

Factors Affecting Promotion among Nursing Staff in East Jerusalem Health Organizations (EJHO)

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Abstract:- This article aims to explore the determinants impacting the promotion of nursing staff within EJHO (East Jerusalem Health Organizations). The study investigates six key variables: economic, environmental, communication, organizational policies, demographic, and academic factors, analyzing their interplay. Out of 135 purposively selected nursing staff from hospitals and medical centers in East Jerusalem, only a total of 120 valid responses were analyzed.

The findings revealed organizational policies as the most influential factor affecting nursing staff, closely followed by the environmental atmosphere and communication dynamics. Surprisingly, the economic factor, specifically the monthly salary, demonstrated the least impact on promotion. Recommendations for enhancing promotion included elevating nursing staff salaries, involving them in decision-making processes, appointing suitable individuals in appropriate roles, fostering a culture of shared responsibility, and promoting effective communication with superiors.

Notably, the study did not discern significant disparities in promotion among nursing staff concerning academic and demographic factors, except for qualifications, job titles, workplaces, marital status, residence, income levels, organizational policies, environmental atmosphere, communication, and economic factors. Additionally, the research highlighted that medical centers exhibited the highest promotion rates among nursing staff, with an 89% participation rate and a 69% promotion level.

These findings underscored the critical importance of promoting nurses in East Jerusalem's hospitals and medical centers to enhance the quality of healthcare services. Prioritizing promotions and investing in the nursing workforce will ensure a highly skilled and motivated cadre capable of meeting the healthcare needs of the community.

Keywords: Promotion, Nursing Staff, East Jerusalem Health Organizations.

1. Introduction

Job promotion stands as a pivotal aspect within the nursing profession (Abaker, Al-Titi & Al-Nasr, 2019). Its primary aim revolves around acknowledging an employee's competencies and knowledge, leveraging these assets to enhance organizational effectiveness, rewarding and incentivizing higher productivity, fostering a competitive spirit, and cultivating a sense of belonging and competence. Elevating an employee within the organizational hierarchy not only signifies recognition but also endows them with greater responsibilities, authority, and

opportunities, serving as a motivational factor while curbing feelings of inertia and dissatisfaction (Davidescu, Apostu, Paul & Casuneanu, 2020).

As Chrudim and Sherman articulate, a promotion signifies a transition from a lower-level job assignment to a higher-level role within the organizational structure. This shift entails not only a change in position but also signifies an elevation in responsibility and authority within the organizational framework.

Research question

What are the factors that affect the promotion of nursing staff in East Jerusalem Health Organizations?

Objective of the study

The objective of the study is to assess the significance of economic, environmental, communication, and organizational policies concerning the promotion of nursing staff within East Jerusalem Health Organizations.

Significant of the study

This study will increase nursing staff performance productivity, commitment, self-confidence and job satisfaction. Besides that, this study aims to provide a way that will decrease demotion and absenteeism, and improve socio-psychological aspects of nursing staff. It is hoped that the outcomes model of this study will lead to promotion and improvement of the quality of health care. In addition, it also hopes to improve the rules, regulations, and policies in the organizations and to find out their definitions. Finally, this study aspires to provide guidance for the staff development department to develop modern nursing processes, policies, and procedures

2. Literature Review

These studies included several items to support the positive relationship between independent variables (economic, environmental, communication, and organizational policy factors), moderate variables (demographic and academic factors), and promotions among nursing staff in EJHO. The conducted study has described nurses' self-assessed level of moral courage and its association with their socio-demographic factors. A total of 432 registered nurses from a major university hospital in Southern Finland completed the Finnish language version of the Nurses' Moral Courage Scale in autumn 2017. -Data were collected with the original Finnish language version of NMCS. Level of moral courage was rather high. On Visual Analogy Scale (0-10), the mean value was 8.20 and the mean score of the four dimensional, 21-item Nurses Moral Courage Scale, was 409 on an S-point Likert-type scale. Gender, present work role, ethical knowledge base, additional ethics education, self-study as a means to acquire ethical knowledge, and frequency of work situations needing moral courage were statistically and significantly associated with nurses' moral courage (Sapkota et al. 2019). The current study was to determine the relationship between health-promoting lifestyles and body mass index (BMI) of male nurses based on demographic variables conducted among 108 male nurses. The studies encompass various aspects related to the correlation between specific variables and their impact on different areas within healthcare organizations:

