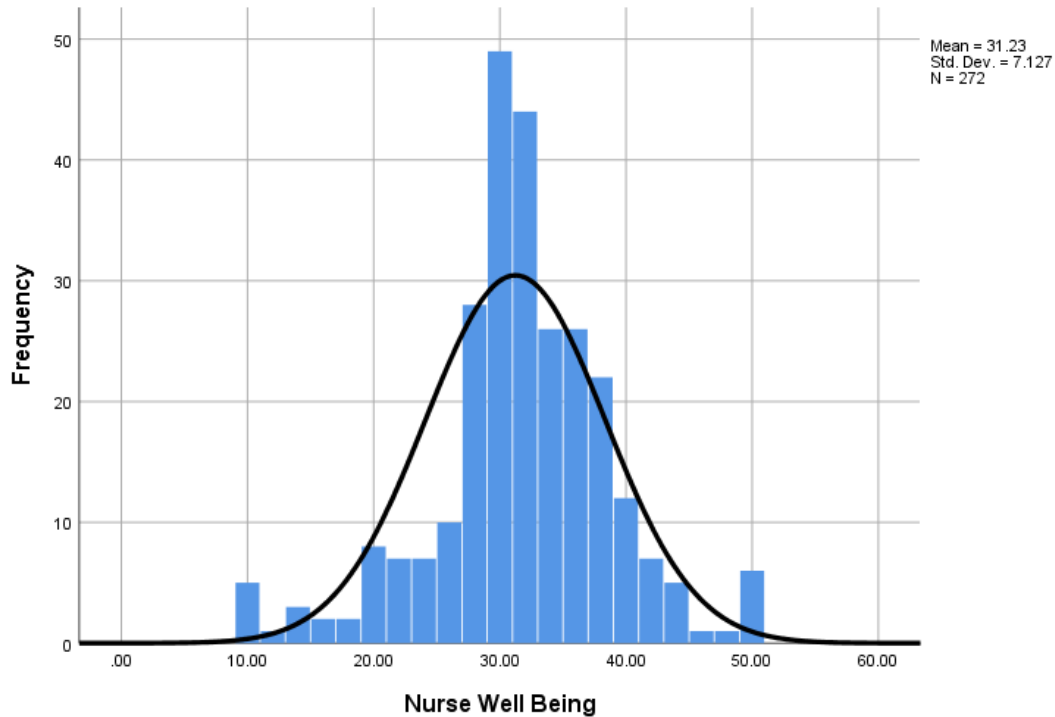


Figure 4.9: Well-Being as a Nurse

When the nurses participating in the study were asked about the strategies that enhance their health, it became clear that the most important factor is developing a comprehensive health program for our physical and psychological aspects in general, with a rate of three out of seven, and then providing confidential programs for consultations on personal and practical matters, with a rate of three 49 out of seven, while the least from their point of view was supporting nurses to improve and develop their studies, with a rate of five out of seven, and then implementing fair policies among them to distribute tasks, distribute shifts, and development opportunities, with a rate of 4 59 out of seven. Table 6 and Figure 11 summarize the results.

Table 4.6: Strategies or Resources Factors Enhance the Well-Being of Nurses in the Workplace (1 Most Important to 7 Least Important)

Item	Mean	Rank
Develop comprehensive wellness programs that focus on physical health, stress management, and overall well-being	3.00	High importance
Offer employee assistance programs that provide confidential counseling services for personal and work-related issues	3.49	Medium importance
Implement flexible scheduling options that allow nurses to better balance work and personal responsibilities	3.72	Medium importance
Include strategies for coping with high-stress situations commonly encountered in nursing	4.39	Medium importance
Support nurses in pursuing further education and professional development opportunities	5.03	Low importance
Offer financial assistance or scholarships for continuing education	3.79	Medium importance
Implement fair and equitable policies related to workload, scheduling, and promotion opportunities	4.59	Medium importance
Total Score	4.00	Medium importance

