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**Job Satisfaction among government hospital managers
in the West Bank**

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**Job Satisfaction among government hospital managers
in the West Bank**

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Thesis Approval

**Job Satisfaction among government hospital
managers in the West Bank**

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Dedication

To my role model, my father, God bless him
To the symbol of sacrifice, my mother, wishing her
Wellness and good health
To whom I owe every success in my life, my dear husband
Dr. Durgham Abu-Ramadan
To the most precious in life, my children, Ahmad and Mohmmad
To all my brothers and sisters
I dedicate the fruit of this effort

الإهداء

إلى مثلي الأعلى والدي الكريم رحمه الله
إلى مثال التضحية والذبي الكريمة متمنية لها الصحة و العافية
إلى من أدين له بكل خطوة نجاح في حياتي زوجي العزيز
الدكتور ضرغام أبو رمضان
إلى أعلى ما في الوجود طفلي احمد ومحمد
إلى جميع إخواني و أخواتي
اهدي ثمرة هذا الجهد

Signature

Declaration

I certify that this thesis submitted for the Masters Degree is the result of my own research, except where otherwise acknowledged, and that this thesis or any part of the same material has not been submitted for a higher degree to any other university or institution.

Singed.....

Sawsan Ata Bader

Date: 13/ 12/2007

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Abstract

The purpose of this study was twofold: to determine the level of job satisfaction among managers working in government hospitals in the West Bank, and to assess the relationship between job satisfaction and factors influencing it. To these two ends, a quantitative descriptive correlation design was used to determine and describe what relationships existed between the selected variables.

The population of the study consisted of all the managers working in the West Bank government hospitals. A total of 275 managers, located at three management levels (top, middle, and first line managements) and worked in ten government hospitals, were targeted and invited to participate in this study. Of these, 260 responded representing 94% of the sample of the study. The study instrument was a pre-used questionnaire that was developed and previously administered by Thabet (2004) in an academically supervised similar study in the Gaza Strip.

After data collection and analysis, the results revealed a moderate level of job satisfaction among the managers at a moderate total score of 3.09. It was also found that the top managers were more generally satisfied than middle and first line managers and middle managers were also found to be more satisfied than the first line managers. Additionally, job satisfaction increased with age. Concerning experience, it was found that the managers who had more experience in management were more satisfied than those who had less experience. It was also found that the managers who had attended and participated in training courses in management were more satisfied and made less absences than those who hadn't. The managers, with low satisfaction regarding salary, all felt that their salaries were much lower than what they deserved given their workload. Pertaining to the district variable, it was found that the managers in Jenin and Bethlehem hospital were more satisfied with their work environment than their counterparts in other districts. Administrators, nurses and finance managers were found to be more satisfied in terms of the "relationship with colleagues" domain than with other professions. Furthermore, managers, holding an undergraduate degree or a board medical specialty were also more satisfied, in terms of the "relationship with colleagues" domain, than those holding a diploma or a high schools certificate only.

There were also statistically significant differences in supervision domain between Bethlehem district and other districts (Qalqilya, Jenin, Tulkarm, Ramallah, Jericho and Hebron) in favor of the former. Further, there were significant differences in the supervision domain between those residing in villages and camps in favor of those living in camps. A significant difference, in the attitude towards work, was found between males and females in favor of females.

However, the study showed no significant differences in the income domain and districts, gender, age, place of residence, level of education and profession, job position, experience and participation in administration of training courses.

In the light of these findings, the researcher suggests that decision makers in the ministry of health improve the level of job satisfaction among managers and the work conditions in the health sector in general and government hospitals in particular. The researcher recommends that more training sessions on various management issues be held. In addition, manager satisfaction surveys need to be conducted at different times. Development and maintaining measurable criteria are also necessary to assess the quality and quantity of a manager's performance. These will improve work conditions: physical environment, hospital supplies, annual increase, and communication. Other incentives, such as insurance, paid vacations and paid overtime, will increase level of job satisfaction and productivity. These measures need to be continuously reviewed, evaluated and adjusted to meet the changing needs in the society.

الملخص

الرضى الوظيفي لدى المدراء العاملين في المستشفيات الحكومية في الضفة الغربية

هدفت هذه الدراسة إلى تحديد مستوى الرضى الوظيفي لدى المدراء في المستشفيات الحكومية في الضفة الغربية وتقييم العلاقة بين الرضى الوظيفي والعوامل المؤثرة فيها. لتحقيق ذلك، طبقت استبانة على عينة مكونة من 275 مديراً في ثلاثة مستويات إدارية عليا ووسطى ودنيا، وبلغت نسبة الاستجابة 94% (260 مديراً). بعد جمع البيانات وتحليلها، تبين أن المدراء في الإدارة العليا كان لديهم رضى أكثر من نظرائهم في الإدارتين الوسطى والدنيا، كما تبين أن المدراء ذوي الخبرة كان لديهم مستوى من الرضى الوظيفي أعلى من المدراء الأقل خبرة. علاوة على ذلك، وجد أن المدراء الذين كانوا يحملون الدرجة الجامعية الأولى أو البورد التخصصي كان لديهم مستوى من الرضى الوظيفي أعلى من نظرائهم ممن كانوا يحملون درجة الدبلوم وذلك فيما يتعلق بالعلاقة مع الزملاء. كما أظهرت النتائج وجود فروق ذات دلالة في مجال الإشراف بين محافظة بيت لحم وباقي المحافظات لصالح محافظة بيت لحم، كما وجدت فروق ذات دلالة في مجال الاتجاهات نحو العمل بين المدراء الذكور والإناث لصالح الإناث، لكن لم تظهر النتائج فروقاً ذات دلالة في مجال الدخل يمكن أن تعزى إلى متغيرات الدراسة، وفي ضوء هذه النتائج، أوصت الباحثة أن يقوم صانعو القرار في وزارة الصحة بتحسين مستوى الرضى الوظيفي وعقد دورات تدريبية تتعلق بالقضايا الإدارية وإلى إجراء مسوحات في أوقات مختلفة لقياس مستوى الرضى الوظيفي وإعطاء حوافز للمدراء.

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List of abbreviations

ANOVA	Analysis of variance
B.A	Bachelor degree
DF	Degree of Freedom
F	Frequency
M	Means
MA	Master Degree
MOH	Ministry of health
N	Number
PCBS	Palestinian Central Bureau of Statistics
PhD	Doctor of philosophy
SD	Standard Deviation
SPSS	Statistical Package for Social Science
WB	West Bank

Chapter One

Introduction

1.1 General Background

Management literature is increasingly emphasizing the need for paying more attention to job satisfaction of employees and its relationship with significant operation outcomes and performance of individuals and groups within organizations regardless of their sector of work, and scope and magnitude of operations. This applies to health similar to other realms.

According to (Cavanagh, 1992 in Mansour, 2004) "Job satisfaction remains an important consideration for both employer and employee and despite numerous investigations, many questions about it remains unanswered".

Frederick Herzberg developed two types of work motivation: extrinsic and intrinsic factors, and linked these two factors to job satisfaction and dissatisfaction. (Marquis and Huston, 1996).

1.2 Problem Statement

Typically, however, within the health sector, researchers investigated clinical staff and almost always left managers out of their inquiry circle. This could be related to the traditional assumption about managers being the advantaged employees who are most in control and power and thus are therefore assumed to be satisfied with the work they do. The investigator in this thesis challenges this assumption and argues that managers are equally subject to work stressors and thus dissatisfaction in the same way as other employees.

The purpose of this study is to explore job satisfaction among government hospital managers at different managerial levels, (top, middle, frontline), and to assess the relationship between job satisfaction and factors influencing it at all West Bank government hospitals: (Qalqilya government hospital in Qalqilya, Jenine government hospital in Jenine , Tulkarem government hospital in Tulkarem, Rafedya government hospital and AL- Watany government hospital in Nablus, Ramallah government hospital in Ramallah, Jericho government hospital in Jericho, Beetjala government hospital, and Bethlehem government hospital in Bethlehem, and Alia government hospital in Hebron.

Management researchers have paid special attention to the matter of job satisfaction in health providing institutions yielding a relatively rich literature in relevant areas, especially when compared with other sectors.

Wallace and Wallace (2001) defined job satisfaction as "the enjoyment a worker gains from doing a job and doing it well. Job satisfaction motivates workers". They assert that the factors that give a worker job satisfaction vary because some people are interested in money; other people are looking for flexibility. Flexible working hours provide them with job satisfaction.

"Surveys of manager satisfaction are just as important as surveys of employee satisfaction. Managers have human needs just like other people, but organizations sometimes ignore this fact. If managers are dissatisfied, their unhappiness can spread throughout a whole department because of their broad influence.

Job satisfaction surveys should also be distributed to managers to diagnose deficiencies in their satisfaction and to serve as a foundation for corrective action". (Newstrom and Davis, 1997).

Gibson and Ivancevich (1994) suggested that managers and others who have interests in the organization must have indicators that assess the probability that it will survive. These survival indicators include productivity, efficiency, turnover, absenteeism, quality, moral, and employee satisfaction. They also reported that Herzberg has concluded that the extrinsic factors of salary, job security, working conditions, status, quality of supervision, and quality of interpersonal relations among peers, with superiors, and with subordinates all play an important role in job satisfaction.

Advocating managers McFarland (1979) proclaims; "managers spend a large part of their lives at work in the organization; and they need job satisfaction".

The researcher hypothesizes that health managers have different roles and mission nowadays due to the many developments and changes in societies in general and the Palestinian society in specific?

Managers have great responsibilities that are very important to study as they interact and influence their satisfaction and performance. For this reasons, it is very important to concentrate on the managers' (top managers, middle managers, frontline managers) needs to establish good working conditions in order to help employees carry out their duties in the best possible way, and to help them provide clients with quality health care.

What is the level of job satisfaction among managers working in government hospitals in the West Bank?

1.3 Justification for the study

Job satisfaction is considered the cornerstone in achieving psychological and professional security at work, which in turn is positively reflected in job performance, both quantitatively and qualitatively.

This study investigates job satisfaction among managers at different levels working in government hospitals in the West Bank.

The researcher has limited her study to government hospitals in the West Bank because It is observed government managers are low satisfaction due to overload of work, work stress under bad political and economic conditions as the majority of the Palestinian population seeks health services from government hospitals which provide public health insurance.

The researcher's anecdotal observation and her own personal experience as an ex-employee at a government hospital in Nablus gave her notice of frequent managers' complains, criticism, and absenteeism amongst many other signs of poor job satisfaction amongst them.

After satisfaction and productivity data were gathered for the organization as a whole, Robbins found that organizations with less satisfied employees tend to be less effective than organization with more satisfied employees (Robbins, 2003). This study gave a chance for the managers to vent their feelings, and express their needs, wants and views.

It also allowed the identification of the factors which affect the level of job satisfaction among managers and emphasizes the important role of hospital managers in improving the performance of co-workers as well as those subordinate to them.

The result and recommendations of the study will provide a framework that could guide the policy and decision makers in the Ministry of Health (MOH) to improve the level of job satisfaction among managers in the health sector in general and government hospitals in particular.

1.4 Aim of the Study

The aim of this study is to determine job satisfaction level among government hospital managers in the West Bank in relation to selected subjective and objective factors.

1.5 Objectives of the Study

1. To determine the relationship between socio-demographic variables (age, gender, place of residence... etc) and job satisfaction.
2. To determine the relationship between organizational variables (supervision, salary, work environment... etc) and job satisfaction.
3. To examine the relationship between the management level (upper, middle or frontline) of managers and level of job satisfaction.

1.6 Study Questions

1. What is the level of General Satisfaction among managers working in government hospitals in the West Bank?
2. What is the level of Supervision among managers working in government hospitals in the West Bank?
3. What is the level of Work Environment among managers working in government hospitals in the West Bank?
4. What is the level of Salary among managers working in government hospitals in the West Bank?
5. What is the level of Relationship with Colleagues among managers working in government hospitals in the West Bank?
6. What is the level of Ability of Work among managers working in government hospitals in the West Bank?

7. What is the level of Attitudes to work among managers working in government hospitals in the West Bank?
8. What is the level of Absenteeism among managers working in government hospitals in the West Bank?

1.7 Study Hypotheses

1. There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to district variable.
2. There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to gender variable.
3. There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to age variable.
4. There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to place of residence variable.
5. There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to level of education variable.
6. There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to type of profession variable.
7. There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to job position variable.
8. There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to experience variable.
9. There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to participation in administration training courses variable.

Chapter Two

Literature Review

2.1 Introduction

This chapter discusses the management levels, and explores main satisfaction theories.

2.2 Types of Managers

According to Longenecker and Pringle (1984), types of managers are:

- **Top Managers**

They evaluate overall performance of major departments, confer with subordinate managers on subjects or problems, and develop comprehensive, long-range plans. The role of top-level managers includes; making strategic decisions that are concerned with putting the firm's direction and reaching its goals and objectives.

- **Middle Managers**

They make plans of intermediate range depending on top management. A middle manager reviews daily and weekly reports, analyzes managerial performance and establishes departmental policies. The role of middle-level managers includes holding responsibility to disseminate and communicate information between top-level managers and operating-level managers.

- **Frontline Managers**

They make detailed, short-range operating plans depending on intermediate range, review performance of minor supervisors and operative employees, and make specific task assignments.

The role of operating-level managers includes taking the information that comes from outside the firm and respond to middle-level managers' communication information because it is based on top-level managers' decisions (Floyd & Lane, 2000 in Covin et al, 2005).

“Literature suggests that managers at all levels play important roles in many varieties of organizational success” (Floyd & Lane, 2000; Ireland, Hitt, & Vaidyanath, 2002 in Covin et al, 2005).

Managers are meant to be well-educated, very experienced individuals, reading the management and periodicals literature, and very busy people. They do hard-work, develop plans, staff, organize, re-establish, make decisions, direct the employees in the organization, and control their company's workforce (Hill in Creech, 1995).

Managers are increasingly concerned with changing employees' attitudes to reflect shifting perspectives on diversity issues including age and gender.

Attitudes “are evaluative statements either favorable or unfavorable concerning objects, people, or events, they reflect how one feels about something.” of which the three components are: cognition, effect and behavior.

Cognitive its affective component; effect is the emotional feeling; behavior is the intention to behave in a certain way toward someone.

Attitudes in organizations are very important because they affect job behavior. When somebody says I like my job he/she is expressing his/her attitude about work. A person with a high level of job satisfaction has positive and favorable attitudes about the job, while he/she who is dissatisfied with his/her job has negative and unfavorable attitudes about the job (Robbins, 2003).

Solomon 1987 in Barrows and Wesson (2000) found public managers less satisfied with their jobs than private sector managers after administering two questionnaires to 240 top managers from a variety of public and private organizations.

Kumar & Acharnamba 1993 in Barrows and Wesson (2000) found that public sector administrative staffs have higher levels of job satisfaction than private sector administrative staff.

Khojasteh (1993) in several studies found that public sector managers had significantly lower levels of satisfaction than private sector managers.

2.3 Satisfactions Theories

The researcher integrated the main theories of job satisfaction in the conceptual underpinning of this thesis to construct her framework for analysis and interpretation of the yielded data.

2.3.1 Herzberg Two-Factor Theory:

Frederick Herzberg developed the two-factor content of motivation which are; dissatisfiers-satisfiers, extrinsic – intrinsic factors, hygiene-motivators, depending on who is discussing the theory.

Accordingly, hygiene factors include work condition, pay status, job security, and international relationship. While, motivators’ factors include; sense of achievement, recognition, work itself, responsibility, advancement and growth.

According to Herzberg, improvements in the motivator are the ways for increasing job satisfaction and performance. Managers can easily change hygiene factors and thus produce job satisfaction.

Locke in Pokrywczynski and Crowley (1997) said that "Herzberg's theory does provide a useful distinction between physical and psychological needs and identifies cognitive growth as a major psychological need that can be fulfilled through work."

Herzberg believed that employees are motivated by the work itself and that there is a personal need to meet organizational goals. (Marquis and Huston, 1996).

"An argument still rages over a basic tenet of this Motivational-Hygiene theory because Herzberg insisted that the former represent almost exclusively satisfying elements and the latter almost exclusively dissatisfying elements" (Pokrywczynski, and Crowley, 1997).