Badrianto and Ekhsan (2019) collected data via a questionnaire comprising demographic characteristics and health-related Pearson's coefficient correlation. This research, involving 432 registered nurses from a prominent university hospital in Southern Finland, utilized the Finnish version of the Nurses' Moral Courage Scale. The study highlighted a high mean score of 8.20 on the Visual Analogy Scale (0-10), indicating nurses' significant moral courage. Notably, factors such as gender, present work role, ethical knowledge base, additional ethics education, self-study for ethical knowledge acquisition, and frequency of work situations requiring moral courage were statistically associated with nurses' moral courage.

Hamid (2023) aimed to determine the relationship between health-promoting lifestyles and body mass index (BMI) among 108 male nurses. The research revealed that male nurses had a good mean score (3.13) for health-promoting lifestyles. Spiritual growth demonstrated the highest mean score (3.48), whereas physical activity had the lowest (2.69). Approximately 24.07% of participants were overweight or obese.

Additionally, Abaker, Al-Titi, & Al-Nasr (2019) conducted empirical research in Saudi Arabia focusing on organizational policies and diversity management within the Saudi private sector. Data collection involved

questionnaire surveys from the 11 largest private sector organizations listed on the Saudi Stock Market across various sectors. The findings indicated that policies such as Saudization, retention, pay with benefits, and health insurance significantly affected diversity management. The study emphasized the necessity of developing organizational policies that support foreign employees' presence in Saudi private businesses, acknowledging diversity as a strength that can enhance overall performance.

Moreover, Rouse (2004) proposed a conceptual framework regarding managing intellectual capital in healthcare organizations to foster innovation. This proposal aimed to explore the role of knowledge-based activities in promoting innovation and generating value. The article highlighted the contribution of innovative knowledge-based activities (e.g., market access approach) to intellectual capital within healthcare organizations, emphasizing their role in promoting innovation and creating value across various healthcare actors and networks. Here's a revised version of the provided information:

The findings demonstrated that within the healthcare ecosystem, three knowledge-based activities form the foundation of the proposed conceptual framework. Firstly, a strategy focusing on value co-creation aims to cultivate capabilities for every health stakeholder, thereby representing human capital. Secondly, the adoption of a market access approach serves to stimulate innovation and is associated with relational capital. Thirdly, the implementation of a digital servitization strategy corresponds to structural capital.

Conclusions drawn from this study contributed to a more robust conceptualization for managing intellectual capital within healthcare organizations, aligning with previous research and generating value within the ecosystem.

Additionally, Fontova-Almató, Suñer-Soler & Juvinyà-Canal (2019) conducted a study to assess the impact of the perception of fit on job satisfaction among administrative staff members at a Midwestern university in the United States. Utilizing a correlational design and online survey data from 170 administrative staff members, the research revealed an overall satisfaction among administrative staff with their jobs. Regression analysis highlighted that Person-Job fit emerged as the stronger predictor of overall job satisfaction and satisfaction with facets such as Work Itself, Pay, and Promotion Opportunities. Notably, age and years of service exhibited statistically significant differences in satisfaction with Promotion Opportunities, while male administrative staff were perceived to fit better into their jobs compared to their female counterparts. However, the study's limitation was its focus on a single university, thus limiting the generalizability of the results.

In conclusion, the study underscored the impact of perception of fit on job satisfaction, affirming that a better fit leads to higher levels of job satisfaction. However, it relied on self-reported data and utilized standard multiple regression for analysis.