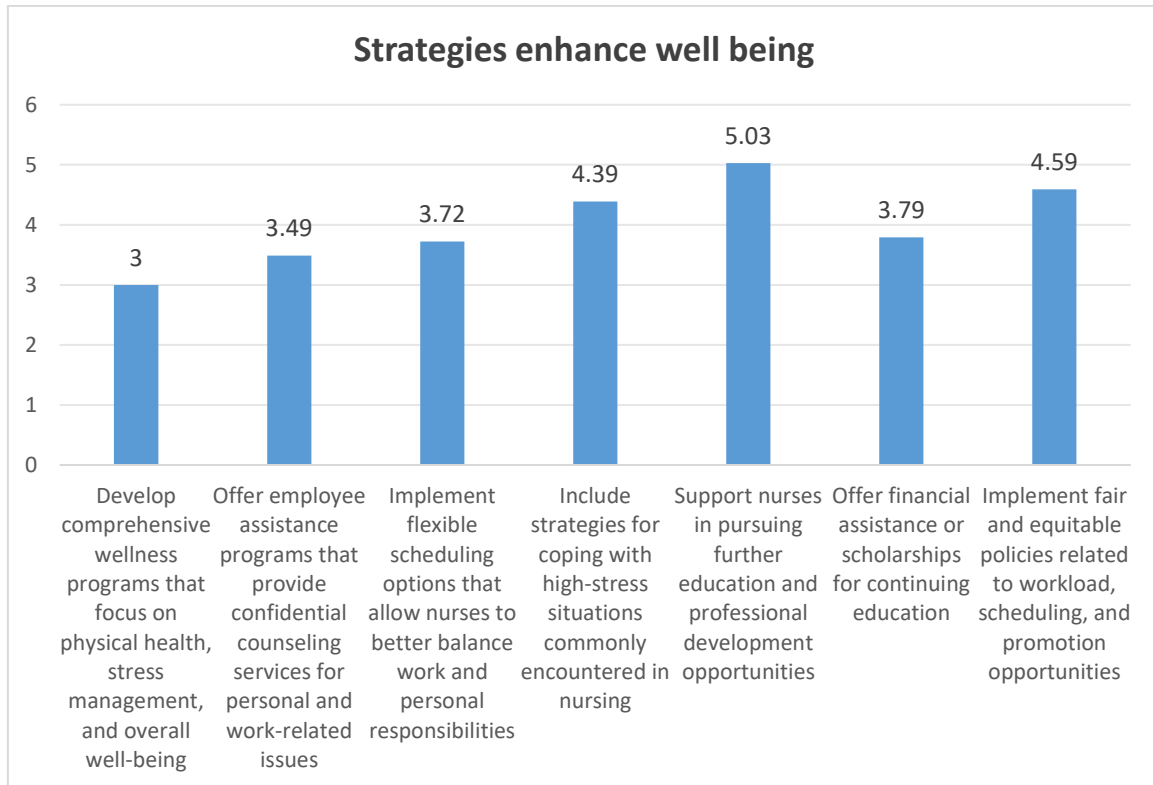


Figure 4.10: Strategies or Resources Factors Enhance the Well-Being of Nurses in The Workplace

4.10 Job Satisfaction and Demographic Characteristics

Using the statistical test to examine the relationship between the demographic characteristics of the nurses participating in the study and their job satisfaction, it was found that gender had a statistically significant relationship with job satisfaction, as male nurses had a job satisfaction rate of 37 compared to female nurses 34 and the P -value was 0.032. also, there was a statistically significant relationship between the type of hospital and job satisfaction, as nurses working in non-governmental hospitals had a higher job satisfaction rate than nurses working in governmental hospitals 37.9 compared to 35 and the P -value was 0.006, while other characteristics such as marital status, educational level, type of job, and job region had no statistical significance or difference as the P values were more than (0.05). Table 7 summarizes the results.

Table 4.7: Job Satisfaction and Demographic Characteristics

Variable	Levels	N	Mean	Std. D	t	P value		
Gender	Female	107	34.71	8.38	-2.162	.032		
	Male	165	37.0121	8.70				
	Governmental	170	35.00	7.96	-2.746	.006		
	Non-Governmental	102	37.94	9.41				
Variable	Levels	N	Mean	SD	95% CI for Mean Lower Upper	F	Sig.	
Marital status	Divorced	3	26.00	14.52	-10.08	62.08	2.317	.101
	Married	167	36.49	8.42	35.20	37.77		
	Single	102	35.77	8.71	34.06	37.48		
	Total	272	36.10	8.63	35.07	37.13		
Education	BSc	219	36.13	8.46	35.00	37.25	.658	.579
	Diploma	15	36.33	9.42	31.11	41.55		
	Ph. D	1	24.00	.	.	.		
	Master	37	36.18	9.44	33.04	39.33		
	Total	272	36.10	8.63	35.07	37.13		
Position	Charge Nurse	25	36.24	9.38	32.37	40.11	.046	.955
	Nurse Manager	22	36.59	10.83	31.79	41.39		
	Staff Nurse.	224	36.03	8.37	34.92	37.13		
	Total	271	36.09	8.65	35.06	37.13		
Work area	Bethlehem	16	35.50	7.24	31.64	39.36	1.244	.268
	Hebron	38	35.82	9.31	32.76	38.88		
	Jenin	32	35.72	7.25	33.10	38.33		
	Jericho	8	32.38	5.97	27.38	37.37		

Nablus	78	36.56	10.40	34.22	38.91
Qalqiliah	18	35.94	7.94	32.00	39.89
Ramallah	46	37.09	8.07	34.69	39.48
Salfeet	1	11.00	.	.	.
Tubas	4	35.00	2.83	30.50	39.50
Tulkarm	31	36.58	6.23	34.29	38.87
Total	272	36.11	8.64	35.08	37.14

4.11 Quality of Health Care and Demographic Characteristics

Using the statistical test to examine the relationship between the demographic characteristics of the nurses participating in the study and their Quality of Health Care, it was found that a statistically significant (P -value was 0.001) relationship between the type of hospital and the Quality of Health Care, as nurses working in non-governmental hospitals had a higher Quality of Health Care rate than nurses working in governmental hospitals 42.89 compared to 36.83 respectively. While other characteristics such as marital status, educational level, type of job, and job region had no statistical significance or difference, as the P values were more than (0.05). Table 8 summarizes the results.