Maidani (1991) conducted Comparative Study of Herzberg's Two-Factor Theory of Job Satisfaction among Public and Private Sectors employees to retest Herzberg's theory of job satisfaction in order to compare the two work environments and note differences in job satisfaction. The study showed that the differences found between the satisfied group values motivator were more significant than the dissatisfied group. No significant differences were found between the satisfied and dissatisfied employees relating to value placed on hygiene factors. No significant differences between private and public sector employees on the value placed on motivator factors. This study indicated that the public sector employees are more satisfied with their jobs than the private sector employees, for that the public sector placed a significantly higher value on the hygiene factors and no significant difference in motivator factors.

2.3.2 Need Hierarchy Theory:

Psychologist Abraham Maslow developed the need hierarchy theory. He categorizes human needs into at least five sets of goals which he called basic needs. These are briefly; physiological, safety, love, esteem, and self-actualization.

Physiological category is related to the chemical needs of the body such as desire, hunger, desired sensory satisfactions, sleep, and activity needs. When these physiological needs are not satisfied, the employee becomes totally preoccupied.

The safety category need relates to being free from danger People are motivated to avoid assault, disease, animals and any thing that threaten their safety.

Love category need relates to the sense of affiliation and general belongingness, such as need for friends, parents, spouses, children, and group membership. This category includes both love receiving and giving.

Maslow classified esteem category into two groups: the first group is internal orientation which involves desires for feelings such as strength, confidence, achievement, independence and freedom. The second group involves esteem which comes from external sources, such as reputation, appreciation, importance, prestige, recognition, and attention.

Self-actualization category means the desire to actualize or realize one's full potential and self-actualizing in one person. It can not be the same that is in another (Miner, 2002).

Maslow's Hierarchy of Needs is a theory that psychologists, sociologists and educators consider being based on the assumption that all people have the desire to realize or maximize their potential and to do what they are capable of doing.

However, after people meet the needs in the four lower categories, they start to meet the needs in a higher fifth category.

It can be diagramed in a triangle with five different levels inside it, with each level representing the category of needs (see Appendix 2). According to Maslow, people will

progress systematically up the triangle. This means the person should meet bodily/physical needs first by starting from the bottom and then progressing up the triangle (Jones, 2004).

"As Maslow says, nobody ever really gets to be completely self-actualized -- just in fits and starts." (Roberts, 1998).

"Maslow believed that people are motivated to satisfy certain needs ranging from basic survival to complex psychological needs and that people seek a higher need only when the lower needs have been predominantly met." (Marquis and Huston, 1996).

Maslow's suggest that "the desire for achievement is mostly related to the need for intrinsic satisfaction rather than the need for external rewards, such as food or money" (Gorman, 2003). In his model, self-esteem and self-actualization develop just after affiliation needs are met (Coy and Kovacs-Long, 2005).

Heylighen in Kiel (1999) suggests to "update" Maslow's theory based on the needs of today's society. He discusses self-esteem and self-actualization, proposing changes to the concept, emphasizing to alter the triangle because self actualization is defined as "a process of becoming", "the process of development which does not end".

Kiel said if self actualization does not end, then why is the triangle closed? Maybe closed triangle should now be open because closing it does not allow for the full expression. (Kiel ,1999).

2.3.3 Expectancy Theory:

Vroom, in 1960, started writing on Work and Motivation and expanded his ideas into formally stated expectancy theory of work and motivation involving the idea that people tend to do certain goals, or outcomes, over others, if the outcome achieves their feelings of satisfaction (Vroom, 1964 in Miner, 2002).

Expectancy theory is the theory of motivated behavior where the employees work harder for a reward, and consider the employees to be more motivated by rewards and bonuses offered to them (Gorman, 2003).

Vroom introduces in his theory three cognitive variables: valence, expectancy, and instrumentality. Valence refers to the strength of the person's preference for specific outcome. Expectancy is defined as a belief that concerns the probability that an action will be followed by specific outcome. Instrumentality is the perceived relationship between the action and the anticipated outcome. The person may have either a negative or a positive valence for an anticipated outcome (instrumentality).

Expectancy and valence are combined multiple activity to determine the effort the person exerts as a function of the expectancy that some outcomes will result from the behavior and the valence of those outcomes (Frayne, 1991).

Porter & Lawler (1968) and Vroom (1964) argue that all three components of expectancy theory model must be high to gain high levels of motivation. (Mannix, and Petersonm, 2003).

Vroom (1964) suggested that employees are able to choose performance or action based on perceptions, beliefs and attitudes, as a result of their desires to encourage and increase pleasure and to avoid pain (Isaac et al, 2001). He suggested that "the importance of a given level of wages to a worker is dependent not only on its amount but on the extent to which it is believed to be fair or equitable"(Chonko, and Roberts, 1996)

(Harrell et al, 1985; Brownell and McInnes, 1986; Hancock, 1995; Snead and Harrell, 1995; Geiger and Cooper, 1996 In Chen and Hoshower,1998) considered Expectancy theory developed by Vroom (1964) one of the most promising conceptualizations of employees' motivation, and considered theoretical foundation for a large number of studies in organizational behavior, accounting and psychology.

At the last two decades it has been the appropriate theoretical framework for discussing individual motivation in work environments (Katzell et al, 1990 In Gatewood, 1993).

2.3.4 McClelland Theory :

Trichotomy of needs theory popularized by McClelland of Harvard University is considered one of the most important theories of motivation in 1960. McClelland's three pillars of needs were; need for achievement, need for affiliation, and need for power (Stahl, 1986).

McClelland theory considers that managers can identify achievement, affiliation, and power needs of their employees and to develop appropriate motivational strategies to meet those needs (Marquis and Huston, 1996).

Need for achievement has two separate ways: a hope of success and a fear of failure both result in achieving behaviors (McClelland et al, 1961, 1962, 1966, 1976). The need for achievement is defined as goal or objective directed behavior.

Need for power has two separate ways: hope of influence and fear of powerlessness. Fear of powerlessness may cause one to assume a leadership position because he/she does not want someone else to be in control.

McClelland (1970 & 1975) and McClelland and Burnham (1976) define need for power "as influencing the activities or thoughts of a number of individuals".

Some researchers report that "the need for power is the single most potent characteristic discriminating between successful and non-successful managers" (Steger, Manners, Bernstein, and May, 1975 in Stahl, 1986).

Winter and Stewart, 1978 in Jenkins, 1994 consider power as a way of job satisfaction based on opportunities for power behavior, feeling of power, and frequent successful results of power behavior.

(Schachter, 1959; McClelland and Burnham, 1976) define the need for affiliation as establishing and keeping friendly relationships with others.

Need for affiliation is observed in group activities. The employees are frustrated if the job is in an isolated place from others. The isolation could be psychological or geographical.

McClelland and Burnham (1976) and McClelland and Boyatzis (1982) argued that high need for affiliation is not associated with effective managerial leadership. Friendships with some subordinates prevent the manager from dealing with all subordinates objectively. (Stahl, 1986).

Decharms 1957; Schachter 1959 in Stahl, 1986 state that need for affiliation has two separate ways: a hope of inclusion or a fear of rejection either way causes the employees to please others or not to offend others.

McClelland's, 1961 in Khojasteh, 1993 study of managers in the private and public sectors in the USA, Turkey and Italy, reveal that the public sector managers have a greater need for achievement than their in the private sector.

Guyot, 1961 in Khojasteh, 1993 compared middle managers in the in private industries and federal government about their need for achievement, power and affiliation He found that middle managers employed by federal government had a higher need for achievement than middle managers in private industries.

David McClelland, 1961 in O'Neil, 1994 said the employees control the outcome through their own efforts and actions, they can take feedback about their progress.

“McClelland has shown that individuals with high need achievement shy away from ventures with small odds of success even though they are somewhat amenable to being influenced by the exercise of ability. They prefer ventures in which judgment and capability play a larger role” (Hagen, 1962).

2.4 Previous study:

2.4.1 Foreign study:

A conference board study found that 50.7% of Americans were satisfied with their jobs in 2000, but in 1995 that percentage was more (58.6%). This drop in job satisfaction might be due to employers' efforts to increase productivity at a short time, work load, and less control over their work (Rbbins, 2003).

Within the Palestinian context, Thabet (2004) examined the relationship between job satisfaction and other influencing factors on hospitals managers in Gaza strip. The results indicated that managers who are with a high level of education, attended management courses and are working in non-government hospitals gaining a high salary were more satisfied than other managers. Males were more satisfied than females. The study found that income had positive impact on managers' satisfaction, but age, place of residence and profession didn't indicate any statistical significance in job satisfaction.

Soleman and Abu-Bader (2005) examined the effect of ethnicity and gender on job satisfaction in Israel among Arabs and Jews. The results showed a significant difference between the two groups with Jews being more satisfied than Arabs. No significant difference between males and females was found.

Study an exploration of the relationship between select demographic variables, employee satisfaction, affect, and job performance on the firm performance of hospitals. The results

of the study founded pay, supervision, and age were significantly correlated with net income but negative affect was negatively correlated with net income, and the opportunities for promotion, education, and people were significantly correlated with net patient revenue. (Cathy, 2006).

Robbins indicated that independent studies conducted among workers in the United States over the past 30 years showed that the majority of workers were satisfied with their jobs, but a decline in job satisfaction started to be witnessed since the early 1990s (Robbins, 2003).

Hazelrigg, and Lopreato, (1972) asserted that workers who feel misery and homelessness at work tend to feel that work is being imposed on them, which leads to a deep sense of job dissatisfaction amongst them.

2.4.2 Arabic Study:

Hajaj (2007) did a study to figure out the level of job satisfaction among Palestinian ministry local government employees in Gaza. The aim was to understand the satisfaction of many different points among employees such as salary, relationship between superiors, and work benefits. Results from the questionnaire showed that 34.5% were satisfied, no significant difference regarding age, gender, years experience, social status, and academic qualifications. However, there was a significant difference in satisfaction among employees who worked for more years.

AL-Jelany and AL-Lwhedy(N.D) conducted a study to assess the degree of satisfaction of Saudi female nurses with their work and to study the factors that might increase their satisfaction, the study a questionnaire was given to 233 Saudi female nurses to determine the level of satisfaction with their work and what might be done to better it. Results showed more than 92% were satisfied with their role and workplace. Due to family and social obligations majority prefer one-shift duty and feel that the social attitude towards this profession should be improved.

Al Imhana (2007) stated that the physiotherapist in Saudia Arabia complain that the public community are unaware of the impact from physiotherapy thus treatment is sufficiently given for chronic diseases such as myocardial infarction, arthritis, muscle pain and others, throughout an American study published by the Chicago Tribune Journal stated that the result of the assessment which was done by the research center at University Norc in Chicago reveals that the job requirements of physiotherapists include a second level of job satisfaction from more than five medical position, the data collection during assessment shows that from 27,500 people randomly selected since 1988, results showed 75% are satisfied with their job.

Shraideh(N.D) studied Some Factors Influencing Faculty Members' Satisfaction Concerning Yarmouk University Services in the Hashmite kingdom of Jordan , this study is aimed to analyze the actual job satisfaction levels toward the Yarmouk University educational services. Also to determine the effect of some demographic variables such as ; sex, age, qualifications and experience were examined, Throughout a study of 247 academic staff members (35.59%) the researcher used one way ANOVA and T-test, to reach means of standard deviation, The results of the study showed no statistical differences among academic staff perspectives on job satisfaction about services . Thus the

researcher encourages improve for future complementary and comparative studies to be held so the level of services will improve.

Balot (N.D) studied the relationship for behavioral variables, Overload-burnout, Job satisfaction, Committed Resignation; this study was sampled by nurses in a Lebanese hospital. The pros and cons of the scientific research resulted in hypothesis:

1. From one side there was a connection of the positive points between overloaded employees and their job satisfaction. The next side was from burnt out employees and their commitment.
2. The negative results from “job satisfaction” were resignation while commitment from the employee was another negative point, added to that the research shows difference between the relationship of demographic variables and job satisfaction while showed the age and education variables positively connected with commitment while service variable negatively with commitment.

2.4.3 Feedback of previous study:

During analysis of previous study we have realized that the research was shown from different side and aspects, and we have yet to find a complete study which covers all aspects. Most of the research studies performed are general, not specific and detailed for the study.

Chapter Three

Conceptual Framework

3.1 Introduction

The purpose of this study was to determine the level of job satisfaction among managers working in government hospitals in the West Bank and the impact of different factors (Demographic factors, Organizational factors, Economic factors, and Psychological factors) on the level of job satisfaction.

3.2 Definitions of job satisfaction

Locke 1976 in Price and Wulff, 2005 defined a job as "a complex interrelationship of tasks, roles, responsibilities, interactions, incentives, and rewards".

Satisfaction is a totality concept representing a state of mind in the individual, which is determined by his/her total situation at work and at home (Zaleznik, Christensen, and Roethlisberger, 1958).

Job satisfaction is a multidimensional concept that includes the attitudes of an individual toward work environment, immediate supervision, financial rewards, job security and organization location. (Longenecker and Pringle, 1984).

Locke 1969 in Smith and Hoy, 1992 defined job satisfactions as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences."

(Feldman and Arnold 1983 in Hamdan, 1993) defined job satisfaction as "the amount of overall positive effects or feeling that individuals have toward their job".

Rooted in social psychology and given its multidimensionality, the concept of job satisfaction has been defined by experts and authors from a variety of perspectives.

(Baron's in Pokrywczynski, and Crowley, 1997) define job satisfaction as "attitudes held by employees about their work".

According to Robbins (2003), job satisfaction "refers to an individual's general attitude toward his or her job."

Job satisfaction "is the extent to which you feel positively or negatively about various aspects of your work." (Williams, 2003).

3.3 The Study Conceptual Framework

Figure 3.1 shows this study conceptual frame work. This framework was developed through out searching the literature such type of studies aims. This framework included factors related to Demographic factors, Organizational factors, Economic factors, and Psychological factors, that all in impact on the level of job satisfaction among managers working in government hospitals in the West Bank.

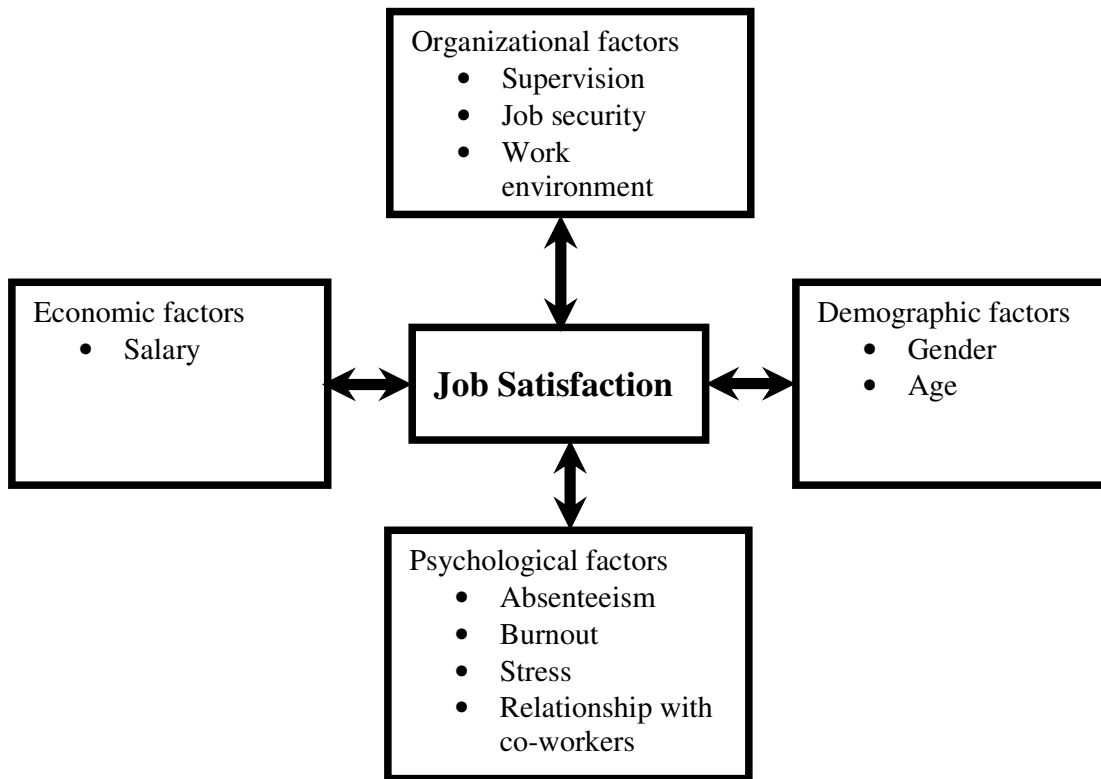


Figure 3.1 conceptual framework

3.4 Factors Affecting Job Satisfaction

There are several factors affecting job satisfaction such as gender, age, salary, absenteeism, burnout, stress, relationship with co-workers, supervision, job security, and work environment. In the following section all of these factors are disused.