Furthermore, Baljoon, Banjar & Banakhar (2018) investigated the influence of individual factors, job characteristics, and organizational variables on job stress and job satisfaction among Community Corrections Staff.

The primary aim of this article is to contribute to the existing literature on community corrections officers by examining the impact of individual factors, job characteristics, and organizational variables on both job stress and job satisfaction. The study revealed that the influence of individual factors and job characteristics concerning job stress in comparison to job satisfaction differed. Surprisingly, the impact of organizational factors on these outcomes varied, contrary to the initial expectations. Furthermore, the study found a negative correlation between job stress and job satisfaction, highlighting that organizational factors had a more substantial influence on both job stress and job satisfaction when compared to individual and job-related factors.

These findings offered several potential areas for departments to focus on in order to mitigate job stress and bolster job satisfaction among probation/parole and residential officers.

Additionally, Hamid (2023) integrated the concept of cultural intelligence into health education and health promotion. The article defines cultural competence and cultural humility, illustrating how cultural intelligence serves as an additional tool for health education specialists when working with diverse groups. Cultural

intelligence, drawing from intelligence research, emphasizes the understanding of different cultures, problem-solving, and adaptability in various cultural contexts. This article advocates cultural intelligence as an indispensable capability for learning and application when engaging with diverse populations.

Moreover, the British Educational Leadership Management and Administration Society (2019) evaluated an engaged scholarship approach to enhance health promotion within the education system. This approach bridges the gap between theory and practice by integrating research and practical knowledge. The study, conducted within a government department in a small Canadian province, involved an engaged scholar collaborating across relevant branches responsible for research initiatives intersecting with health promotion actions. Six individuals closely associated with the engaged scholar during the fellowship, including participants from coordinator and director levels, were interviewed prior to the fellowship's conclusion.

This study adopted a case-study approach to evaluate the factors that either facilitate or impede engaged scholarship supporting health promotion within the education system. The results contribute to existing literature, particularly by furnishing detailed examples of conditions and actions that fortify partnerships between researchers and public policy stakeholders. In conclusion, engaged scholarship presents an opportunity to tackle intricate population health issues, emphasizing collaborative efforts among the health, early childhood, and education sectors to achieve shared objectives in fostering children's well-being.

Furthermore, Çoşkun Palaz and Kayacan (2023) aimed to investigate the relationship between emotional intelligence (EI) and communication skills among emergency department nurses. The study involved 253 nurses from five hospitals affiliated with Ardabil University of Medical Sciences in a cross-sectional analytical investigation. Goleman's EI Scale and a researcher-designed communication skills questionnaire were utilized, ensuring the tools' validity and reliability throughout the study.

The analysis revealed that the mean EI score was 78.31, with the highest and lowest scores attributed to self-awareness (20.83) and self-management (18.19) dimensions, respectively. The average total score for communication skills was 70.91. Significantly, there existed a positive relationship between the four dimensions of EI and the overall score of communication skills. Conclusively, the study underscored the positive influence of EI and its dimensions on nurses' communication skills. Hospital managers can augment EI through training sessions and by promoting effective communication among nursing staff.

Study Design

The study design employed a quantitative, descriptive approach, utilizing a purposive convenient sample to assess the factors influencing promotions among nursing staff within EJHO

Population and sample size

The study involved the nursing staff employed in East Jerusalem Health Organizations, with a random selection from five health sectors. A convenient sampling method was utilized to gather a sample size of 135 staff nurses. However, the final enrollment for the study comprised of 120 participants.