Table 4.8: Quality of Health Care (60) and Demographic Characteristics

Variable	Level	N	Mean	Std. D	t	P value		
Gender	Female	107	38.24	8.40	-1.265	.207		
	Male	165	39.66	9.47				
Hospital	Governmental	170	36.83	7.73	-5.621	.000		
	Non-Governmental	102	42.89	9.88				
Variable	Level	N	Mean	SD	95% CI for Mean		F	Sig.
					Lower	Upper		
Marital status	Divorced	3	35.66	11.50	7.09	64.24	.744	.476
	Married	167	38.70	8.98	37.32	40.07		
	Single	102	39.87	9.19	38.06	41.67		
	Total	272	39.10	9.07	38.02	40.19		
Education	BSc	219	38.84	8.68	37.68	39.99	.666	.574
	Diploma	15	38.20	9.77	32.78	43.61		
	Ph. D	1	40.00	.	.	.		
	Master	37	41.02	11.00	37.35	44.69		
	Total	272	39.10	9.07	38.02	40.19		
Position	Charge Nurse	25	39.84	9.77	35.81	43.87	1.072	.344
	Nurse Manager	22	41.59	10.01	37.15	46.03		
	Staff Nurse	224	38.75	8.91	37.58	39.93		
	Total	271	39.08	9.09	38.00	40.17		
Work area	Bethlehem	16	37.06	7.50	33.07	41.06	1.446	.169
	Hebron	38	38.05	10.68	34.54	41.56		
	Jenin	32	38.41	5.42	36.45	40.36		
	Jericho	8	34.50	7.03	28.62	40.38		

	Nablus	78	41.56	11.61	38.95	44.18		
	Qalqiliah	18	37.39	5.29	34.76	40.02		
	Ramallah	46	39.20	8.26	36.74	41.65		
	Salfeet	1	24.00	.	.	.		
	Tubas	4	38.50	3.00	33.73	43.27		
	Tulkarm	31	38.61	5.77	36.50	40.73		
	Total	272	39.11	9.08	38.02	40.19		

4.12 Nurse Well Being and Demographic Characteristics

The participants' characteristics such as marital status, educational level, type of job, and job region had no statistical significance or difference with their nurse well-being, as the *P* values were more than (0.05). Table 9 summarizes the results.

Table 4.9: Nurse Well Being and Demographic Characteristics

Variable	Level	N	Mean	Std. D	95% CI for Mean		t	P value
Variable	Level	N	Mean	Std. D	Lower	Upper	F	Sig.
Gender	Female	107	30.36	6.66			-1.614	.108
	Male	165	31.78	7.37				
	Governmental	170	30.67	6.14			-1.671	.096
	Non-Governmental	102	32.15	8.46				
Marital status	Divorced	3	26.00	3.60	17.04	34.95	1.321	.269
	Married	167	30.94	7.53	29.79	32.09		
	Single	102	31.84	6.44	30.57	33.10		
	Total	272	31.22	7.12	30.37	32.07		
Education	BSc	21	31.37	7.07	30.43	32.32	.169	.917
		9						
	Diploma	15	30.60	6.80	26.83	34.36		

	Ph. D	1	30.00	.	.	.		
	Master	37	30.62	7.80	28.01	33.22		
	Total	27	31.22	7.12	30.37	32.07		
		2						
Position	Charge Nurse	25	33.16	9.27	29.33	36.99	1.124	.326
	Nurse Manager	22	31.68	7.09	28.54	34.83		
	Staff Nurse.	22	30.96	6.87	30.05	31.86		
		4						
	Total	27	31.22	7.14	30.36	32.07		
		1						
Work area	Bethlehem	16	30.06	5.62	27.07	33.05	.400	.934
	Hebron	38	30.26	8.47	27.48	33.05		
	Jenin	32	31.03	4.55	29.39	32.67		
	Jericho	8	31.75	3.77	28.60	34.90		
	Nablus	78	31.72	9.26	29.63	33.81		
	Qalqiliah	18	32.50	5.49	29.77	35.23		
	Ramallah	46	31.52	6.26	29.66	33.38		
	Salfeet	1	23.00	.	.	.		
	Tubas	4	30.00	1.41	27.75	32.25		
	Tulkarm	31	31.10	5.26	29.17	33.03		
		Total	27	31.23	7.13	30.38	32.08	
		2						

4.13 The Mediating Effect of Nurse Well-Being Between Job Satisfaction and Quality of Care

Correlation test used to answer the 3rd research question “What is the relationship between nurses' job satisfaction and quality of care in the Palestinian healthcare system?” and the 8th research question “How much does the well-being of nurses play a mediating role in the intricate relationship between job satisfaction and the quality of care provided in the Palestinian healthcare system?” . The analysis showed that the correlation between job satisfaction and the quality of health care was statistically significant ($p < 0.001$) and also had a strong positive correlation ($r = 0.755$) where while the correlation between the job satisfaction and nurse well-being, was statistically significant ($p < 0.001$) also had a moderate positive correlation ($r = 0.550$).