3.4.1 Demographic factors:

3.4.1.1 Gender and Job Satisfaction:

Zaleznik , Christensen, and Roethlisberger (1958) conducted a study on small groups of workers with a sample size of 50 to determine whether there are significant differences in job motivation , job productivity , and job satisfaction among both male and female workers. They found that female groups have more job satisfaction than male groups.

The Korean Ministry of Government Administration and Home Affairs, 2003 in Kim, 2005 reported the increased participation of Korean women in the structure of the civil service at the ratio of 32.8% by 2001.

Kim, 2003 in Kim, 2005, however, consider that women in Korea are in lower-level positions and clerical and secretarial occupations, low-paying jobs; and they are rare in professional and administrative occupations or in higher and middle-level positions.

Kim (2005) studied gender differences in the job satisfaction of public employees. His Study of Seoul Metropolitan Government, in Korea showed that there is no significant gender effect on satisfaction in personal growth, working conditions, co-workers, and supervision. However, women were more satisfied than men in their jobs in; job security, promotion, pay, social reputation, worth of providing public service, promotion, and work itself.

Devaney and Chen (2003) in a survey study of job satisfaction of recent graduates in financial services found that male graduates were less satisfied than females with their jobs in financial services.

Metle, 2002 in Kim, 2005 state that traditional culture affects job satisfaction in Kuwait. Kuwaiti women employees were dissatisfied with their jobs in the government sector related to traditional culture which negatively affects Kuwaiti women's level of job satisfaction.

Cheung and Scherling (1999) study of 927 employees in Taiwan explain job satisfaction and gender differences with reference to work values. The results show that both job satisfaction and work values consisted of four dimensions relating to the team, task, reward, and status. The analysis showed that female employees had lower rank, team, task and status satisfaction than male employees.

3.4.1.2 Age and Job Satisfaction:

McFarland (1979) reported that "job satisfaction tend to be higher in younger workers than in older ones". Khaleque and Rahman, 1987 in Kim, 2005, however, found that married women and older workers are more satisfied with their jobs than other workers.

Smith and Hoy (1992) examine the relationship of work attitudes and characteristics of employees of various age groups to identify long-term commitments to their companies. They found out that "the relationship of age and satisfaction with co-workers and supervision was slightly higher for the youngest group of employees, decreased slightly for employees in the 31 to 40 and 41 to 50 year age groups, and then rose for the older group".

3.4.2 Economic factors:

3.4.2.1 Salary and Job Satisfaction:

Oosthuizen, (2005) studied the factors that contribute to the South African nurses (registered nurses, expatriate nurses) emigration. By using a structured questionnaires and open-ended questions she found the major factor contributing to nurses' emigration which was basically nurses' inability to meet their physiological needs, related to inadequate

remuneration. While improved salaries might help more nurses to remain in South Africa expatriate nurses refuse to return to South Africa when their inability to meet certain esteem and self-actualization needs to be satisfied. The author recommends that government and society should urgently address factors contributing to South African nurses' emigration to prevent shortage of nurses that cause the collapse of this country's health care services by improving levels of job satisfaction, improving nurses' salaries, working conditions, and workplace security .

Dahlia, (2006) found that secular women believed that they should get equal salary when working in the same job as men, and they were less satisfied with their salary than religious women, although they earn more. Tradition-oriented and religious women have low status but they reported high work satisfaction and they believed that mothers and wife working women are worse than non working women.

Spectroscopy salary and employment survey found that females who were less educated, less experienced, and younger than males received lower pay (Johnson, 2002).

Kisa, and Kisa (2006) investigated the level of job stress and life satisfaction among public hospital physicians working in Ankara- Turkey. It was observed that the majority of physicians working in public hospitals in Ankara were unhappy in their work due to low salary and limited social life due to heavy workload.

3.4.3 Psychological factors:

3.4.3.1 Absenteeism and Job Satisfaction:

Absenteeism "is the failure to report to work." (Rbbins, 2003).

Absenteeism is a major concern of organizations and all managers in both private and public sectors. Absenteeism leads to reduced productivity to zero for the employee who is absent from the workplace (Hertin and Rogers , 1993).

Absenteeism in any organization leads to an impact on that organization's effectiveness and efficiency because it becomes too difficult for an organization to operate smoothly. This results in work disrupted, delaying important decisions, reduction in the quality of output, and inability to attain its objectives if employees fail to report to their job (Rbbins, 2003).

Employees who are happy with their work are more productive, healthier, and more likely to stay in the job. Also happier Employees are more satisfied with their jobs, and job satisfaction is linked to employee retention (Manion, 2005).

Locke in Pokrywycynski, and Crowley 1997 summarize the effects of satisfaction or dissatisfaction on the employee's attitude toward self, family and life. He said job satisfaction may be related to mental health and adjustment and may affect the individuals' behavior, and it plays an important role in absenteeism and turnover of the employees.

Lawler and Porter in 1976 studied organizations that wanted to reduce the problems of turnover and absenteeism. The authors maintain that organizations would pay attention to

how their workers perceived their jobs because there was a strong correlation between job satisfaction and turnover, and absenteeism. (Price and Wulff, 2005).

According to Robbins (2003) not all absences are bad because “performance may be important when managers absent themselves from work rather than make a poor decision under stress.”

3.4.3.2 Burnout and Job Satisfaction:

Burnout is “a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy.” (Leiter, Maslach, Schaufeli, 2001& 2002).

In an undated study report Mirvis, Ingram, Kilpatrick, and Brower reported in a longitudinal assessment of psychological burnout and related features among Veterans Affairs (VA) medical center leadership over a three year period. Questionnaires were given to the Chief of Staff of each VA Medical Center, Medical Center Director, and the Associate Medical Center Director in 1989 and in 1992. They had 119 responders to both surveys. In 1989, 33.6% of local leaders showed high levels of burnout; by 1992, this increased to 40.5% ($p < 0.05$). The two surveys showed there were increasing levels of burnout among Medical Center Directors associated with lower levels of job satisfaction, increasing levels of job conflict, and less commitment to remain in the VA system.

Burke & Greenglass, 2001 in Leiter, Maslach, Schaufeli 2001& 2002 consider that job performance burnout has been associated with job absenteeism, withdrawal, intention to leave the job, and turnover. However, Employees who are experiencing burnout have negative impact on their colleagues by disrupting job tasks and causing greater personal conflict. For Employees who stay on the job, burnout leads to reduction of productivity and effectiveness at work. This is associated with decreased job satisfaction and decreased commitment to the job and the organization.

Hamdan (1993) conducted a descriptive study on the factors that affect turnover among staff nurses holding diploma in nursing, B.Sc degree, and a master degree, all of whom were from AL_Makased and AL_Ithad hospitals by using simple random sampling .Fifty staff nurses were selected out of 93. The questionnaire was developed by the researcher and distributed to staff nurses to assess why the staff nurses left their jobs.

The result showed that there were many reasons that affected the turnover which included work related, demographic, personal, management related and family related reasons. The results showed that work related reasons were considered the major cause for staff nurses to leave their jobs (Hamdan, 1993).

Turnover and absenteeism are indicators of job dissatisfaction in the organization. So, job satisfaction is a useful indicator for hospital management that determines and assesses presence and scope of problem areas within the organizations (Musselman and Jackson, 1984). The same authors have addressed some of these extrinsic factors: (income, geographical location, amount of travel, job security, independence, and company size). In another study "Job dissatisfaction has been shown to be correlated with absenteeism and turnover." (Tomey, 1996).

3.4.3.3 Stress and Job Satisfaction:

Stress “is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.” (Rbbins, 2003).

Stress is the feeling of pressure and it has physical and emotional components (Williams, 2003).

Khuwaja, Qureshi, Andrades, Fatmi, Khuwaja (2002) assessed the levels of satisfaction for workplace characteristics and job stress among doctors of three teaching hospitals in Karachi. They found that the majority of doctors working at these hospitals had low level of job satisfaction for workplace characteristics and higher levels of job stress. While examining the degree of workplace pressures on people's family lives, they asked them the following question: “How much pressure do you feel from the following sources: managers, colleagues and sheer quantity of work”.

They found highly significant associations between tension at home and workplace pressures and they complained of tiredness and irritability at the end of a working day (Burchell, Ladipo, and Wilkinson, 2002).

Toft and Anderson 1981 in Sa’adeh 2001 assessed the causes and effects of nursing stress in the hospital environment. The sample was 122 nurses from medicine, surgery, cardiovascular surgery, oncology and hospice patient care units in private general hospitals in the United States of America. Personally administered questionnaire was used to collect the data. The result showed that there are three sources of stress work overload, death and dying, feeling inadequately to meet the emotional demand of patients and their families. Moreover, the stress negatively influenced job satisfaction Although the effect of the socio demographic factors were controlled, nurses’ levels of anxiety during training were considered the most important predictors of stress while controlling religion, commitment, age marital status, years of experience and race.(Sa’adeh, 2001).

3.4.3.4 Relationships with Co-workers and Job Satisfaction

William Thurston, president of Genrad Corporation, said, "The Company is the people and the working relationships" (Fink, 1992).

Diener et al 1995 in Schmitt 2003 maintain that happy individuals will experience positive social relationships.

Sloan and Krone (2000) interviewed 30 women managers and asked no direct questions relating to gender, “they found that 28 of the 30 women said male managers were more dictatorial and controlling, whereas female managers were more collaborative and team building” (Price and Wulff, 2005).

Tolbert and Moen (1998) examined research in the past several decades to investigate if men and women differ at work. Studies in the 1930s showed that women were more vocal about social relationships with colleagues but men were more vocal about pay and working conditions. Also in the 1970s, men were more concerned with influencing

organizational decisions and increasing earnings, while women were concerned with having positive relationships with co-workers. (Price and Wulff, 2005).

The overall satisfaction of most people who like every thing about their jobs depends on how they feel about work, coworkers, promotions and supervision (Williams, 2003).

3.4.4 Organizational factors:

3.4.4.1 Supervision and Job Satisfaction:

Supervisors play an important role in the effective reaction of team members, structuring the work environment, providing feedback and information to the employees (Thabet, 2004).

Ramey (2002) studied the relationship between leadership styles of nurse managers and job satisfaction of registered staff nurses in hospital setting in an Appalachian state. He used multifactor leadership questionnaire to measure leadership style of nurse managers and job satisfaction of registered staff nurses in the hospital setting, the result was weak relationship in job satisfaction of registered staff nurses and transactional leadership of nurse managers($r=-.25$, $p=.03$) and positive, moderate correlation was found among job satisfaction of registered staff nurses and transformational leadership of nurse managers($r=.38$, $p=.001$).

In a study among managers of Saudi ARAMCO, (Magrabi, 1999 in Abaid 2006) found out that the line managers were less satisfied with their promotion and supervision, while the high managers were satisfied with their supervision.

Alexander, Weisman and Chase 1979 in Hamdan 1993 conducted a study on the effect of five factors upon turnover. They pointed out that satisfaction with supervision had number three in order on the scale of factors: the factors of work, promotion, human relationship and pay. They rated supervision higher than human relationship and pay. (Hamdan, 1993).

3.4.4.2 Job Security and Job Satisfaction:

(O'Donnell, Peetz & Allen (1998) in Burgess, and De Ruyter, 2000) define job security as the job stability.

Schuster (1974) and Barton and Walden (1978) found in their studies that managers in public organizations valued job security more than managers in private organizations.

Others researchers found the public sector managers are more job security-oriented (Khojasteh, 1993).

“Managers may think that efforts to improve the quality of working life will compete with programs to improve economic performance; rank-and-file workers may see efforts to improve productivity as exploitation or as inimical to their job security” (Katzell, and Yankelovich, 1975).

Many workers had a perception that work was becoming less secure. Data from the International Social Science/ Australia Survey suggest that 73% in 1989/90 of Australian workers felt very secure, or fairly secure in their jobs but in 1996/97 the percent went down to 56% (Kelley et al, 1998 in Burgess, and De Ruyter, 2000).

Increasing insecurity associated with increasing levels of stress affect the individual's health and employment absenteeism. However increasing insecurity is associated with loss of job satisfaction (Burgess , and De Ruyter , 2000).

3.4.4.3 Work Environment and Job Satisfaction:

Bilgic 1998 in Kim 2005 found that the Turkish women are less satisfied with their working environments and pay than the men. Price, and Wulff (2005) surveyed correspondents at national television news networks. They found that on average females were significantly less experienced and younger than men, which affected females' salaries. Females were less satisfied than men about their work environment, and less satisfied with their jobs overall.

Porter, 1973 in Hamdan, 1993 pointed out the major factors related to the job satisfaction and withdrawal. These factors are work environment, organization factors, personal factors and job content (Hamdan, 1993).

Husseini (2004) conducted a study to assess the perception of Palestinians in East Jerusalem (clients and professionals service providers-physicians and nurses) of health services offered by the Israeli health insurance (Clalit). A cross-sectional design was used to study service providers including 210 professionals working in primary health care clinics of Kupat Hulim Clalit (General Sick Fund), and from client visiting these centers. She used interviews and a questionnaire to collect the data. The result showed satisfaction of the respondents with the nursing care, but satisfaction with the physician care obtained the highest score of satisfaction. The client showed acceptability of services given by Clalit. Even some clients were interested to receive the health services from other sick funds. The majority of physicians and nurses were satisfied with the working conditions and salary. The administrative responsibilities are implemented and practiced in most centers (Husseini, 2004).

Chapter 4

Methodology

4.1 Introduction

This chapter describes the methodology used in the present study. The study design, study population and sample size, period of the study, data collection instrument, data analysis, ethical considerations and procedures, and limitations of the study.

4.2 Study Design

This study employed a quantitative descriptive co relational design in implementation wherein the researcher attempted to determine and describe what relationships exist between variables. The researcher first identified the variables of interest and then determined the most appropriate way to measure them (Talbot, 1995). This type of study is easily applicable and cost effective.

4.3 Study Population and Sample Size

The study population includes all managers working in West Bank Government Hospitals. A total of 275 managers located at three management levels (top, middle, and first line managers) and working in ten hospitals were targeted and invited to participate in this study. Of these 260 responded yielding the response rate of 94%.

4.4 Period of the Study

The study was conducted in the period between September 2005 and September 2007.

4.5 Data Collection Instrument

The researcher used a validated pre-used questionnaire (Lekart scale five points) to collect the data. In addition to the socio-demographic background variables, major themes in the data collection instrument include the followings;

1. Organizational factors impacting job satisfaction such as; work setting, experience, job position in hierarchy, type of work, supervision, status, work environment, training, and job description.
2. Economic factors such as salary.
3. Psychological factors such as absenteeism, burnout and stress.

4.5.1 Validity of the instrument.

Content validity of this study instrument was established by Mrs. Thabet by presenting the questionnaire to a panel of experts in the field. After introducing necessary amendments she subsequently piloted it with 15 managers (6.6% of her sample).

4.5.2 Reliability of the instrument

Reliability of the instrument was tested by using internal reliability test of Cronbach Alpha (0.87) and split half (0.84) indicated a high correlation and internal consistency of the study instrument.

4.6 Data Analysis

The researcher used computer software (SPSS) Statistical Package for Social Science for data entry and data cleaning was performed. Some variables such as age, type of professionals were recoded for more analysis of categories. Frequency distribution and descriptive statistics were used to present results of the study variables. Means and standard deviations were computed for continuous numeric variables. An independent t-test and one way ANOVA statistical test was used to investigate the relationships between the study variables.

❖ The researcher recoded all negative items before the application the statistical analysis.

4.7 Ethical Considerations and Procedures

An official letter of approval was obtained from the Ministry of Health- Director General and Director General of hospitals (Appendix 7) to facilitate data collection procedures. Each participant received an information sheet explaining the study purpose and objectives (Appendix 3). Confidentiality and anonymity were maintained.