Instrument

Data collection involved the use of a self-administered questionnaire designed to assess the study variables. Specifically tailored to align with the study objectives and the Palestinian societal context, the questionnaire was developed by the researcher, drawing insights from various published studies (Badrianto & Ekhsan, 2019). Comprising of 32 items, the questionnaire employed a 5-point Likert Scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, and 5: strongly agree) to evaluate four key variables: Economic (8 items), Environment (8 items), Communication (8 items), and Organizational Policies (8 items)

3. Results

A. Statistical Analysis, Discussion, and Results

Data was entered in SPSS version 28. Descriptive statistics was used to analyze demographic and academic variables. Then, a structural equation modeling analysis was carried out by using the software IBM SPSS version 31.0

Table 1: demographic and academic variables

Demographic Items	Items	Categories	Frequency	Percentage
Dem. 1	Gender	Male	50	41.7%
		Female	70	58.3%
Dem. 2	Age	20-30 Years	47	39.2%
		31-40 Years	40	33.3%
		41-50 Years	23	19.2%
		51 Years and above	10	8.3%
Dem. 3	Marital status	Single	32	26.7%
		Married	79	65.8%
		Divorced	6	5%
		Widower	3	2.5%
Dem. 4	Place of residence	North of West Bank	28	23.3%
		Central West Bank	76	63.3%
		Southern West Bank	16	13.3%
Dem. 5	Housing type	Owner	88	73.3%
		Tenancy	32	26.7%
Dem. 6	Level of income	Less than 5 thousand shekels	35	29.2%
		From 5 to less 7 thousand shekels	60	50%
		From 7 thousand to less than 10 thousand shekels	18	15%
		More than 10 thousand shekels	7	5.8%

B. Descriptive Statistical for Economic Influencing Promotion among Nursing Staff in East Jerusalem Health Organizations (EJHOs):

The total mean for nurses' perception toward the economic factors that influence the promotion amongst the nursing staff in EJHOs equals to 2.67 (Std. Dev. = 1.02) and is considered as moderate.

The items that showed the highest perception:

Eco. 4. My salary is suitable compared to my colleagues in the same hospital (mean 3.03).

Eco.1. The salary I earn is proportional to my effort (mean 3.01) as shown in Table 2.

Table 2: The economic factors that influence the promotion amongst the nursing staff in EJHO.

Items	Statement	Rank	Strongly Disag-ree	Disag-ree	Neut-ral	Agree	Strongly Agree	Mean	Std. Dev.
			1	2	3	4	5		
Eco. 1	The salary I earn is proportional to my effort	2	10%	21.7%	30%	34.2%	4.2%	3.01	1.06
Eco. 2	The salary I earn is sufficient for living requirements.	3	8.3%	30.8%	35.8%	21.7%	3.3%	2.81	0.98
Eco. 3	Salary provides luxury for me and my family.	5	13.3%	35.8%	52.5%	17.5%	3.3%	2.62	1.03
Eco. 4	My salary is suitable compared to my colleagues in the same hospital.	1	6.7%	20%	40%	30%	3.3%	3.03	0.95
Eco. 5	My salary is suitable compared to my colleagues in other hospitals.	4	9.2%	32.5%	31.7%	23.3%	3.3%	2.79	1.01
Eco. 6	Save a reasonable portion of my salary	6	21.7%	34.2%	20.8%	20.8%	2.5%	2.48	1.12
Eco. 7	The high cost of living is commensurate with the increase in prices.	8	26.7%	34.2%	30%	8.3%	0.8%	2.23	0.96
Eco.8	The annual percentage increase of the salary is appropriate.	7	65.8%	34.2%	24.2%	16.7%	0.8%	2.36	1.05
Total								2.67	1.02

C. Descriptive Statistical for Environment Influencing Promotion among Nursing Staff in East Jerusalem Health Organizations (EJHOs).

The total mean for nurses' perception toward the environmental factors that influence the promotion amongst the nursing staff in EJHOs equals to 3.42 (Std. Dev. = 0.95), and is considered as high agreement.

The items that showed the highest perception:

Env. 5. The hospital is equipped with an information technology system (3.79).

Env. 2. The hospital where I work is clean (3.77), as shown in Table 3.