But when the nurse well-being variable was controlled and the relationship between the job satisfaction and the quality of health care was calculated, the results showed that the relationship continued to be statistically significant ($p < 0.001$) and also had a strong positive relationship ($r = 0.634$). See table 10 a Cells contain zero-order (Pearson) correlations.

Table 4.10: Correlations Between Job Satisfaction, Quality of Care, and Nurse Well Being

Control Variables			Job satisfaction	Quality of Health Care	Nurse Well Being
-none-a	Job Satisfaction	r	1.000	.755	.550
		Sig.	.	.000	.000
	Quality of Health Care	r	.755	1.000	.607
		Sig.	.000	.	.000
	Nurse Well Being	r	.550	.607	1.000
		Sig.	.000	.000	.

Nurse Well Being	Job Satisfaction	r	1.000	.634	
		<i>Sig.</i>	.	.000	
	Quality of Health Care	r	.634	1.000	
		<i>Sig.</i>	.000	.	

Chapter Five

Discussion of Results

5.1 Discussion of Results

This section discusses the results of the current study, critically analyzing the findings and comparing them with previous research. The comparison focuses on methodological differences, which often account for variations in the observed outcomes.

5.2 Demographic Characteristics of Participants

The study's demographic analysis revealed that the sample of nurses represented the broader nursing community in the targeted hospitals, encompassing a diverse range of ages and experience levels. Notably, male nurses constituted a majority of participants (60.7%), and 61.4% were married. Most respondents (62.5%) worked in government hospitals, with the majority (82.4%) serving as staff nurses.

5.3 Job Satisfaction Levels

The study found that nurses' job satisfaction was at a moderate level, with a mean score of 36 out of 55. This finding aligns with Mrayyan's (2006) study in Jordan, where nurses' job satisfaction was also moderate (mean = 2.95, SD = 0.60). In contrast, Skinner et al. (n.d.) reported that 96% of nurses and midwives exhibited moderate to high levels of job satisfaction. The discrepancies may be attributed to workplace violence, a significant factor in nurses' job satisfaction. For instance, Jaradat et al. (2017) highlighted the association between workplace violence and reduced job satisfaction among Palestinian nurses, who also face high psychological discomfort.

Palestinian nurses encounter numerous challenges impacting their well-being, including burnout (Abu Ajamieh et al., 1996), verbal aggression from patients and families (Jaradat et al., 2016), and gender-specific effects of shift work. For instance, male nurses reported lower job satisfaction, while female nurses experienced greater mental discomfort (Jaradat et al., 2016). Demographic factors such as years of experience, marital status, commuting distance, and family responsibilities also correlate significantly with job satisfaction (Abu Ajamieh et al., 1996). Moreover, reduced career growth opportunities and emotional exhaustion further exacerbate dissatisfaction. These findings underscore the need for healthcare administrators and policymakers to address these challenges to enhance nurses' job satisfaction and ensure high-quality healthcare delivery.

5.4 Factors Influencing Job Satisfaction

The study identified pay, work environment, and stress management as the top three factors influencing nurses' job satisfaction. This is consistent with Aron's (2015) findings, which emphasized the importance of providing ongoing training, flexible scheduling, and financial support for professional development. Similarly, Akinwale and George (2020) highlighted the role of pay and benefits in fostering a positive work environment, with promotion and advancement opportunities also playing a significant role.

5.5 Quality of Healthcare and Influential Factors

The study revealed that poor management was the most influential factor affecting healthcare quality, followed by workload and stress. Aron's (2015) research corroborates these findings, emphasizing stress, staff scheduling, and workload as critical variables. Matlala et al. (2021) further noted issues such as unclean work environments, inadequate infrastructure, and insufficient equipment as barriers to quality care. Specific to Palestinian nurses, challenges include excessive workload, inadequate pay, workplace humiliation, and insufficient supervision (Hassan-Bitar & Narrainen, 2011; Abushaikha & Saca-Hazboun, 2009). Missing nursing care in intensive care units is often linked to limited labor and material resources, as well as communication issues (Daraghmeh et al., 2024). Professional role conflicts, political workplace bias, and persistent emotional trauma further compound these challenges (Taha & Westlake, 2017). Despite these adversities, Palestinian nurses demonstrate remarkable dedication to their work due to a sense of moral obligation. Addressing these issues through improved administration, revised policies, and greater support for nurses could significantly enhance healthcare quality.