A written permission was obtained from the researcher Thabet to use a questionnaire she previously developed and employed in her Master thesis completed in the year 2004 and titled “Job Satisfaction among Managers Working in Gaza's Hospitals” (Appendix 6).

The Arabic version of the questionnaire (Appendix 4) was self administered as it saves time, ensures equity administration of the questionnaire for all participants. The questionnaires were distributed by the researcher with an empty envelop asking participants to bring back to the researcher put in the anonymous closed envelop.

4.8 Definition of some variables:

Gender: It is divided into male and female. (PCBS, 1997).

Age: It is the temporal span extending from the birth date expressed by years. (PCBS, 1997).

4.9 Limitations of the Study

- The current political situation including road blockages and closures of West Bank cities and towns brought about some problems in certain areas during the fieldwork phase in questionnaire distribution and access to study population.
- Unusual political and economic situation might have had a peculiar influence on employees' overall job satisfaction level.

Chapter Four

Results & Major Findings

4.1 Introduction

The purpose of this study was to determine the level of job satisfaction among managers working in government hospitals in the West Bank and the impact of different independent factors (district, gender, age, place of residence, level of education, type of profession, job position, experience, and participation in administration training courses) on the level of job satisfaction.

4.2 Demographic Characteristics of the Study Population

The total number of the study population was (275), the responding managers were (260). The response rate was 94% respectively. The following table (1) identifies the sample distribution according to the demographic variables of the study.

Table (4.1) Distribution of the study sample according Background Variables

Demographic Variables	Total Respondent	Percent %
	N	
<u>District</u>		
Qalqilya	13	5.0
Jenin	20	7.7
Tulkarm	26	10.0
Nablus	59	22.7
Ramallah	35	13.5
Jericho	36	13.8
Bethlehem	47	18.1
Hebron	24	9.2
<u>Gender</u>		
Male	163	62.7
Female	97	37.3
<u>Age (years)</u>		
25 and less	16	6.2
26-30	32	12.3
31-35	52	20.0
36-40	55	21.2
41-45	54	20.8
46-50	29	11.2
More than 50	22	8.5
<u>Place of Residence</u>		
City	144	55.4
Village	90	34.6
Camp	26	10.0

<u>Level of Education</u>		
Diploma(post secondary)	88	33.8
BA	109	41.9
Higher Diploma	25	9.6
MA	16	6.2
PhD	5	1.9
Board (MD professional specialty degree)	17	6.5
<u>Type of Profession</u>		
Administrative	33	12.7
Physician	44	16.9
Nurse	102	39.2
Pharmacist	19	7.3
Laboratory Technician	9	3.5
X-ray Technician	13	5.0
Engineer	6	2.3
Finance	4	1.5
others	30	11.5
<u>Job Position</u>		
Top Manager	12	4.6
Middle Manager	164	63.1
First Line Manager	84	32.3
<u>Experience (years)</u>	9	3.5
Less year		
1-5	29	11.2
6-10	54	20.8
11-15	52	20.0
16-20	48	18.5
21-25	39	15.0
More than 25	29	11.2
<u>Participation in Administration Training Courses</u>		
Yes	107	73.1
No	70	26.9
Total	260	100

4.3 This section provides answer to the researcher questions:

To answer the question, means of each item, domains and total score of job satisfaction were used as in tables (4.2 – 4.9). While table (4.10) shows ranks of domains and the total score of job satisfaction.

For analytical purposes, the researcher operationalized the lekart scale as follows:

- (1 - 1.8) is a very low degree of job satisfaction.
- (1.81 - 2.6) is a low degree of job satisfaction.
- (2.61 - 3.4) is a moderate degree of job satisfaction.
- (3.41 - 4.2) is a high degree of job satisfaction.
- (4.21 - 5) is a very high degree of job satisfaction.

In the following part, the researcher presents each domain of job satisfaction and their means.

4.3.1 What is the level of General Satisfaction among managers working in government hospitals in the West Bank?

Table (4.2) shows job satisfaction among managers working in government hospitals in the West Bank, for items of General Satisfaction Domain are high on items (I am satisfied with my present job, I continuously improve in my job, My job encourages me to do my best in it, At the end of my work day I feel I perform worthwhile work which deserves tiredness, My performance in my work make me satisfied, I am satisfied with my responsibilities, I am proud of my performance in my job, I am happy with the amount of work I perform, I am satisfied with the amount of work which I expect to do) where the range of means of responses on these items are between (3.48 -3.98 degree).The level is moderate on items (Regulations and laws of my job setting make me satisfied and assured, I feel satisfied with my works conditions, I think that there is opportunity to have promotion in my job, I feel that there is an opportunity to get promotion in the job I do at the hospital, The amount of work I do make me satisfied, The hospital I work in encourages me to work more and more) where the range of means of responses on these items are between (2.71 - 3.21 degree).For the total score of job satisfaction of General Satisfaction Domain the level is moderate where the mean of response is (3.32 degree).

Table (4.2) Means of General Satisfaction Domain (N=260)

No	Items	Means *	Level
4	I am satisfied with my present job	3.83	High
5	I continuously improve in my job	3.72	High
7	Regulations and laws of my job setting make me satisfied and assured	2.71	Moderate
11	I feel satisfied with my works conditions	2.83	Moderate
18	I think that there is opportunity to have promotion in my job	3.17	Moderate
20	My job encourages me to do my best in it	3.63	High
24	At the end of my work day I feel I perform worthwhile work which deserves tiredness	3.83	High
26	I feel that there is an opportunity to get promotion in the job I do at the hospital	3.21	Moderate
37	The amount of work I do make me satisfied	3.15	Moderate
48	My performance in my work make me satisfied	3.66	High
50	I am satisfied with my responsibilities	3.48	High
62	I am proud of my performance in my job	3.98	High
64	I am happy with the amount of work I perform	3.50	High
66	I am satisfied with the amount of work which I expect to do	3.85	High
67	The hospital I work in encourages me to work more and more	2.80	Moderate
Total Score of General Satisfaction Domain		3.32	Moderate

* Maximum point of response (5) points.

4.3.2 What is the level of Supervision among managers working in government hospitals in the West Bank?

Table (4.3) shows that job satisfaction among managers working in government hospitals in the West Bank for items of supervision domain is high on item (The relationship with my

supervisors influences my attitudes towards my job in general) where the mean of response on this item is (3.67 degree) .The level is moderate on items (When I perform my work in a perfect way my supervisor appreciates that, My supervisor gives me more responsibilities because my work is perfect, The treatment of my supervisor for being late to work makes me feel unfair, I am satisfied with supervision I have form my supervisors, The supervision I have encourages me to do the best I can) where the means of responses on these items are between (2.82 - 2.83 degree).The level is low on items (I hope my supervisor is another person, In the hospital where I work the suitable person is in the right place, The hospital I work in treats all workers fairly) where the range of means of responses on these items are between (2.35 - 2.57). For the total score of job satisfaction of supervision domain the level is moderate where the mean of response is (2.83).

Table (4.3) Means of supervision domain (N=260)

No	Items	Means *	Level
25	The relationship with my supervisors influences my attitudes towards my job in general	3.67	high
27	I hope my supervisor is another person	2.57	low
29	When I perform my work in a perfect way my supervisor appreciates that	2.83	moderate
30	My supervisor gives me more responsibilities because my work is perfect	3.38	moderate
31	The treatment of my supervisor for being late to work makes me feel unfair	2.96	moderate
32	In the hospital where I work the suitable person is in the right place	2.55	low
65	I am satisfied with supervision I have form my supervisors	3.05	moderate
71	The supervision I have encourages me to do the best I can	2.82	moderate
74	The hospital I work in treats all workers fairly	2.35	low
Total Score of Supervision Domain		2.83	moderate

* Maximum point of response (5) points.

4.3.3 What is the level of Work Environment among managers working in government hospitals in the West Bank?

Table (4.4) shows that job satisfaction among managers working in government hospitals in the West Bank for items of Work Environment domain is high on item (My job requires high performance skills such as (computer skills ,administration skills...))where the mean of response on this item is (3.61 degree) . The level is moderate on item (There are a lot of opportunities to improve my skills and abilities in my job, I have the opportunity to learn new things during my work, I feel satisfied with the psychological environment I work in, I have the opportunity to create a new way to perform my work, Exchanging experience and knowledge with other people increases my ability to do my work, I have a lot of interesting things to do during my job such as meeting new people, working in groups, and leisure activities, I work happily in the work environment) where the means of responses on this items are between (2.63 - 3.26 degree).

The level is low on items (The hospital I work in gives me a chance to participate in special courses which help me in my job, I feel satisfied with the courses which are provided in my organization) where the means of responses on these items are (2.51 degree) and(2.40 degree).

For the total score of job satisfaction among managers working in government hospitals in the West Bank, for items of Work Environment Domain the level is moderate where the mean of response is (2.84 degree).

Table (4.4) Means of Work Environment Domain (N=260)

No	Items	Means *	Level
19	My job requires high performance skills such as (computer skills ,administration skills...)	3.61	high
34	There are a lot of opportunities to improve my skills and abilities in my job	2.64	moderate
35	I have the opportunity to learn new things during my work	2.83	moderate
38	I feel satisfied with the psychological environment I work in	2.76	moderate
45	The hospital I work in gives me a chance to participate in special courses which help me in my job	2.51	low
46	I feel satisfied with the courses which are provided in my organization	2.40	low
47	I have the opportunity to create a new way to perform my work	2.63	moderate
51	Exchanging experience and knowledge with other people increases my ability to do my work	3.26	moderate
53	I have a lot of interesting things to do during my job such as meeting new people, working in groups, and leisure activities	2.84	moderate
60	I work happily in the work environment	2.85	moderate
Total Score of Work Environment Domain		2.84	moderate

* Maximum point of response (5) points.

4.3.4 What is the level of Salary among managers working in government hospitals in the West Bank?

Table (4.5) shows that job satisfaction among managers working in government hospitals in the West Bank for items of Salary domain is moderate on item (I feel unfair about my salary comparing with other colleagues) where the mean of responses on these items is (2.64degree) .The level is low on items (My salary makes me satisfied because it is suitable for my qualification , There is no opportunity to increase my salary although my work increases, I don't feel that my salary is enough for my needs, I think my salary is lower than I deserve , I feel frustrated because my colleagues in other organizations received salary more than mine although we have the same degree, and I am not satisfied with bonus for my extra work I do) where the mean of responses on these items are between (2.27-2.61degree).

For the total score of job satisfaction of salary domain the level is low where the mean of response is (2.39degree).

Table (4.5) Means of Salary Domain (N=260)

No	Items	Means *	Level
39	My salary makes me satisfied because it is suitable for my qualification	2.41	low
40	There is no opportunity to increase my salary although my work increases	2.61	low
41	I feel unfair about my salary comparing with other colleagues	2.64	moderate
42	I don't feel that my salary is enough for my needs	2.14	low
43	I think my salary is lower than I deserve	2.15	low
44	I feel frustrated because my colleagues in other organizations received salary more than mine although we have the same degree	2.27	low
52	I am not satisfied with bonus for my extra work I do	2.55	low
Total score of Salary domain		2.39	low

* Maximum point of response (5) points.

4.3.5 What is the level of Relationship with Colleagues among managers working in government hospitals in the West Bank?

Table (4.6) shows that job satisfaction among managers working in government hospitals in the West Bank for items of Relation with Colleagues Domain is high on item (My colleagues are ready to help me in some duties if I need, I feel that my colleagues are ready to help me, My relationship with my co-workers are good and special, My co-workers appreciate my contributions to my department, Others feel how important is my job, I am happy to work with my colleagues. where the means of response on this item are between (3.49 - 4.11 degree).The level is moderate on item (There is conflict between colleagues in my work) where the mean of response on this item is (2.79degree).

For the total score of job satisfaction of Relation with Colleagues Domain the level is high where the mean of response is (3.60degree).

Table (4.6) Means of relationship with Colleagues Domain (N=260)

No	Items	Means *	Level
12	There is conflict between colleagues in my work	2.79	moderate
14	My colleagues are ready to help me in some duties if I need	3.81	high
15	I feel that my colleagues are ready to help me	3.81	high
21	My relationship with my co-workers are good and special	4.11	high
49	My co-workers appreciate my contributions to my department	3.49	high
63	Others feel how important is my job	3.57	high
72	I am happy to work with my colleagues	3.66	high
Total Score of Relation with Colleagues Domain		3.60	high

*Maximum point of response (5) points.

4.3.6 What is the level of Ability of Work among managers working in government hospitals in the West Bank?

Table (4.7) shows that job satisfaction among managers working in government hospitals in the West Bank for items of Ability of Work Domain are high on items (I feel that my job affects the work of other people in the same hospital, I feel that my work affects the success of the hospital I work in, My job needs ability to work with others, To perform my work, I have to do different duties at the same time, I feel the importance of my work in the hospital I work in) where the means of responses on these items are between (3.63 - 4.13 degree). For the total score of job satisfaction of Ability of Work Domain the level is high where the mean of response is (3.99 degree).

Table (4.7) Means of Ability of Work Domain (N=260)

No	Items	Means *	Level
2	I feel that my job affects the work of other people in the same hospital	3.63	high
3	I feel that my work affects the success of the hospital I work in	4.04	high
9	My job needs ability to work with others	4.13	high
10	To perform my work, I have to do different duties at the same time	4.09	high
16	I feel the importance of my work in the hospital I work in	4.06	high
Total Score of Ability of Work Domain		3.99	high

*Maximum point of response (5) points.

4.3.7 What is the level of Attitudes to work among managers working in government hospitals in the West Bank?

Table (4.8) shows that job satisfaction among managers working in government hospitals in the West Bank for items of Attitudes toward Work Domain is high on item(The workload I do influences my attitudes toward my job) where the mean of responses on this item is(3.43 degree). The level are moderate on items (The work environment influences my attitudes toward my work I perform, My attitudes influence my colleagues who I work with) where the means of responses on these items are(3.28 degree) and (3.29 degree). For the total score of job satisfaction of Attitudes toward Work Domain the level is moderate where the mean of response is (3.33 degree).

Table (4.8) Means of Attitudes toward Work Domain (N=260)

No	Items	Means *	Level
57	The work environment influences my attitudes toward my work I perform	3.28	moderate
58	The workload I do influences my attitudes toward my job	3.43	high
61	My attitudes influence my colleagues who I work with	3.29	moderate
Total Score of Attitudes toward Work Domain		3.33	moderate

* Maximum point of response (5) points.

4.3.8 What is the level of Absenteeism among managers working in government hospitals in the West Bank?

Table (4.9) shows that job satisfaction among managers working in government hospitals in the West Bank for items of Absenteeism Domain are moderate on items (My vacations are enough and flexible , The work I do is greater than my abilities, I take all of my vacations) where the means of response on these items are between (2.63 - 3.18 degree). The level is low on item (I always feel like having a vacation) where the means of response on this item is (2.48 degree). and the level is very low on item (I do not go to my work continuously because of health reasons)where the means of response on this item is (1.77 degree).

For the total score of job satisfaction of Absenteeism Domain the level is low where the mean of response is (2.41 degree).

Table (4.9) Means of Absenteeism domain (N=260)

No	Items	Means *	Level
6	My vacations are enough and flexible	3.18	moderate
28	The work I do is greater than my abilities	2.75	moderate
54	I do not go to my work continuously because of health reasons	1.77	very low
55	I always feel like having a vacation	2.48	low
56	I take all of my vacations	2.63	moderate
Total score of Absenteeism Domain		2.41	low

*Maximum point of response (5) points.

4.4 Ranks of domains and total score of job satisfaction

Table (4.10) Means, ranks of domains and total score of job satisfaction

Domains	Means *	Level	Rank
Ability of Work	3.99	high	1
Relation with Colleagues	3.60	high	2
Attitudes toward Work	3.33	moderate	3
General Satisfaction	3.32	moderate	4
Work Environment	2.84	moderate	5
Supervision	2.83	moderate	6
Absenteeism	2.41	low	7
Salary	2.39	low	8
Total Score of Job Satisfaction	3.09	moderate	

* Maximum point of response (5) points.

The results of table (4.10) show moderate level of job satisfaction among managers working in government hospitals in the West Bank at a moderate total score.