Table 3: The environmental factors that influence the promotion amongst the nursing staff in EJHOs

Items	Statement	Rank	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
			1	2	3	4	5		
Env. 1	There is a library for the hospital.	6	9.2%	14.2%	20%	50.8%	5.8%	3.3	1.08
Env. 2	The hospital where I work is clean.	2	0.8%	5.8%	26.7%	49.2%	17.5%	3.77	0.83
Env. 3	There is job and personal security and safety in the hospital.	5	3.3%	11.7%	35.8%	38.3%	10.8%	3.42	0.94
Env. 4	There are places to entertain in my hospital.	8	10%	23.3%	35.8%	20%	2.5%	2.65	1.07
Env. 5	The hospital is equipped with an information technology system.	1	1.7%	5.8%	23.3%	50%	19.2%	3.79	0.87
Env. 6	Medical equipment's in the hospital are available and modern.	3	0.0%	7.5%	30.8%	44.2%	17.5%	3.72	0.84
Env. 7	The work environment is comfortable and motivates me to work.	7	4.2%	15.0%	40%	33.3%	7.5%	3.25	0.94
Env. 8	The job specifications are clear and specific.	4	5.8%	10.8%	30%	42.5%	10.8%	3.42	1.01
Total								3.42	0.95

D. Descriptive Statistical for Communication Influencing Promotion among Nursing Staff in East Jerusalem Health Organizations (EJHOs):

The total mean for nurses' perception toward the communication factors that influence the promotion amongst the nursing staff in EJHOs equals to 3.30 (Std. Dev. = 0.90), and is considered as high agreement.

The items that showed the highest perception:

Com. 1. Presidents take into consideration the humanitarian aspects of work. (3.51)

Com. 2. The instructions issued by superiors are clear (3.53), as shown in Table 4.

Table 4: The communication factors that influence the promotion amongst the nursing staff in EJHOs

Items	Statement	Rank	Strongly Disag-ree	Disag-ree	Neut-ral	Ag-ree	Strong-ly Agree	Mean	Std. Dev.
			1	2	3	4	5		
Com. 1	Presidents take into consideration the humanitarian aspects of work.	2	1.7%	8.3%	35.0%	47.5%	7.5%	3.51	0.82
Com. 2	The instructions issued by superiors are clear.	1	0.8%	9.2%	34.2%	48.3%	7.5%	3.53	0.79
Com. 3	Presidents listen to the opinions of subordinates.	4	5.0%	9.2%	40.8%	38.3%	6.7%	3.33	0.91
Com. 4	There is participation in decision-making between superiors and subordinates.	7	5.8%	17.5%	39.2%	30.8%	6.7%	3.15	0.98
Com. 5	Subordinate bosses help solve business problems.	3	0.8%	10.0%	36.7%	46.7%	5.8%	3.47	0.78
Com. 6	There is justice in how superiors deal with subordinates.	6	5.8%	12.5%	45.8%	30.8%	5.0%	3.17	0.92
Com. 7	There is a system for placing the right person in the right place.	8	8.3%	18.3%	39.2%	30.0%	4.2%	3.03	0.99
Com. 8	There are opportunities to participate in the Foundation's various celebrations and activities.	5	7.5%	10.8%	40.8%	34.2%	6.7%	3.22	0.98
Total								3.30	0.90

E. Descriptive Statistical for Organizational Policies Influencing Promotion among Nursing Staff in East Jerusalem Health Organizations (EJHOs):

The total mean for nurses' perception toward the organizational policies that influence the promotion amongst the nursing staff in EJHOs equals to 3.60 (Std. Dev. = 0.88), and is considered as high agreement.

The items that showed the highest perception:

Org. 1. There is a contract between the employee and the hospital (4.13)

Org. 2. There is a job description for every hospital (3.85), as shown in Table 5.

Table 5: The organizational policies that influence the promotion amongst the nursing staff in EJHOs.