5.6 Relationship Between Job Satisfaction, Well-Being, and Quality of Care

The study found a statistically significant ($p < 0.001$) positive correlation between nurses' job satisfaction and the quality of care they provide. Aron (2015) similarly noted that job satisfaction influences treatment quality, with 68.5% of Pakistani nurses reporting such an impact (Farman et al., 2017). Moreover, Kiliç Barmanpek et al. (2022) demonstrated that addressing factors impacting job satisfaction improves both care quality and nurses' quality of life.

Studies have consistently shown that nurses' well-being mediates the quality of care they provide. For example, Pahlevan Sharif et al. (2018) reported that organizational support for nursing practice enhances psychological well-being, leading to improved job satisfaction and care quality. Positive work environments also mediate job satisfaction and care quality (Bai, 2016). Furthermore, Van Bogaert et al. (2009) found that burnout dimensions mediate the relationship between perceived care quality and professional outcomes. Den Boer et al. (2017) highlighted a positive correlation between job satisfaction, co-creation of care, and patient-centered care.

5.7 Implications

This research emphasizes the necessity of addressing factors influencing nurses' job satisfaction and well-being to improve the quality of nursing care and overall healthcare outcomes. Implementing supportive policies, fostering positive work environments, and addressing workload and stressors are critical for enhancing both job satisfaction and care quality.

Chapter Six

Conclusions, Recommendations and Limitation and Future Studies

6.1 Conclusions

Based on the findings, the researcher concluded that there is a positive correlation between nurses' overall job satisfaction and the quality of care they deliver. However, nurse well-being appears to have a slight effect on job satisfaction, indicating that other factors may play a more significant role in defining how satisfied nurses are with their work. The study identified many key factors that impact the quality of care provided by nurses, including poor management, high workload, and stress. These elements were found to have the most substantial negative effects on care quality. Moreover, factors such as pay, work environment, and effective stress management were highlighted as crucial in influencing nurses' job satisfaction.

The research revealed that both the level of job satisfaction among nurses and the quality of care they provide are moderate, suggesting room for improvement. To enhance nurse well-being and job satisfaction, the study recommends developing a comprehensive health program that addresses both physical and psychological needs. This includes providing confidential programs that offer consultations on personal and professional matters, which are critical strategies for improving nurse well-being. In general, the findings underscore the importance of applying targeted interventions to improve management practices, reduce workload, manage stress effectively, and create supportive work environments. These strategies are essential not only for increasing nurses' job satisfaction but also for ensuring the delivery of high-quality care in the healthcare system.

6.2 Recommendations

To improve nurses' job satisfaction, well-being, and the quality of care provided, several recommendations are proposed. First, healthcare organizations should enhance management practices by investing in leadership training programs that promote supportive work environments, clear communication, and recognition of nursing staff. Addressing workload and stress through better staffing policies, task-sharing strategies, and optimized work schedules can also alleviate stress and improve both nurse well-being and the quality of care. Improving compensation and benefits, such as adjusting pay scales and offering competitive packages, will further boost job satisfaction. Additionally, developing comprehensive health and well-being programs that include wellness initiatives, mental health resources, and confidential counseling services can help nurses manage stress and maintain a healthy work-life balance. Creating a positive work environment by fostering teamwork, providing adequate resources, and ensuring safety is essential, as is offering stress management training through workshops on mindfulness and relaxation techniques. Regular assessments of nurse satisfaction and well-being should be conducted to identify areas for improvement and monitor the effectiveness of interventions over time. By implementing these strategies, healthcare organizations can enhance nurse well-being, increase job satisfaction, and improve the quality of patient care.

6.3 Limitation and Future Studies

6.3.1 Limitations

The October 7th War as a Restraint: The analysis is severely limited by the October 7th War between Israel and Palestine. Due to limited mobility and safety concerns, political instability and conflict posed challenges for data collecting. Because of the extreme emotional and psychological suffering that nurses endured during the war, results about job satisfaction and well-being may be skewed. Furthermore, the quality of care was probably impacted by the conflict's heightened burnout, disruptions to healthcare services, and emphasis on emergency care, which made it more difficult to discern long-term work satisfaction trends from the immediate consequences of war.

The findings' applicability to more stable regions is constrained by the setting of the war. Future research should examine data from both the conflict and post-conflict eras in order to comprehend the long-term effects of war on the health and work satisfaction of nurses.

Cross-sectional Design: This study's cross-sectional design, which only collects data at one particular point in time, is one of its limitations. The causal relationships between nurses' well-being, job satisfaction, and the standard of healthcare delivery cannot be determined because of this design. Over time, longitudinal research may offer more reliable proof of these patterns.

Minimal Attention to External Factors: Although the study found that the well-being of nurses had little effect on job satisfaction, it did not thoroughly investigate external factors that might have an impact on nurses' job satisfaction and the quality of their care, such as the healthcare system, the sociopolitical environment, or organizational policies.