Furthermore, the results indicated that the ranks of domains are as follow:

First rank: Ability of Work domain (3.99)

Second rank: Relation with Colleagues domain (3.60)

Third rank: Attitudes toward Work (3.33)

Fourth rank: General Satisfaction (3.32)

Fifth rank: Work Environment (2.84)

Sixth rank: Supervision (2.83)

Seventh rank: Absenteeism (2.41)

Eight rank: Salary domain (2.39)

Such results are clear in figure (4.1)

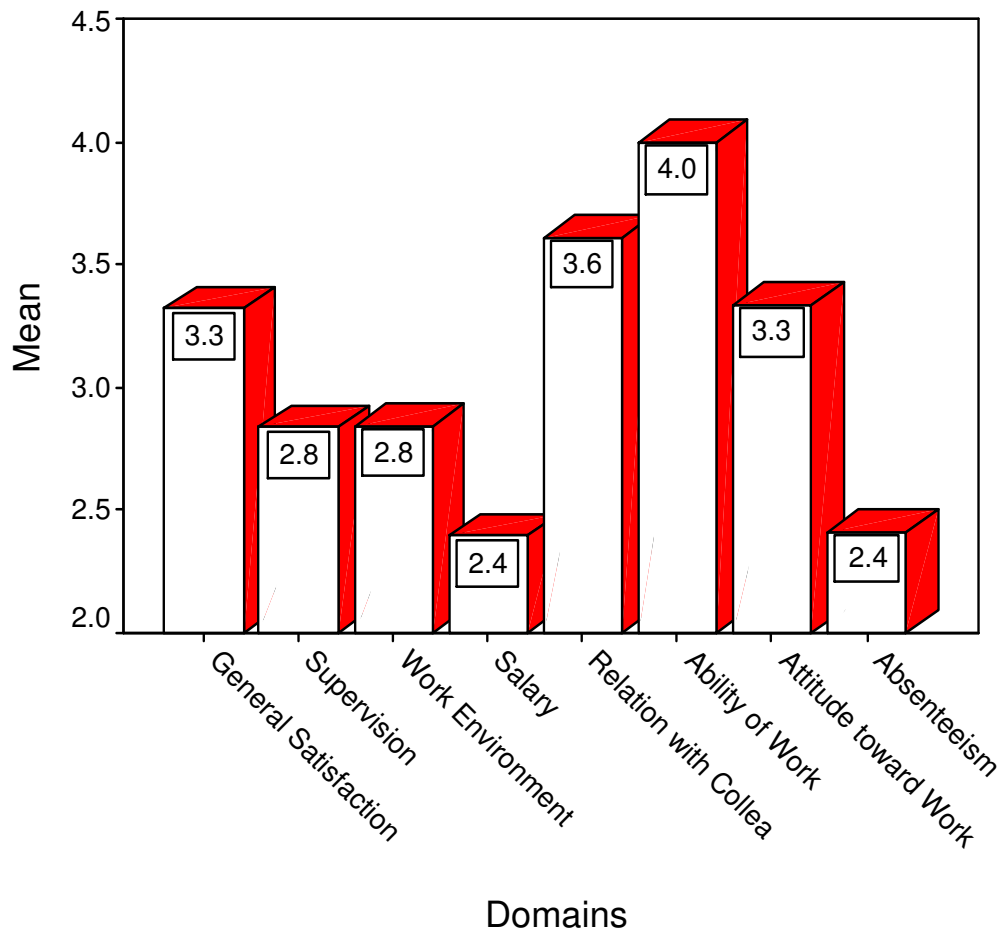


Figure (4.1) Means of job satisfaction domains.

4.5 This section provides results related to the researcher hypotheses:

4.5.1 There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to district variable.

One-Way-Analysis of Variance (ANOVA) was used. Table (4.11) shows means of job satisfaction according to district variable and table (12) shows the results of (ANOVA) test.

Table (4.11) Means of job satisfaction among managers working in government hospitals in the West Bank according to district variable

Job satisfaction Domains	Qalqilya	Jenin	Tulkarm	Nablus	Ramallah	Jericho	Bethlehem	Hebron
General Satisfaction	3.28	3.26	3.31	3.22	3.42	3.12	3.46	3.48
Supervision	2.50	2.73	2.71	2.93	2.80	2.53	2.15	2.86
Work Environment	2.67	3.24	2.60	2.80	2.85	2.55	3.07	2.91
Salary	2.30	2.46	2.67	2.42	2.33	2.37	2.45	2.04
Relationship with Colleagues	3.56	3.28	3.57	3.60	3.60	3.65	3.68	3.75
Ability of Work	4.16	3.88	4.07	3.92	3.96	3.88	4.03	4.21
Attitudes to work	3.33	3.75	3.53	3.39	3.24	3.27	3.12	3.25
Absenteeism	2.25	2.68	2.59	2.55	2.32	2.35	2.25	2.26
Total Score	3.009	3.16	3.13	3.10	3.07	2.97	3.15	3.09

Table (4.12) Results of One-Way-ANOVA for job satisfaction according to district variable

Domains	Source of variance	Sum of square	DF	Mean square	F	Sig *
General Satisfaction	Between Groups	3.88	7	0.55	1.38	0.21
	Within Groups	100.90	252	0.40		
	Total	104.79	259			
Supervision	Between Groups	10.67	7	1.52	2.52	0.01*
	Within Groups	152.01	252	0.60		
	Total	162.69	259			
Work Environment	Between Groups	10.92	7	1.56	3.004	0.005*
	Within Groups	130.96	252	0.52		
	Total	141.89	259			
Salary	Between Groups	5.50	7	0.78	1.26	0.27
	Within Groups	157.24	252	0.62		
	Total	162.74	259			
Relation with Colleagues	Between Groups	3.009	7	0.43	1.32	0.23
	Within Groups	81.66	252	0.32		
	Total	84.67	259			
Ability of Work	Between Groups	2.85	7	0.40	1.28	0.25
	Within Groups	79.74	252	0.31		
	Total	82.59	259			
Attitudes toward Work	Between Groups	7.45	7	1.06	1.91	0.06
	Within Groups	139.98	252	0.55		
	Total	147.44	259			
Absenteeism	Between Groups	5.94	7	0.85	1.56	0.14
	Within Groups	136.85	252	0.54		
	Total	142.80	259			
Total Score of Job Satisfaction	Between Groups	0.99	7	0.14	1.02	0.41
	Within Groups	34.87	252	0.13		
	Total	35.86	259			

*Significant at($\alpha \leq 0.05$), critical (F) value (2.04)

The results of table (4.12) show that computed (F) values on the domains: (General Satisfaction, Salary, Relation with Colleagues, Ability of Work, Attitudes toward Work, Absenteeism) and total score of job satisfaction are respectively (1.38, 1.26, 1.32, 1.28, 1.91, 1.56 and 1.02). All of these values are lower than critical (F) value (2.04). This means that there are no significant differences at ($\alpha \leq 0.05$) in job satisfaction among managers working in government hospitals in the West Bank due to district variable. In spite of that, the results indicate significant differences at ($\alpha \leq 0.05$) on Supervision and Work Environment domains in relation to district variable.

To determine between which districts the differences are found with respect to the supervision domain, Scheffe's post-hoc test was conducted as in tables (4.13) and (4.14).

4.5.1.1 Supervision Domain

Table (4.13): Scheffes' post-hoc test for the differences of Supervision Domain according to district variable

Districts	Qalqilya	Jenine	Tulkarm	Nablus	Ramallah	Jericho	Bethlehem	Hebron
Qalqilya		-0.23	-0.21	-0.43	-0.30	-0.03	-0.65*	-0.36
Jenine			0.015	-0.19	-0.06	0.19	-0.42*	-0.12
Tulkarm				-0.21	-0.08	0.18	-0.43*	-0.14
Nablus					0.13	0.39	-0.22	0.07
Ramallah						0.26	-0.35*	-0.06
Jericho							-0.61*	-0.32
Bethlehem								0.29
Hebron								

* Significant at ($\alpha \leq 0.05$).

The results of table (4.13) show that there is a significant difference at ($\alpha \leq 0.05$), for Supervision Domain between Bethlehem District and (Qalqilya, Jenine, Tulkarm, Ramallah Jericho and Hebron,) districts in favor of Bethlehem District .While there are no significant difference at ($\alpha \leq 0.05$), for supervision domain between other districts.

4.5.1.2 Work Environment Domain:

Table (4.14): Scheffes' post-hoc test for the differences of Work Environment Domain according to district variable

Districts	Qalqilya	Jenin	Tulkarm	Nablus	Ramallah	Jericho	Bethlehem	Hebron
Qalqilya		-0.57*	0.07	-0.13	-0.18	0.12	-0.40	-0.23
Jenin			0.64*	0.43*	0.38	0.69*	0.16	0.33
Tulkarm				-0.20	-0.25	0.4	-0.47*	-0.31
Nablus					-0.04	0.25	-0.26	-0.10
Ramallah						0.30	-0.22	-0.05
Jericho							-0.52*	-0.35
Bethlehem								0.16
Hebron								

* Significant at ($\alpha \leq 0.05$).

The results of table (4.14) show the following:

There is a significant difference at ($\alpha \leq 0.05$) for Work Environment Domain between:

Jenin and (Qalqilia ,Tulkarm, Nablus, Jericho) districts in favor of Jenin.

Tulkarm and Bethlehem Districts in favor of Bethlehem District.

Jericho and Bethlehem Districts in favor of Bethlehem District.

While there are no significant differences at ($\alpha \leq 0.05$) for Work Environment Domain between other districts.

4.5. 2 There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to gender variable.

Independent t-test was used as in table (4.15).

Table (4.15) Results of independent t-test for the difference in job satisfaction and among managers working in West Bank Hospitals according to gender

Domains	Male		Female		T value	Sig *
	M	SD	M	SD		
General Satisfaction	3.36	0.57	3.23	0.71	1.60	0.11
Supervision	2.85	0.78	2.79	0.80	0.65	0.51
Work Environment	2.87	0.72	2.79	0.76	0.76	0.44
Salary	2.42	0.75	2.34	0.85	0.82	0.41
Relation with Colleagues	3.63	0.48	3.56	0.69	1.02	0.30
Ability of Work	4.007	0.55	3.97	0.58	0.41	0.67
Attitudes toward Work	3.24	0.77	3.47	0.70	2.37	0.01*
Absenteeism	2.32	0.71	2.55	0.76	2.42	0.01*
Total Score of Job Satisfaction	3.094	0.35	3.093	0.39	0.005	0.99

* Critical t-test value at ($\alpha \leq 0.05$), equal (1.96) with DF (258).

The results of table (4.15) show that computed (t) values on domains:(General Satisfaction, Supervision, Work Environment, Salary , Relation with Colleagues, Ability of Work) and total score of job satisfaction are respectively (1.60,0.65,0.76,0.82,1.02,0.41,and 0.005) all of these values are lower than critical (t) value (1.96).This means that there are no significant differences at($\alpha \leq 0.05$), in job satisfaction among managers working in West Bank Hospitals due to gender variable. In spite of that, the results indicate a significant differences at ($\alpha \leq 0.05$), on Attitudes toward Work Domain between male and female in favor of female.

Also the results indicate a significant differences at ($\alpha \leq 0.05$), on Absenteeism Domain between male and female in favor of male.

4.5.3 There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to age variable.

One-Way-Analysis of Variance (ANOVA) was used where table (4.16) shows means of job satisfaction according to age variable and table (4.17) shows the results of (ANOVA) test.

Table (4.16) Means of job satisfaction among managers working in West Bank Hospitals according to age variable.

Domains	25 and less	26-30	31-35	36-40	41-45	46-50	More than 50
General Satisfaction	2.95	3.05	3.20	3.39	3.39	3.60	3.50
Supervision	2.45	2.59	2.61	3.003	2.90	3.20	2.91
Work Environment	2.69	2.45	2.69	3.11	2.77	3.10	2.98
Salary	2.24	2.31	2.38	2.49	2.48	2.22	2.42
Relation with Colleagues	3.41	3.44	3.57	3.58	3.70	3.78	3.68
Ability of Work	3.66	3.98	3.91	4.03	4.03	4.17	4.0
Attitudes toward Work	3.43	3.23	3.42	3.36	3.31	3.35	3.13
Absenteeism	2.56	2.39	2.46	2.41	2.34	2.38	2.39
Total Score of Job Satisfaction	2.92	2.93	3.03	3.17	3.12	3.23	3.13

Table (4.17) Results of One-Way-ANOVA for job satisfaction according to age variable

Domains	Source of variance	Sum of square	DF	Mean square	F	Sig *
General Satisfaction	Between Groups	8.93	6	1.48	3.92	0.001*
	Within Groups	95.86	253	0.37		
	Total	104.79	259			
Supervision	Between Groups	12.66	6	2.11	3.55	0.002*
	Within Groups	150.03	253	0.59		
	Total	162.69	259			
Work Environment	Between Groups	13.03	6	2.17	4.26	0.0001*
	Within Groups	128.86	253	0.50		
	Total	141.89	259			
Salary	Between Groups	2.49	6	0.41	0.65	0.68
	Within Groups	160.24	253	0.63		
	Total	162.74	259			
Relation with Colleagues	Between Groups	3.18	6	0.53	1.64	0.13
	Within Groups	81.49	253	0.32		
	Total	84.67	259			
Ability of Work	Between Groups	3.24	6	0.54	1.72	0.11
	Within Groups	79.34	253	0.31		
	Total	82.59	259			
Attitudes toward Work	Between Groups	1.81	6	0.30	0.52	0.79
	Within Groups	145.63	253	0.57		
	Total	147.44	259			
Absenteeism	Between Groups	0.74	6	0.12	0.22	0.97
	Within Groups	142.05	253	0.56		
	Total	142.80	259			
Total Score of Job Satisfaction	Between Groups	2.42	6	0.40	3.06	0.007*
	Within Groups	33.44	253	0.13		
	Total	35.86	259			

* Significant at ($\alpha \leq 0.05$), critical (F) value (2.13)

The results of table (4.17) show that computed (F) values on domains: (Salary, Relation with Colleagues, Ability of Work, Attitudes toward Work, Absenteeism) are respectively (0.65, 1.64, 1.72, 0.52, and 0.22). All of these values are lower than critical (F) value (2.13). This means that there are no significant differences at ($\alpha \leq 0.05$), in job satisfaction among managers working in government hospitals in the West Bank on these domains due to age variable. In spite of that, the results indicate significant differences at ($\alpha \leq 0.05$), on General Satisfaction, Supervision, Work Environment Domains and total score of job satisfaction according to age variable.

To determine between which the differences are found, Scheffe's post-hoc test was conducted as in tables (4.18) (4.19) (4.20) and (4.21).

4.5.3.1 General Satisfaction Domain:

Table (4.18) Scheffes’ post-hoc test for the differences of General Satisfaction Domain according age variable.

Age (years)	25 and less	26-30	31-35	36-40	41-45	46-50	More than 50
25 and less		-0.10	-0.25	-0.44*	-0.44*	-0.65*	-0.55*
26-30			-0.14	-0.33*	-0.33*	-0.55*	-0.44*
31-35				-0.19	-0.19	-0.40*	-0.30
36-40					-0.03	-0.21	-0.11
41-45						-0.12	-0.10
46-50							0.10
More than 50							

* Significant at ($\alpha \leq 0.05$).

The results of table (4.18) show the following:

There is a significant difference at ($\alpha \leq 0.05$), for General Satisfaction Domain between: 25 years and less and (36-40, 41-45, 46-50, and more than 50 years) in favor of (36-40, 41-45, 46-50, and more than 50 years).

26-30 years and (36-40, 41-45, 46-50, and more than 50 years) in favor of (36-40, 41-45, 46-50, and more than 50 years).

31-35 years and 46-50 years in favor of 46-50 years.

There are no significant difference at ($\alpha \leq 0.05$), for General Satisfaction Domain between other age groups.

4.5.3.2 Supervision Domain:

The results of table (4.19) show the following:

There is a significant difference at ($\alpha \leq 0.05$) for Supervision Domain between: 25 years and less and (36-40, 41-45, 46-50, and more than 50 years) in favor of (36-40, 41-45, 46-50, and more than 50 years).

26-30 years and (36-40, 41-45, 46-50, and more than 50 years) in favor of (36-40, 41-45, 46-50, and more than 50 years).