Items	Statement	Rank	Strongly Disag-ree	Disag-ree	Neutr-al	Ag-ree	Strong ly Agree	Mean	Std. Dev.
			1	2	3	4	5		
Org. 1	There is a contract between the employee and the hospital.	1	1.7%	3.3%	5.8%	59.2%	30%	4.13	0.79
Org. 2	There is a job description to every employee.	2	0.8%	6.7%	14.2%	63.3%	15%	3.85	0.78
Org. 3	There is an evaluation to every employee.	3	2.5%	5.8%	20.8%	59.2%	11.7%	3.72	0.84
Org. 4	There is administration system in the hospital	4	2.5%	6.7%	23.3%	60%	7.5%	3.63	0.81
Org. 5	There is a financial system in the hospital.	6	3.3%	14.2%	29.2%	47.5%	5.8%	3.38	0.91
Org. 6	There is an employee committee in the hospital.	8	7.5%	16.7%	26.7%	45%	4.2%	3.22	1.02
Org. 7	There is a justice committee in the hospital.	5	4.2%	9.2%	27.5%	50%	9.2%	3.51	0.93
Org. 8	There is an internal system regulate the works in the hospital.	7	4.2%	11.7%	35%	41.7%	7.5%	3.37	0.93
Total								3.60	0.88

4. Discussion:

The demographic breakdown and academic profile of the study's sample, comprising of 120 nurses, are as follows: Women made up 58.3% of the sample, with 70% falling within the 20 to 40 age bracket, and approximately 65.8% being married. Additionally, over half of the participants hailed from the central West Bank region, while nearly two-thirds resided in their own homes. Approximately 50% of the nurses earned less than 7,000 shekels.

Regarding academic distribution, 62.5% of the sample held a bachelor's degree in nursing, and around two-thirds served as staff nurses. Furthermore, 79.2% were engaged in full-time employment. The distribution among hospitals showed Al-Makassed Hospital (25%), St. John Eye Hospital (20.8%), Medical Centers (18.3%), Saint Joseph's Hospital (19.2%), and Red Crescent Hospital (16.7%). Nearly half of the sample had less than ten years of professional experience, and 69.2% worked in closed units.

The study highlighted economic variables, encompassing salary perceptions, cost of living, and annual salary increments. Nurses generally viewed their salary as adequate compared to colleagues, although concerns existed

about the cost of living and annual salary increments. This suggests that while nurses were content with their base salary, other financial factors impacted their overall satisfaction and motivation for advancement.

Environmental factors covered workplace conditions like technology infrastructure, cleanliness, comfort, and recreational facilities. Nurses gave positive ratings for information technology and hospital cleanliness. However, aspects related to a comfortable work environment and recreational facilities received lower ratings, indicating the need for improvements to enhance comfort and engagement in the workplace.

Professional communication factors included interactions between staff and management, clarity in instructions, decision-making involvement, and recognition of humanitarian aspects of work. Nurses positively perceived clear instructions and recognition of humanitarian aspects. However, decision-making participation and systems for role placements scored lower, suggesting a need for enhanced involvement in decision-making processes and structured role placement systems.

Organizational policies encompassed contracts, job descriptions, internal regulation, and employee committees. Nurses rated the existence of contracts and job descriptions positively. However, internal regulation and employee committee presence received lower scores, indicating a need for attention and improvement in these areas to enhance employee involvement in organizational decisions.

5. Conclusion:

Promoting nurses in hospitals and medical centers in EJHO is a critical step toward improving the quality of healthcare services in the region and ensuring that patients receive the best possible care. It is important for healthcare providers to prioritize promotion and invest in their nursing staff to ensure that they have a highly skilled and motivated workforce that can meet the healthcare needs of the community.

6. Recommendation:

First, facilitate professional communication between nursing staff and the administration of their nursing departments. Second, put the right person in the right position. Third, improve nursing staff salaries. Fourth, give nursing staff a chance in decision-making. Fifth, create a suitable environment and good work conditions to facilitate nursing staff learning and education. Sixth, keep the policies and rules of organizations clear, obvious, fair, and apply equally to all. Seventh, increase the opportunity for developing nursing staff by offering those scholarships, because the majority of nursing staff are aged (20-40) years and some of them hold a master's degree. Finally, increase internist factors example recognition, achievements, and work development.

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