Sample Size: The sample size of 272 nurses is robust, but it might not be large enough to include all the variables that are important in determining job satisfaction and the standard of care provided by the healthcare system.

6.3.2 Future Studies

The impact of external factors on the well-being, job satisfaction, and quality of care provided by nurses should be further investigated. These issues include political instability, economic pressures, and healthcare legislation. This would offer a better contextualized understanding of the issues faced by nurses in Palestine.

Interventional Studies: To evaluate the efficacy of various techniques targeted at enhancing nurse well-being, job satisfaction, and healthcare quality, future research could concentrate on intervention-based studies. Research could assess the effects on job satisfaction and care quality, for instance, of stress management courses, wellness initiatives, or adjustments to management procedures.

The mediating role of well-being was shown to be limited in this study; however, future research utilizing more specific measures of well-being (e.g., emotional, physical, and psychological dimensions) should further investigate this link. The impact of various aspects of well-being on job satisfaction and care quality may differ.

Longitudinal Research on Post-Conflict Recovery: Future research ought to concentrate on figuring out how post-conflict eras affect nurses' job satisfaction and general well-being. Researchers can study how the October 7th War's aftermath affects job satisfaction, burnout rates, and the standard of healthcare by following nurses throughout time. This could offer insightful information about the long-term consequences of conflict on the workforce in the healthcare industry.

Interventional Research for Well-Being assist: It would be vital to examine the efficacy of intervention programs intended to assist nurses' well-being both during and after conflict. It would be interesting to investigate the effects of stress management training, mental health assistance, and wellness initiatives on job satisfaction and healthcare quality in high-stress settings.

Conflict's Effect on Nursing Retention: Higher levels of stress and burnout brought on by the war probably had an impact on nursing retention rates. Subsequent investigations may delve into the elements that contribute to nursing staff attrition in areas of conflict and devise tactics for retaining medical professionals there, guaranteeing steady provision of healthcare services.

Patient Outcomes as Quality Indicators: In order to quantify objectively how nurses' job happiness and well-being during conflict affect the quality of healthcare delivery, future study could take into account patient outcomes, such as recovery rates and satisfaction with care. This would provide more objective healthcare performance measures to supplement self-reported data.

Future research can contribute to a more thorough knowledge of the intricate relationship between nurses' well-being, job satisfaction, and the standard of care in contexts influenced by conflict by addressing these topics.

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Appendices

Appendix no. 1: Questionnaire



Arab American University

Faculty of Graduate Studies

Quality Management in Healthcare Institutions Program

Dear Participant,

The researcher is carrying out a study titled “Relationship between Nurses Job Satisfaction and Quality of Delivered Healthcare in Palestine: The nurse well-being as a mediator” in partial fulfillment of the requirements of Master’s degree in Quality Management in Healthcare Institutions from the Arab American University, Ramallah. The attached questionnaire aims to collect the primary data about job satisfaction and Quality of care. The information you provide will help the researcher better understand the relationship between nurse job satisfaction and Quality of care -the nurse well being as a mediator . Since you can give a correct picture in this respect, you are kindly requested to answer the questions frankly and honestly. Your answers will be kept strictly confidential. The researcher is the only one who will have access to the information you provide.

If you agree to participate in this questionnaire, please answer the questions.

Answering the questions takes no more than 15 minutes. If you have any questions about this project, feel free to contact the researcher Hala Shahwan by email at halashahwan5@gmail.com.

Thank you for your time and cooperation.

Sincerely yours

Researcher : Hala Shahwan

- **Work area:**

- Hebron
- Nablus
- Bethlehem
- Qalqiliah
- Ramallah
- Tulkarm
- Tubas
- Salfet
- Jenin

➤ **Section 2: Job Satisfaction (Aron, S. 2015).**

For each of the following statements, please indicate your degree of agreement.

#	Statement	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
1.	Overall, I am very satisfied with my work.					
2.	I feel valued at this hospital					
3.	I am proud to work for this hospital.					

.4	I have autonomy to make decisions I need to accomplish my tasks					
5.	My physical working conditions are good.					
6.	I believe my job is secure					
7.	My good work is appreciated appropriately.					
8.	I feel part of the team I work with.					
9.	I like the type of work I do					
10.	I like the people I work with					
11.	I feel that I can trust what the management staff tells me					

Section 3: Quality of Delivered Healthcare (Aron, S 2015)

<u>For each of the following statements, please indicate your degree of agreement.</u>						
#	Statement	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
1.	Quality is a top priority at this hospital.					
2	The quality of care level at this hospital is outstanding					
3.	My performance is affected by job satisfaction.					
4.	I believe the quality of care we provide is affected by employee job satisfaction.					
5.	Patient Safety is a top priority at this hospital.					
6.	I feel that my supervisor gives me adequate support					
7.	My manager/supervisor treats me with respect.					
8.	I am given a timely feedback on my performance.					
9.	I am provided with adequate equipment to accomplish my task					
10.	I am fairly compensated for my work.					
11.	The hospital offers me a good benefits package					
12.	I would recommend employment at this hospital to my friends.					