31-35 years and (36-40, and 46-50) years in favor of (36-40 ,and 46-50) years.

There are no significant difference at ($\alpha \leq 0.05$), for Supervision Domain between other age groups.

Table (4.19) Scheffes’ post-hoc test for the differences of Supervision Domain according age variable

Age (years)	25 and less	26-30	31-35	36-40	41-45	46-50	More than 50
25 and less		-0.13	-0.15	-0.54*	-0.44*	-0.74*	-0.48
26-30			-0.01	-0.40*	-0.30	-0.61*	-0.32*
31-35				-0.39*	-0.28	-0.59*	-0.30
36-40					0.10	-0.20	0.08
41-45						-0.30	-0.01
46-50							0.29
More than 50							

* Significant at ($\alpha \leq 0.05$).

4.5.3.3 Work Environment Domain:

Table (4.20): Scheffes' post-hoc test for the differences of Work Environment Domain according age variable

Age (years)	25 and less	26-30	31-35	36-40	41-45	46-50	More than 50
25 and less		0.23	-0.04	-0.42*	-0.08	-0.40	-0.29
26-30			0.24	-0.41*	-0.07	-0.40*	-0.28
31-35				0.41*	0.34*	0.01	0.12
36-40					-0.34*	0.01	0.12
41-45						-0.32*	-0.21
46-50							0.11
More than 50							

* Significant at ($\alpha \leq 0.05$).

The results of table (4.20) show the following:

There is a significant difference at ($\alpha \leq 0.05$), for Work Environment Domain between:

25 years and less and (36-40) in favor (36-40) years.

26-30 years and (36-40, and 46-50) years in favor of (36-40, and 46-50) years.

31-35 years and (36-40, and 41-45) years in favor of (36-40, and 41-45) years.

There are no significant differences at ($\alpha \leq 0.05$), for Work Environment Domain between other age groups.

4.5.3.4 Total Score of Job Satisfaction:

Table (4.21) Scheffes' post-hoc test for the differences of Total Score of Job Satisfaction according age variable

Age (years)	25 and less	26-30	31-35	36-40	41-45	46-50	More than 50
25 and less		-0.08	-0.10	-0.24*	-0.19*	-0.30*	-0.20
26-30			-0.09	-0.24*	-0.18*	-0.29*	-0.19
31-35				-0.14	-0.08	-0.19*	-0.09
36-40					0.05	-0.05	0.04
41-45						-0.11*	-0.01
46-50							0.09
More than 50							

* Significant at ($\alpha \leq 0.05$).

The results of table (4.21) show the following:

There is a significant difference at ($\alpha \leq 0.05$), for total score of job satisfaction between:

25 years and less and (36-40, 41-45, and 46-50) in favor (36-40, 41-45, and 46-50).

26-30 years and (36-40, and 46-50) years in favor of (36-40, and 46-50) years.

31-35 years and (46-50) years in favor of (46-50) years.

41-45 years and (46-50) years in favor of (46-50) years.

There are no significant difference at ($\alpha \leq 0.05$), for Supervision Domain between other age groups.

Based on the previous tables of Scheffes' post-hoc test, we see a significant positive relationship between job satisfaction and age, where job satisfaction increased with an increase in age.

4.5.4 There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to place of residence variable.

One-Way-Analysis of Variance (ANOVA) was used where table (4.22) shows means of job satisfaction according to place of residence variable and table (4.23) shows the results of (ANOVA) test.

Table (4.22): Means of job satisfaction among managers working in government hospitals in the West Bank according to the place of residence variable

Domains	City	Village	Camp
General Satisfaction	3.35	3.23	3.42
Supervision	2.87	2.68	3.10
Work Environment	2.85	2.82	2.81
Salary	2.42	2.30	2.57
Relation with Colleagues	3.64	3.55	3.55
Ability of Work	4.05	3.94	3.83
Attitudes toward Work	3.39	3.25	3.25
Absenteeism	2.42	2.39	2.43
Total Score of Job Satisfaction	3.31	3.02	3.12

Table (4.23): Results of One-Way-ANOVA for job satisfaction according to the place of residence variable

Domains	Source of variance	Sum of square	DF	Mean square	F	Sig *
General Satisfaction	Between Groups	1.20	2	0.60	1.49	0.22
	Within Groups	103.58	257	0.40		
	Total	104.79	259			
Supervision	Between Groups	4.11	2	2.05	3.33	0.03*
	Within Groups	158.57	257	0.61		
	Total	162.69	259			
Work Environment	Between Groups	0.079	2	0.039	0.07	0.93
	Within Groups	141.81	257	0.55		
	Total	141.89	259			
Salary	Between Groups	1.76	2	0.88	1.40	0.24
	Within Groups	160.98	257	0.62		
	Total	162.74	259			
Relation with Colleagues	Between Groups	0.46	2	0.23	0.71	0.49
	Within Groups	84.21	257	0.32		
	Total	84.67	259			
Ability of Work	Between Groups	1.33	2	0.66	2.10	0.12
	Within Groups	81.26	257	0.31		
	Total	82.59	259			
Attitudes toward Work	Between Groups	1.30	2	0.65	1.14	0.32
	Within Groups	146.14	257	0.56		
	Total	147.44	259			
Absenteeism	Between Groups	0.05	2	0.026	0.04	0.95
	Within Groups	142.75	257	0.55		
	Total	142.80	259			
Total Score of Job Satisfaction	Between Groups	0.63	2	0.31	2.30	0.10
	Within Groups	35.23	257	0.13		
	Total	35.86	259			

* Significant at ($\alpha \leq 0.05$), critical (F) value (3.03)

The results of table (4.23) show that computed (F) values on domains : (General Satisfaction, Work Environment, Salary , Relation with Colleagues, Ability of Work, Attitudes toward Work, Absenteeism)and total score of job satisfaction are respectively (1.49 , 0.07, 1.40 , 0.71 , 2.10 , 1.14 , 0.04 , and 2.30). All of these values are lower than critical (F) value (3.03). This means that there are no significant differences at ($\alpha \leq 0.05$), in job satisfaction among managers working in government hospitals in the West Bank on these domains and total score of job satisfaction due to the place of residence variable. In spite of that, the results indicate a significant differences at ($\alpha \leq 0.05$), on Supervision domain according to the place of residence variable.

To determine between which the differences are found, Scheffe's post-hoc test was conducted as in table (4.24).

Table (4.24) Scheffes' post-hoc test for the differences of Supervision Domain according the place of residence variable

place of residence	City	Village	Camp
City		0.19	-0.22
Village			-0.41*
Camp			

* Significant at($\alpha \leq 0.05$).

The results of table (4.24) show a significant difference at ($\alpha = .05$) for supervision domain between those who have residence in village and camp in favor of camp while the other comparisons are not significant.

In general, according to the results of One Way ANOVA, there is no significant relationship between job satisfaction and place of residence variable among managers working in government hospitals in the West Bank.

4.5.5 There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to level of education variable.

One-Way-Analysis of Variance (ANOVA) was used where table (4.25) shows means of job satisfaction according to level of education variable and table (4.26) shows the results of (ANOVA) test.

Table (4.25) Means of job satisfaction among managers working in government hospitals in the West Bank according to level of education variable

Domains	Diploma	BA	Higher Diploma	MA	PhD	Board
General Satisfaction	3.39	3.21	3.39	3.46	3.63	3.27
Supervision	2.95	2.65	2.86	3.08	2.93	3.03
Work Environment	2.75	2.84	2.94	2.94	3.40	2.93
Salary	2.41	2.36	2.43	2.40	2.48	2.40
Relation with Colleagues	3.73	3.50	3.65	3.72	3.71	3.42
Ability of Work	4.02	3.92	4.11	4.13	4.28	3.91
Attitudes toward Work	3.26	3.35	3.36	3.47	3.46	3.35
Absenteeism	2.42	2.47	2.37	2.23	2.05	2.27
Total Score of Job Satisfaction	3.12	3.04	3.14	3.18	3.24	3.07

Table (4.26): Results of One-Way-ANOVA for job satisfaction according to level of education variable

Domains	Source of variance	Sum of square	DF	Mean square	F	Sig *
General Satisfaction	Between Groups	2.67	5	0.53	1.33	0.25
	Within Groups	102.11	254	0.40		
	Total	104.79	259			
Supervision	Between Groups	6.53	5	1.30	2.12	0.06
	Within Groups	156.16	254	0.61		
	Total	162.69	259			
Work Environment	Between Groups	2.88	5	0.57	1.05	0.38
	Within Groups	139.01	254	0.54		
	Total	141.89	259			
Salary	Between Groups	0.19	5	0.03	0.06	0.99
	Within Groups	162.55	254	0.64		
	Total	162.74	259			
Relation with Colleagues	Between Groups	3.60	5	0.72	2.25	0.049*
	Within Groups	81.07	254	0.31		
	Total	84.67	259			
Ability of Work	Between Groups	1.83	5	0.36	1.15	0.33
	Within Groups	80.76	254	0.31		
	Total	82.59	259			
Attitudes toward Work	Between Groups	0.91	5	0.18	0.31	0.90
	Within Groups	146.53	254	0.57		
	Total	147.44	259			
Absenteeism	Between Groups	1.98	5	0.39	0.71	0.61
	Within Groups	140.82	254	0.55		
	Total	142.80	259			
Total Score of Job Satisfaction	Between Groups	0.66	5	0.13	0.93	0.44
	Within Groups	35.20	254	0.139		
	Total	35.86	259			

* Significant at ($\alpha \leq 0.05$),critical (F) value (2.24)

The results of table (4.26) show that computed (F) values on domains : (General Satisfaction, Supervision ,Salary , Work Environment , Ability of Work, Attitudes toward Work, Absenteeism) and total score of job satisfaction are respectively (1.33, 2.12 , 1.05 , 0.06 , 1.15 , 0.13, 0.71, and 0.93) all of these values are lower than critical (F) value (2.24).This means that there are no significant differences at($\alpha \leq 0.05$), in job satisfaction among managers working in government hospitals in the West Bank on these domains and total score of job satisfaction due to level of education variable. In spite of that, the results indicate a significant difference at ($\alpha \leq 0.05$), on Relation with Colleagues Domain according to level of education variable.

To determine between which the differences are found, Scheffe's post-hoc test was conducted as in table (4.27).

Table (4.27): Scheffes’ post-hoc test for the differences of Relation with Colleagues Domain according level of education variable

Relation with Colleagues	Diploma	BA	Higher Diploma	MA	PhD	Board
Diploma(Post Secondary)		-0.23*	0.08	0.01	0.02	0.31*
B.A.			-0.15	-0.22	-0.21	0.07
Higher Diploma				-0.06	-0.05	0.22
MA					0.08	0.29
Ph.D.						0.28
Board						

* Significant at($\alpha \leq 0.05$).

The results of table (4.27) show the following:

There is a significant difference at ($\alpha \leq 0.05$), for Relation with Colleagues Domain between.

Diploma (Post Secondary) and B.A. in favor of BA, and Diploma (Post Secondary) and Board in favor of Board.

There are no significant differences at ($\alpha \leq 0.05$), for Relation with Colleagues Domain among other educational levels.

In general, according to the results of One Way ANOVA, there is no significant relationship between job satisfaction and level of education variable among managers working in government hospitals in the West Bank.

4.5.6 There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to type of profession variable.

One-Way-Analysis of Variance (ANOVA) was used, where table (4.28) shows means of job satisfaction according to type of profession variable and table (4.29) shows the results of (ANOVA) test.

Table (4.28) Means of job satisfaction among managers working in government hospitals in the West Bank according to type of profession variable

Domains	Admin.	Physician	Nurse	Pharmacist	Lab. Tech.	X-Ray Tech.	Engineer	Finance	Others
General Satisfaction	3.64	3.26	3.26	3.33	3.18	3.15	3.40	3.81	3.25
Supervision	3.03	2.78	2.79	2.85	2.88	2.51	2.58	3.29	2.92
Work Environment	2.91	3.03	2.80	3.03	2.97	2.67	3.00	3.40	2.40
Salary	2.56	2.46	2.27	2.71	2.12	2.19	2.40	1.89	2.55
Relation with Colleagues	3.78	3.36	3.69	3.61	3.49	3.51	3.66	4.07	3.48
Ability of Work	4.13	3.86	3.96	4.22	4.13	4.01	4.06	4.55	3.86
Attitudes toward Work	3.52	3.36	3.27	3.59	3.66	3.30	2.83	3.33	3.14
Absenteeism	2.05	2.42	2.48	2.52	2.61	2.61	2.37	1.87	2.40
Total Score of Job Satisfaction	3.20	3.07	3.06	3.23	3.13	2.99	3.04	3.27	3.005

The results of table (4.29) below show that computed (F) values on domains : (General Satisfaction , Supervision, Work Environment, Salary , Ability of Work, Attitudes toward Work, Absenteeism)and total score of job satisfaction are respectively (1.79, 0.88 , 1.50 , 1.79 , 1.45 , 1.64 , and 1.30) all of these values are lower than critical (F) value (1.97).This means that there are no significant differences at ($\alpha \leq 0.05$), in job satisfaction among managers working in government hospitals in the West Bank on these domains and total score of job satisfaction due to type of profession variable. In spite of that the results indicate a significant difference at ($\alpha \leq 0.05$), on Work Environment and Relation with Colleagues Domains according to type of profession variable.

To determine between which the differences are found, Scheffe's post-hoc test was conducted as in tables (4.30) and (4.31).

Table (4.29) Results of One-Way-ANOVA for job satisfaction according to type of profession variable

Domains	Source of variance	Sum of square	DF	Mean square	F	Sig *
General Satisfaction	Between Groups	5.66	8	0.70	1.79	0.07
	Within Groups	99.12	251	0.39		
	Total	104.79	259			
Supervision	Between Groups	4.44	8	0.55	0.88	0.53
	Within Groups	158.24	251	0.63		
	Total	162.69	259			
Work Environment	Between Groups	10.25	8	1.28	2.44	0.01*
	Within Groups	131.63	251	0.52		
	Total	141.89	259			
Salary	Between Groups	7.46	8	0.93	1.50	0.15
	Within Groups	155.27	251	0.61		
	Total	162.74	259			
Relation with Colleagues	Between Groups	6.08	8	0.76	2.42	0.01*
	Within Groups	78.59	251	0.31		
	Total	84.67	259			
Ability of Work	Between Groups	4.46	8	0.55	1.79	0.07
	Within Groups	78.13	251	0.31		
	Total	82.59	259			
Attitudes toward Work	Between Groups	6.54	8	0.81	1.45	0.17
	Within Groups	140.90	251	0.56		
	Total	147.44	259			
Absenteeism	Between Groups	7.11	8	0.88	1.64	0.11
	Within Groups	135.68	251	0.54		
	Total	142.80	259			
Total Score of Job Satisfaction	Between Groups	1.43	8	0.17	1.30	0.24
	Within Groups	34.43	251	0.13		
	Total	35.86	259			

* Significant at ($\alpha \leq 0.05$), critical (F) value (1.97)

4.5.6.1 Work Environment Domain:

Table (4.30): Scheffes' post-hoc test for the differences of Work Environment Domain according to type of profession variable

Type of profession	Admin.	Physician	Nurse	Pharmacist	Lab. Tech.	X-ray Technician	Engineer	Finance	others
Administrative		-0.11	0.10	-0.12	-0.05	0.24	-0.8	-0.48	0.50*
Physician			0.22	-0.05	0.06	0.36	0.03	-0.37	0.62*
Nurse				-0.23	-0.16	0.13	-0.19	-0.59	0.39*
Pharmacist					0.06	0.36	0.03	-0.36	0.63*
Laboratory Technician						0.29	-0.02	-0.43	0.56*
X-ray Technician							-0.39	-0.73	0.26*
Engineer								-0.40	0.59*
Finance									0.99*
others									

* Significant at ($\alpha \leq 0.05$).

The results of table (4.30) show that there is a significant difference at ($\alpha \leq 0.05$), for Work Environment Domain between:

-Others and (Administrative, Physician, Nurse, Pharmacist, Laboratory Technician, X-ray Technician, Engineer, Finance Administrative) in favor of; (Administrative, Physician, Nurse, Pharmacist, Laboratory Technician, X-ray Technician, Engineer, Finance Administrative). While there are no significant differences at ($\alpha \leq 0.05$), for Work Environment Domain between other type of profession.