- **From the factors listed below, rank them from the most important (to the least important, influencing your satisfaction with your job (from number 1 most important to 5 least important). (Aron, S. 2015)**

	Stress Management
	Work Environment
	Pay
	Patient Satisfaction
	Quality of Care Provided

- **From the factors listed below, rank them from the most important to the least important, influencing the quality of care at your hospital (from number 1 most important to 7 least important). (Aron, S. 2015).**

	Stress.
	Work load.
	Poor management.
	Un safe work environment
	Inadequate training.
	Work-life imbalance.
	Staff scheduling (shiftwork).

- **From the factors listed below, rank them from the most important to the least important. What can this hospital do to increase your satisfaction as an employee (from number 1 most important to number 7 least important)? (Aron, S 2015)**

	Provide ongoing training and educational opportunities specifically tailored to nursing staff.
	Implement flexible scheduling options for nurses working various shifts.
	Provide financial support for ongoing education and professional development.
	Encourage shared decision-making and autonomy in nursing practice.
	Ensure that nurses have well-designed breaks and opportunities to recharge during their shifts.
	Implement wellness programs specifically designed for nursing staff.
	Offer activities or resources that promote physical and mental well-being.

Section 4: Nurse Well-being (Extended) (Muhammad Ibrahim Abdullah 2020)

<u>For each of the following statements, please indicate your degree of agreement.</u>						
#	Statement	Very Good (5)	Good (4)	Fair (3)	Poor (2)	Very Poor (1)
1.	How would you describe the work-life balance in your current nursing position?					
2.	To what extent do you feel that your workload contributes to your overall well-being?					
3.	How well do you perceive the support from hospital administration in addressing issues related to nurse well-being?					
4.	How does the availability of mental health resources and					

	counseling services impact nurse well-being?					
5.	How do the opportunities for professional development and career advancement contribute to nurse well-being?					
6.	What is the state of the support you get from your colleagues and supervisors in your workplace?					
7.	How does the availability of flexible work schedules contribute to your sense of work-life balance and overall well-being?					
8.	What is the state of your experience with burnout or symptoms of burnout in your nursing career?					
9.	How would you rate your overall well-being as a nurse?					
10.	Do you feel physical pain prevents you from doing what you need to do?					

- **From the factors listed below, rank them from the most important to the least important what strategies or resources do you believe would enhance the well-being of nurses in the workplace (from number 1 most important to 7 least important)? (Muhammad Ibrahim Abdullah 2020)**

	Develop comprehensive wellness programs that focus on physical health, stress management, and overall well-being.
	Offer employee assistance programs that provide confidential counseling services for personal and work-related issues.
	Implement flexible scheduling options that allow nurses to better balance work and personal responsibilities.
	Include strategies for coping with high-stress situations commonly encountered in nursing.
	Support nurses in pursuing further education and professional development opportunities.
	Offer financial assistance or scholarships for continuing education.
	Implement fair and equitable policies related to workload, scheduling, and promotion opportunities.

Thank you

Appendix no. 2: Letters

Arab American University
Faculty of Graduate Studies



الجامعة العربية الأمريكية
كلية الدراسات العليا

2024/2/19

الى من يهمه الامر

تسهيل مهمة بحثية

تحية طيبة وبعد،

نُهدبكم كلية الدراسات العليا في الجامعة العربية الأمريكية أطيب التحيات، وبالإشارة إلى الموضوع أعلاه، تشهد كلية الدراسات العليا في الجامعة أن الطالبة هلا قصي راتب شهوان والتي تحمل الرقم الجامعي 202113296 هي طالبة ماجستير في برنامج إدارة الجودة في المؤسسات الصحية وتعمل على رسالة الماجستير الخاصة بها بعنوان:

" العلاقة بين الرضا الوظيفي وجودة الخدمات المقدمة في المؤسسات الصحية: رفاهية المريض كوسيط"، تحت إشراف د. يوسف الميمي، نأمل من حضرتكم الإيعاز لمن يلزم لمساعدته للحصول على المعلومات اللازمة للدراسة، علماً أن المعلومات ستستخدم لغاية البحث فقط وسيتم التعامل معها بخلية السرية، وقد أعطيت هذه الرسالة بناءً على طلبها.

وتفضلوا بقبول فائق الاحترام

عميد كلية الدراسات العليا

د. نوار قطب



Page 1 of 2

Arab American University
Institutional Review Board - Ramallah



الجامعة العربية الأمريكية
مجلس أخلاقيات البحث العلمي - رام الله

IRB Approval Letter

Study Title: "Relationship between Nurses' Job Satisfaction and Quality of Delivered Healthcare in Palestine: the Nurse Well-being as a Mediator"

Submitted by: Hala Qusi Shahwan

Date received: 10th February 2024

Date reviewed: 11th February 2024

Date approved: 12th February 2024

Your Study titled "**Relationship between Nurses' Job Satisfaction and Quality of Delivered Healthcare in Palestine: the Nurse Well-being as a Mediator**" with the code number "**R-2024/A/26/N**" was reviewed by the Arab American University Institutional Review Board - Ramallah and it was approved on the 12th of February 2024.

Sajed Ghawadra, PhD
IRB-R Chairman
Arab American University of Palestine



General Conditions:

1. Valid for 6 months from the date of approval.
2. It is important to inform the IRB-R with any modification of the approved study protocol.
3. The Board appreciates a copy of the research when accomplished.

رام الله - فلسطين

Tel: 02-294-1999

E-Mail: IRB-R@aaup.edu

Website: www.aaup.edu

State of Palestine
Ministry of Health
Education in Health and Scientific
Research Unit



دولة فلسطين
وزارة الصحة
وحدة التعليم الصحي
والبحث العلمي

Ref.:
Date:.....

الرقم: ٢٠٢٣ / ٢٠٢٣
التاريخ: ٢٠٢٣ / ٢٠٢٣

عطفة الوكيل المساعد لشؤون المستشفيات والطوارئ المحترم،،،
عطفة الوكيل المساعد لمجمع فلسطين الطبي المحترم،،،
تعبية واحترام،،،

الموضوع: تسهيل مهمة بحث

يرجى تسهيل مهمة الطالبة: هلا قصي راتب شهوان - برنامج ماجستير ادارة الجودة في
المؤسسات الصحية / الجامعة العربية الامريكية، وياشرف د. يوسف الميمي في عمل بحث
بعنوان:

" العلاقة بين الرضا الوظيفي وجودة الخدمات المقدمة في المؤسسات الصحية : رفاهية
المرضى كوسيط"

من خلال السماح للطالبة بجمع معلومات عن طريق مراجعة ملفات المرضى ، وذلك في:

- مستشفى درويش نزال - المستشفى الوطني - مستشفى رفيديا الحكومي
- مستشفى عالية - مستشفى دورا - مستشفى جنين - مجمع فلسطين الطبي - مستشفى
طوباس - مستشفى ثابت ثابت - مستشفى اريحا - مستشفى بيت جالا

على ان يتم الالتزام باساليب واخلاقيات البحث العلمي، وعد التعرض للمعلومات التعريفية للمشاركين .
على ان يتم تزويد الوزارة بنسخة PDF من نتائج البحث، التعهد بعدم النشر لحين الحصول على موافقة
الوزارة على نتائج البحث.

مع الاحترام،،،

د. عبد الله القواسمي
رئيس وحدة التعليم الصحي والبحث العلمي

نسخة عميد الدراسات العليا المحترمة -الجامعة العربية الامريكية



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المخلص

هذا البحث يدرس العلاقة بين رضا المرضى عن عملهم وجودة تقديم الرعاية الصحية في فلسطين، مع التركيز بشكل خاص على رفاة المرضى كعامل وسيط. تم استخدام تصميم مقطعي لجمع البيانات من ممرضين/ ممرضات يعملون في عدد من المؤسسات الصحية الحكومية وغير الحكومية في الضفة الغربية في فلسطين. وتم جمع بيانات ذات صلة من عينة عشوائية مكونة من 272 ممرضاً.

أظهرت النتائج وجود علاقة إيجابية بين الرضا الوظيفي العام للممرضين وجودة الرعاية التي يقدمونها، مما يشير إلى أن زيادة الرضا الوظيفي ترتبط بتحسين جودة الرعاية الصحية. ومع ذلك، تبين أن رفاة المرضى لها تأثير محدود على الرضا الوظيفي، مما يشير إلى أن عوامل أخرى، مثل سوء الإدارة والعبء الوظيفي المرتفع والتوتر، لها تأثير أكبر على كل من الرضا الوظيفي وجودة الرعاية. علاوة على ذلك، أبرزت الدراسة أن الأجور وبيئة العمل وإدارة التوتر هي عوامل مهمة تؤثر على رضا الممرضين عن عملهم. كما وجدت الدراسة أن مستويات الرضا الوظيفي وجودة الرعاية كانت معتدلة بشكل عام.

لتحسين رفاة الممرضين وتعزيز كل من الرضا الوظيفي وجودة الرعاية، توصي الدراسة بتطوير برامج صحية شاملة تلبي الاحتياجات الجسدية والنفسية، وتوفير خدمات استشارية سرية للمسائل الشخصية والمهنية. تسلط النتائج الضوء على أهمية الاستراتيجيات الموجهة لدعم رفاة الممرضين، وبالتالي تحسين جودة تقديم الرعاية الصحية.

الكلمات المفتاحية: الرضا الوظيفي، جودة الرعاية الصحية، رفاة الممرضين، الضفة الغربية