4.5.6.2 Relation with Colleagues Domain:

Table (4.31): Scheffes' post-hoc test for the differences of Relation with Colleagues Domain according type of profession variable.

Type of profession	Admin.	Physician	Nurse	Pharmacist	Lab. Tech	X-ray Tech.	Engineer	Finance	others
Admin.		0.42*	0.09	0.17	0.29	0.27	0.12	-0.28	0.30*
Physician			-0.33*	-0.25	-0.12	-0.15	-0.30	-0.70*	-0.11
Nurse				0.07	0.20	0.17	0.02	-0.37	0.21
Pharmacist					0.12	0.10	-0.05	-0.45	0.13
Laboratory Technician						-0.02	-0.17	-0.57	0.01
X-ray Technician							-0.15	-0.55	0.03
Engineer								-0.40	0.18
Finance									0.59*
others									

* Significant at ($\alpha \leq 0.05$).

The results of table (4.31) show that there is a significant difference at ($\alpha \leq 0.05$), for Relation with Colleagues Domain between:

Administrative and (Physician, and others) in favor of Administrative.

Physician and (Nurse, and Finance Administrative) in favor of (Nurse, and Finance Administrative).

Finance Administrative and others in favor of Finance Administrative

While there are no significant differences at ($\alpha \leq 0.05$), for Relation with Colleagues Domain between other type of profession.

In general according to the results of One Way ANOVA, there is no significant relationship between job satisfaction and type of profession variable among managers working in government hospitals in the West Bank.

4.5.7 There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to job position variable.

One-Way-Analysis of Variance (ANOVA) was used, where table (4.32) shows means of job satisfaction according to job position variable and table (4.33) shows the results of (ANOVA) test.

Table (4.32): Means of job satisfaction among managers working in government hospitals in the West Bank according to the job position variable

Domains	Top Manager	Middle Manager	First Line
General Satisfaction	3.81	3.39	3.10
Supervision	3.26	2.90	2.63
Work Environment	3.76	2.95	2.49
Salary	2.40	2.42	2.33
Relation with Colleagues	3.89	3.61	3.56
Ability of Work	4.08	4.01	3.94
Attitudes toward Work	3.22	3.34	3.32
Absenteeism	2.02	2.44	2.41
Total score of job satisfaction	3.30	3.13	2.97

Table (4.33): Results of One-Way-ANOVA for job satisfaction according to the job position variable

Domains	Source of variance	Sum of square	DF	Mean square	F	Sig *
General Satisfaction	Between Groups	7.59	2	3.79	10.03	0.0001*
	Within Groups	97.20	257	0.37		
	Total	104.79	259			
Supervision	Between Groups	6.31	2	3.15	5.19	0.006*
	Within Groups	156.37	257	0.60		
	Total	162.69	259			
Work Environment	Between Groups	22.38	2	11.19	24.07	0.0001*
	Within Groups	119.50	257	0.46		
	Total	162.69	259			
Salary	Between Groups	0.48	2	0.24	0.38	0.68
	Within Groups	162.25	257	0.63		
	Total	162.74	259			
Relation with Colleagues	Between Groups	1.14	2	0.57	1.76	0.17
	Within Groups	83.52	257	0.32		
	Total	84.67	259			
Ability of Work	Between Groups	0.43	2	0.21	0.67	0.51
	Within Groups	82.16	257	0.32		
	Total	82.59	259			
Attitudes toward Work	Between Groups	0.18	2	0.09	0.16	0.85
	Within Groups	147.25	257	0.57		
	Total	147.44	259			
Absenteeism	Between Groups	1.99	2	1.00	1.82	0.16
	Within Groups	140.80	257	0.54		
	Total	142.80	259			
Total score of Job Satisfaction	Between Groups	2.02	2	1.01	7.68	0.001*
	Within Groups	33.84	257	0.13		
	Total	35.86	259			

* Significant at ($\alpha \leq 0.05$), critical (F) value (3.03)

The results of table (4.33) show that computed (F) values on domains : (Salary , Relation with Colleagues, Ability of Work, Attitudes toward Work, Absenteeism) are respectively(0.38 , 1.76 , 0.67 , 0.16, and 1.82) all of these values are lower than critical (F) value (3.03).This means that there are no significant differences at ($\alpha \leq 0.05$), in job satisfaction among managers working in government hospitals in the West Bank on these domains due to job position variable. In spite of that the results indicate a significant

differences at ($\alpha \leq 0.05$), on General Satisfaction, Work Environment , Supervision domains and total score of job satisfaction according to job position variable. To determine between which the differences are found, Scheffe's post-hoc test was conducted as in tables (4.34) (4.35) (4.36) and (4.37).

4.5.7.1 General Satisfaction Domain:

Table (4.34): Scheffes' post-hoc test for the differences of General Satisfaction Domain according the job position variable

job position	Top Manager	Middle Manager	First Line
Top Manager		0.41*	0.70*
Middle Manager			0.28*
First Line			

* Significant at ($\alpha \leq 0.05$).

The results of table (4.34) show a significant difference at ($\alpha \leq 0.05$), for General Satisfaction Domain between:

Top Manager and (Middle Manager, First Line) in favor of Top Manager.
Middle Manager and First Line in favor of Middle Manager.

4.5.7.2 Supervision Domain:

Table (4.35): Scheffes' post-hoc test for the differences of Supervision Domain according the job position variable

job position	Top Manager	Middle Manager	First Line
Top Manager		0.35*	0.62*
Middle Manager			0.26*
First Line			

* Significant at ($\alpha \leq 0.05$).

The results of table (35) show a significant difference at ($\alpha \leq 0.05$), for Supervision Domain between: Top Manager and (Middle Manager, First Line) in favor of Top Manager.

Middle Manager and First Line in favor of Middle Manager.

4.5.7.3 Work Environment Domain:

Table (4.36): Scheffes' post-hoc test for the differences of Work Environment Domain according to the job position variable

job position	Top Manager	Middle Manager	First Line
Top Manager		0.80*	1.26*
Middle Manager			0.46*
First Line			

* Significant at ($\alpha \leq 0.05$).

The results of table (4.36) show a significant difference at ($\alpha \leq 0.05$), for Work Environment domain between:

Top Manager and (Middle Manager, First Line) in favor of Top Manager.
Middle Manager and First Line in favor of Middle Manager.

4.5.7.4 Total Score of Job Satisfaction:

Table (4.37): Scheffes' post-hoc test for the differences of Total Score of Job Satisfaction according to the job position variable

job position	Top Manager	Middle Manager	First Line
Top Manager		0.16*	0.33*
Middle Manager			0.16*
First Line			

* Significant at ($\alpha \leq 0.05$).

The results of table (4.37) show a significant difference at ($\alpha \leq 0.05$), for Total Score of Job Satisfaction between:

Top Manager and (Middle Manager , First Line) in favor of Top Manager.

Middle Manager and First Line in favor of Middle Manager.

In general according to the results of One Way ANOVA, and Scheffe's post-hoc test there is a significant relationship between job satisfaction and type of profession variable among managers working in government hospitals in the West Bank.

4.5.8 There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to experience variable.

One-Way-Analysis of Variance (ANOVA) was used, where table (4.38) shows means of job satisfaction according to experience variable and table (39) shows the results of (ANOVA) test.

Table (4.38): Means of job satisfaction among managers working in government hospitals in the West Bank according to experience variable

Domains	Less year	1-5	6-10	11-15	16-20	21-25	More than 25
General Satisfaction	3.43	2.93	3.16	3.29	3.46	3.44	3.59
Supervision	2.90	2.52	2.71	2.79	2.96	2.86	2.14
Work Environment	2.68	2.48	2.58	2.94	2.96	2.97	3.17
Salary	2.45	2.45	2.37	2.48	2.33	2.28	2.30
Relation with Colleagues	3.66	3.42	3.56	3.57	3.66	3.63	3.80
Ability of Work	3.84	3.92	3.98	3.93	4.10	3.98	4.08
Attitudes toward Work	3.40	3.36	3.32	3.35	3.28	3.36	3.29
Absenteeism	2.25	2.52	2.41	2.46	2.18	2.47	2.56
Total Score of Job Satisfaction	3.08	2.99	3.08	3.09	3.16	3.06	3.28

The results of table (4.39) show that computed (F) values on domains : (Supervision , Salary, Relation with Colleagues, Ability of Work, Attitudes toward Work, Absenteeism) and total score of job satisfaction are respectively (1.99, 0.43 , 1.27 ,0.66 ,0.09 , 1.23 and 1.65) all of these values are lower than critical (F) value (2.13).This means that there are no significant differences at ($\alpha \leq 0.05$), in job satisfaction among managers working in government hospitals in the West Bank on these domains due to experience variable. In spite of that the results indicate a significant differences at ($\alpha \leq 0.05$), on General

Satisfaction, Work Environment domains of job satisfaction according to experience variable.

Table (4.39) Results of One-Way-ANOVA for job satisfaction according to experience variable

Domains	Source of variance	Sum of square	DF	Mean square	F	Sig *
General Satisfaction	Between Groups	9.67	6	1.61	4.29	0.0001*
	Within Groups	95.11	253	0.37		
	Total	104.79	259			
Supervision	Between Groups	7.35	6	1.22	1.99	0.06
	Within Groups	155.33	253	0.61		
	Total	162.69	259			
Work Environment	Between Groups	12.84	6	2.14	4.19	0.0001*
	Within Groups	129.04	253	0.51		
	Total	141.89	259			
Salary	Between Groups	1.30	6	0.21	0.34	0.91
	Within Groups	161.44	253	0.63		
	Total	162.74	259			
Relation with Colleagues	Between Groups	2.48	6	0.41	1.27	0.26
	Within Groups	82.19	253	0.32		
	Total	84.67	259			
Ability of Work	Between Groups	1.27	6	0.21	0.66	0.68
	Within Groups	81.31	253	0.32		
	Total	82.59	259			
Attitudes toward Work	Between Groups	0.31	6	0.05	0.09	0.99
	Within Groups	147.12	253	0.58		
	Total	147.44	259			
Absenteeism	Between Groups	4.06	6	0.67	1.23	0.28
	Within Groups	138.74	253	0.54		
	Total	142.80	259			
Total Score of Job Satisfaction	Between Groups	1.35	6	0.22	1.65	0.13
	Within Groups	34.51	253	0.13		
	Total	35.86	259			

* Significant at ($\alpha \leq 0.05$), critical (F) value (2.13)

To determine between which the differences are found, Scheffe's post-hoc test was conducted as in tables (4.40) and (4.41).

4.5.8.1 General Satisfaction Domain:

Table (4.40): Scheffes' post-hoc test for the differences of General Satisfaction Domain according experience variable

Experience (years)	Less year	1-5	6-10	11-15	16-20	21-25	More than 25
Less year		0.50*	0.26	0.13	-0.03	-0.01	-0.16
1-5			-0.23	-0.36*	-0.53*	-0.51*	-0.66*
6-10				-0.13	-0.30*	-0.27*	-0.43*
11-15					-0.16	-0.02	-0.15
16-20						-0.02	-0.13
21-25							-0.15
More than 25							

* Significant at ($\alpha \leq 0.05$).

The results of table (4.40) show the following:

There is a significant difference at ($\alpha \leq 0.05$), for general satisfaction domain between:
 Less year and 1-5 years in favor of 1-5 years.
 1-5 years and (6-10, 11-15, 16-20, 21-25, more than 25 years) in favor of (6-10, 11-15, 61-20, 21-25, more than 25 years).
 6-10 years and (16-20, 21-25, more than 25 years) in favor of (16-20, 21-25, more than 25 years).
 There are no significant differences at ($\alpha \leq 0.05$), for General Satisfaction Domain between other comparisons.

4.5.8.2 Work Environment Domain:

Table (4.41): Scheffes’ post-hoc test for the differences of Work Environment Domain according to experience variable

Experience (years)	Less year	1-5	6-10	11-15	16-20	21-25	More than 25
Less than a year		0.19	0.09	-0.26	-0.28	-0.29	-0.49
1-5			-0.09	-0.46*	-0.48*	-0.49*	-0.68*
6-10				-0.36*	-0.38*	-0.39*	-0.59*
11-15					-0.01	-0.02	-0.22
16-20						-0.01	-0.20
21-25							-0.19
More than 25							

* Significant at ($\alpha \leq 0.05$).

The results of table (4.41) show the following:
 There is a significant difference at ($\alpha \leq 0.05$), for Work Environment Domain between:
 1-5 years and (11-15, 16-20, 21-25, more than 25 years) in favor of (11-15, 61-20, 21-25, more than 25 years).
 6-10 years and (11-15, 16-20, 21-25, more than 25 years) in favor of (11-15, 16-20, 21-25, more than 25 years).
 There are no significant differences at ($\alpha \leq 0.05$), for Work Environment Domain between other comparisons.

In general according to the results of One Way ANOVA and Scheffe's post-hoc test, there is no significant relationship between job satisfaction and experience variable among managers working in government hospitals in the West Bank.

4.5.9 There are no significant differences at ($\alpha \leq 0.05$) among managers working in government hospitals in the West Bank related to participation in administration training courses variable.

Independent t-test was used as in table (4.42).

Table (4.42 working in government hospitals in the West Bank according to participation in administration training courses.

Domains	Yes		No		T value	Sig *
	M	SD	M	SD		
General Satisfaction	3.47	0.56	3.21	0.65	3.39	0.001*
Supervision	3.01	0.73	2.71	0.81	3.06	0.002*
Work Environment	3.09	0.70	2.66	0.71	4.74	0.0001*
Salary	2.33	0.75	2.43	0.81	0.98	0.32
Relation with Colleagues	3.69	0.48	3.54	0.61	2.09	0.03*
Ability of Work	4.13	0.58	3.89	0.53	3.37	0.001*
Attitudes toward Work	3.34	0.75	3.33	0.75	0.03	0.67
Absenteeism	2.37	0.76	2.43	0.72	0.67	0.49
Total Score of Job Satisfaction	3.18	0.32	3.03	0.38	3.31	0.001*

* Critical t-test value at ($\alpha \leq 0.05$), equal (1.96) with DF (258).

The results of table (4.43) show that computed (t) values on domains :(Salary, and Attitudes toward Work) are respectively (0.98, and 0.03) where these two values are lower than critical (T) value (1.96). This means that there are no significant differences at ($\alpha \leq 0.05$), in job satisfaction among managers working in government hospitals in the West Bank on these domains due to participation in administration training courses variable. In spite of that, the results indicate significant differences at ($\alpha \leq 0.05$), on (General Satisfaction, Supervision, Work Environment, Relation with Colleagues, Ability of Work Absenteeism) domains and total score of job satisfaction due to participation in administration training courses in favor of who participated.

Such result means that there is a significant relationship between job satisfaction and participation in administration training courses variable among managers working in government hospitals in the West Bank.

Chapter Five

Discussion of Findings

5.1 Introduction

The purpose of this study was to determine the level of job satisfaction among managers working in government hospitals in the West Bank, to assess the relationship between socio demographic variables, job characteristics and job satisfaction of those managers.

5.2 Demographic and Job Characteristics of Hospitals Managers

The study included 260 hospital managers working in government hospitals in the West Bank, 163 of the managers were males (62.7%), and 97 (37.3%) were females. This corresponds to distribution of men and women in the overall Palestinian labor force and formal economy and the limited access of Palestinian women to the decision making and leadership positions. It also relates to the fact that 79.2% of fathers and 88% of mothers reached the level of secondary school, and 20.4% of fathers and 11.1% of mothers finished the first university degree which puts men in a better post access position in jobs (PCBS, 2006).

The study explained the level of job satisfaction among managers working in the West Bank hospitals and the role of such demographic and background variables as; district, gender , age, place of residence , level of education, type of profession, job position, experience and participation in administration training courses on the level of job satisfaction

The study showed that top managers were more generally satisfied than middle and first line managers, while middle managers were more satisfied than first line managers. This result is consistent with other studies conducted by (Kumar & Acharnamba 1993 in Barrows and Wesson 2000) where they found that public sector administrative staff have higher levels of job satisfaction than private sector administrative staff.

A significant positive relationship between job satisfaction and age, where job satisfaction increased with an increase in age. Smith and Hoy (1992) examined the relationship of work attitudes and characteristics of employees of various age groups to identify long-term commitments to their companies.

“The relationship of age and satisfaction with co-workers and supervision was found slightly higher for the youngest group of employees, decreased slightly for employees in the 31 to 40 and 41 to 50 year age groups, and then rose for the older group”.

A significant relationship between job satisfaction, work environment and experience, due to that managers who had more experience in management are more satisfied wit their jobs than those who are less experienced.

Managers are well-educated, very experienced individuals, reading the management and periodicals literature, very busy people; they are hard-working; they develop plans, staff, organize, reestablish, make decisions, direct the employees in the organization, and control their company's workforce (Hill in Creech, 1995).

In the study there is a significant relation between job satisfaction, work environment, relation with colleagues, ability of work and participation in administration training courses because the managers who attended and participated in training courses in management were more satisfied than those who did not participate in administration training courses.

In this study, there is significant difference regarding supervision domain between Bethlehem Districts and Qalqilya, Jenin, Tulkarm, Ramallah Jericho and Hebron districts in favor of Bethlehem District.

There is a significant difference for supervision domain between those residing in village and camp locale in favor of cities. This may be due to difficult political and economic situation.

The managers in Jenin and Bethlehem government hospitals were more satisfied with their work environment than other managers in other districts. Administrative and Nurse, and Finance Administrative were more satisfied for Relation with Colleagues than other type of professions.

The results indicate a significant difference on attitudes toward work between male and female in favor of female, this result is consistent with other studies conducted by Zaleznik, Christensen, and Roethlisberger (1958) who conducted a study to determine whether there are significant differences in job motivation, job productivity, and job satisfaction among both male and female workers. They found that female groups have more job satisfaction than male groups.

Kim (2005) conducted a study on Gender Differences in the Job Satisfaction of Public Employees. In a study of Seoul Metropolitan Government in Korea, the result showed that there was no significant gender effect on satisfaction in personal growth, working conditions, co-workers, and supervision. But women were more satisfied than men in their jobs in job security, promotion, pay, social reputation, worth of providing public service, promotion, and work itself.

In addition to the results of this study, the managers who hold a BA degree or Board were more satisfied with their relation with colleagues than managers who had Diploma only.

5.3 Job Satisfaction Factors

5.3.1 General Satisfaction:

According to data analysis, the level of the total score of job satisfaction of general domain is moderate for managers working in government hospital in the West Bank. However, the results showed that top managers were more generally satisfied than middle and first line managers, while middle managers were more satisfied than first line managers.

The literature suggests that “managers at all levels play important roles in many varieties of organizational success” (Floyd & Lane, 2000; Ireland, Hitt, & Vaidyanath, 2002 in Covin et al, 2005).

Solomon 1987 in Barrows and Wesson (2000) found public sector managers less satisfied with their jobs than private sector managers after administering two questionnaires to 240 top managers from a variety of public and private organizations.

Kumar & Acharnamba 1993 in Barrows and Wesson (2000) found that public sector administrative staff had higher levels of job satisfaction than private sector administrative staff. Khojasteh (1993) several studies found that public sector managers had significantly lower levels of satisfaction than private sector managers. Guyot (1961) compared middle managers in the private industries and federal government about their need for achievement, power and affiliation He found that middle managers employed by federal government had a higher need for achievement than middle managers in private industries. (Khojasteh, 1993).

In looking at the effect of age on general satisfaction factors, we see a significant positive relationship between job satisfaction and age, where job satisfaction increased with an increase in age.

This result is consistent with other studies conducted in the world. The study of (Khaleque and Rahman 1987 in Kim. 2005) found that married women and older workers were more satisfied with their jobs than other workers.

However, this result is not consistent with other studies conducted by McFarland (1979) who reported that "job satisfaction tends to be higher in younger workers than in older ones".

Regarding the effect of experience on general satisfaction factor, there is a (sig. 0.0001) relationship because the managers who have more experience in management are better acquainted to the tasks they have to do and probably have had enough time to gain knowledge and develop skills needed to do a better job which makes them more satisfied than those who have less experience.

There is a significant relation between job satisfaction and participation in administration training courses because the managers who attend and participate in training courses in management at (sig. 0.001) were more satisfied than those who did not participate in administration training courses.

The majority of the managers are managers by post and not by academic qualification and degree attainment. They are mostly either doctors or nurses and so all managers need administration training courses to improve management skills, to perform their work in a more professional way of management.

However, there is no effect of district, gender, place of residence, level of education, and type of profession on general job satisfaction factor.

5.3.2 Supervision:

Supervisors play an important role in the effective reaction of team members, structuring the work environment, and providing feedback and information to the employees (Thabet, 2004). Alexander, Weisman and Chase 1979 conducted a study to assess the effect of five factors upon turnover. They pointed out that satisfaction with supervision occupied rank

three from among the factors of; work, promotion, human relationship and pay. Notably, they rated supervision higher than human relationships and pay (Hamdan, 1993).

In this study, there is significant difference in level of satisfaction in relation to supervision between Bethlehem District and Qalqilya, Jenine, Tulkarm, Ramallah Jericho and Hebron districts in favor of Bethlehem. While there are no significant differences in supervision domain among other districts.

As per age groups category, there are significant differences in supervision between those at; 25 years of age and less and the groups of 36-40, 41-45, and 46-50 years in favor of the 36-40, 41-45, and 46-50 groups; the 26-30 years and 36-40, 46-50, and more than 50 years in favor of the 36-40, 46-50, and more than 50 years olds; and lastly, the 31-35 years and 36-40, and 46-50 years in favor of the later two groups.

In looking at the effect of age on supervision factor, a significant positive relationship can be seen between supervision and age, where job satisfaction increased with an increase in age.

There is a significant difference in supervision domain between those residing in villages and those in camps in favor of the later. While other comparisons are insignificant, there is a significant difference for supervision domain between the three levels of managers in favor of Top Managers, and Middle Managers and First Line in favor of Middle Managers. This means top managers were generally more satisfied than middle and first line managers, while middle managers were more satisfied than first line managers. Magrabi, 1999 in Abaid 2006 showed a similar result in their study of managers of Saudi ARAMCO, where the line managers were less satisfied with their promotion and supervision, while the high managers were satisfied with their supervision.

Ramey (2002) studied the relationship between leadership styles of nurse managers and job satisfaction of registered staff nurses in hospital setting in an Appalachian state. He used a multifactor leadership questionnaire to measure leadership style of nurse managers and job satisfaction of registered staff nurses in the hospital setting.

The result showed a weak relationship in job satisfaction of registered staff nurses and transactional leadership of nurse managers($r=-.25$, $p=.03$) and a positive moderate correlation was found in job satisfaction of registered staff nurses and transformational leadership of nurse managers($r=.38$, $p=.001$).

The results indicate a significant difference in supervision, domain and total score of job satisfaction due to participation in administration training courses in favor of those who participated.

However there is no significant difference for supervision domain and; gender, level of education, type of profession, and experience.

5.3.3 Work Environment

Work environment is very important for manager's job satisfaction.

Porter 1973 in Hamdan 1993 pointed out the major factors related to the job satisfaction and withdrawal. These factors are work environment, organization wide factors, personal factors and job content (Hamdan, 1993).

Expectancy theory at the last two decades has been the appropriate theoretical framework for discussing individual motivation in work environments (Katzell et al, 1990 in Gatewood, 1993).

The study showed that there is a significant difference for work environment domain due to districts; Jenin and Qalqilia ,Tulkarm, Nablus, and Jericho districts in favor of Jenin; Tulkarm and Bethlehem in favor of Bethlehem district; Jericho and Bethlehem in favor of Bethlehem district.

This means that managers in Jenin and Bethlehem government hospitals were more satisfied with work environment than other managers in other districts.

This is at the time when there are no significant differences for work environment domain among other districts. By age group category, there is a significant difference for work environment domain between; the 25 years old and less and the 36-40 years old in favor the later; the 26-30 years old group and the 36-40, and 46-50 years in favor of the later; and the 31-35 years old and the 36-40, and 41-45 years old in favor of the later also.

A significant positive relationship can be seen between age and work environment factor, where job satisfaction increased with an increase in age.

But there are no significant differences for work environment domain among other age groups.

The results showed a significant difference for Work Environment Domain between Top Manager and Middle Manager, First Line in favor of Top Manager; and Middle Manager and First Line in favor of Middle Manager.

This means that top managers were more generally satisfied with Work Environment than middle and first line managers, while middle managers were more satisfied than first line managers.

This could be because top managers are responsible for making major decisions while first line managers are not responsible for major decision making with limited government hospital resources.

The study of Floyd & Lane, 2000 in Covin et al, 2005 showed the role of top-level managers to be: making strategic decisions that are concerned with putting the firm's direction and reaching its goals and objectives, and the role of middle-level managers to be disseminating and communicating information between top-level managers and operating-level managers and the role of operating-level managers to be taking the information that comes from outside the firm and responding to middle-level managers' communication information because it is based on top-level managers' decisions.

There is a significant difference for Work Environment Domain according to experience variable. Managers who had more experience in management were more satisfied with Work Environment than those who had less experience. Meanwhile, no significant differences for Work Environment Domain revealed in other comparisons.

Price, and Wulff (2005) study surveyed correspondents at national television news networks. They found that on average females were significantly less experienced and younger than men, which affected females' salaries. Females were less satisfied than men with their work environment, and less satisfied with their jobs overall.

There is a significant difference according to Work Environment domains due to participation in administration training courses in favor of those who participated. This means that the managers who attended and participated in training courses in management were more satisfied with work environment than those who did not participate in administration training courses.

There is no significant difference between males and females concerning satisfaction with work environment. This could be because work environment is one of the job characteristics to males and females.

This result is not consistent with other studies conducted by (Bilgic 1998 in Kim. 2005) for example. He found out that Turkish women were less satisfied with their working environments and pay than the men.

However, there is no significant difference for work environment domain, place of residence, level of education, and type of profession.

5.3.4 Salary

In order to increase the satisfaction level of managers in the work setting from low to at least moderate or high there needs to be encouragement mainly by the salary aspect. Bonuses and benefits should be offered for extra work completed which thus in return motivates and encourages the manager to work harder.

Expectancy theory is a theory of motivated behavior that states that employees will work harder for a reward, and consider the employees will be more motivated by rewards and bonuses offered to them (Gorman, 2003).

This study showed that there is no significant difference for income domain and districts, gender, age, place of residence, level of education, type of profession, job position, experience, and participation in administration training courses.

These results are consistent with other studies, however, because the majority of the studies found that salaries play an important role in any job. A study conducted by Dahlia, (2006) found that secular women believed that they should get equal salary when working in the same job as men, and they were less satisfied with their salary (wage) than religious women, although they earn more. Tradition-oriented and religious women had low status but they reported high work satisfaction and they believed that mothers and wife working women are worse than non working women.

Vroom suggested that "the importance of a given level of wages to a worker is dependent not only on its amount but on the extent to which it is believed to be fair or equitable"(Chonko, and Roberts, 1996).

Kisa, and Kisa (2006) investigated the level of job stress and life satisfaction among public hospital physicians working in Ankara, Turkey. It was observed that the majority of physicians working in public hospitals in Ankara were unhappy in their work because of low salary and limited social life due to heavy workload.

“Managers may think that efforts to improve the quality of working life will compete with programs to improve economic performance; rank-and-file workers may see efforts to improve productivity as exploitation or as inimical to their job security” (Katzell, and Yankelovich, 1975).

Spectroscopy salary and employment survey found that females were less educated, less experienced, and younger than males. They also received lower pay (Johnson, 2002).

5.3.5 Relationship with Colleagues

The result of this study indicated that there were significant differences for Relation with Colleagues Domain between; Diploma and BA in favor of BA; and Diploma and Board in favor of Board. This means that the managers who hold a B.A. or Board were more satisfied with “Relation with Colleagues” than managers who had a Diploma only.

At the meantime, there are no significant differences for “Relation with Colleagues” Domain between other educational levels.

The overall satisfaction of most people who don’t like everything about their jobs depends on how they feel about; work, coworkers, promotions and supervision (Williams, 2003).

This study found that there was a significant difference for “Relation with Colleagues” domain according to type of profession: Administrators and (Physician, and others) in favor of the former; Physicians, nurses and finance Administrators in favor of nurses, and Finance Administrators; and Finance Administrators and others in favor of Finance Administrators. No significant differences for “Relation with Colleagues” domain between other types of professions were found.

Also, there is a significant difference in “Relation with Colleagues” on domains and total score of job satisfaction due to participation in administration training courses in favor of those who participated. This means that the managers who attended and participated in training courses in management were more satisfied with Relation with Colleagues than those who did not. This may be due to the impact and benefits of administration training courses, giving them more skills in dealing with co workers.

The results indicated that there were no significant differences for Relationship with colleagues by; districts, gender, age, place of residence, job position, and experience. In other wards it remains high regardless of all these factors. This may be due to the culture of Palestinian society, in which relationship with others, co workers, and social supports are very important social capital elements in dealing with difficult situations. This is consistent with the study of Diener 1995 and others which considered that happy individuals will experience positive social relationships (Schmitt, 2003).

Nevertheless, these results are not consistent with the study of Tolbert and Moen (1998) who examined research in the past several decades to show that men and women differ in work. Studies in the 1930s showed that women were more vocal about social relationships

with colleagues but men were more vocal about pay and working conditions. Also in the 1970s, men were more concerned with influencing organizational decisions and increasing earnings, while women were concerned with having positive relationships with co-workers (Price and Wulff, 2005).

5.3.5 Ability of Work

The ability to work means that managers can perform many tasks and have many different skills that enable them to perform more than one work. There were two types of ability to work: the first one relates to personal characteristic such as intelligence, memory, and perceptual speed. The other one is physical ability which is physical health and power. This factor reflects the difference between employees' abilities to work which in turn may indicate their performance. Also flexibility and communication skills play an important role in the ability to work (Abaid, 2006).

The results of this study indicate that there is no significant difference for "Ability of Work" Domain and district, gender, age, place of residence, level of education, type of profession, job position, and experience.

Maslow suggests that "the desire for achievement is mostly related to the need for intrinsic satisfaction rather than the need for external rewards, such as food or money" (Gorman, 2003)

But, that there is a significant difference regarding the Ability of Work Domain by participation in administration training courses in favor of those who participated. This means that the managers who attended and participated in training courses in management had more ability to work than those who did not, because they had more management skills and different skills that enabled them to perform more than one task.

5.3.7 Attitudes toward Work

"Managers are increasingly concerned with changing employee attitudes to reflect shifting perspectives on racial, gender and other diversity issues."

So attitudes in organizations are very important because they affect job behavior.

When some person says I like my job he/she is expressing his/her attitude about work.

A person with a high level of job satisfaction has positive and favorable attitudes about the job, while a person who is dissatisfied with his/her job has negative and unfavorable attitudes about the job (Rbbins, 2003).

The results of this study indicate that there is no significant difference for Attitudes toward Work Domain and districts, age, place of residence, level of education, type of profession, job position, and experience.

Vroom (1964) suggested that employees are able to choose performance or action based on perceptions, beliefs and attitudes, as a result of their desires to encourage and increase pleasure and to avoid pain (Isaac et al, 2001).

But, the results indicate a significant difference on Attitudes toward Work Domain between male and female in favor of female. This could be related to the fact that works

for Palestinian women are a major source of empowerment that gives them confidence and happiness and ultimately creates positive attitudes amongst them toward their job.

5.3.8 Absenteeism

Absenteeism “is the failure to report to work.”

Absenteeism in any organization leads to impact on the organization’s effectiveness and efficiency, because it becomes difficult for an organization to operate smoothly with work disrupted, delayed important decisions, reduction in the quality of output. Such organization can not attain its objectives if employees fail to report to their jobs (Rbbins, 2003).

In the study of (Burke & Greenglass 2001 in Leiter, Maslach, Schaufeli 2001 ,2002) job Performance and burnout has been associated with job absenteeism, withdrawal, intention to leave the job, and turnover. However, Employees who experience burnout have negative impact on their colleagues, by disrupting job tasks and causing greater personal conflict.

The results of this study indicate that there is no significant difference for Absenteeism Domain and districts, age, place of residence, level of education, type of profession, job position, and experience.

But that there is a significant difference in the domain of Absenteeism by participation in administration training courses in favor of those who participated. This means the managers who attended and participated in training courses in management were less absent than those who did not, because employees who were happy with their work were more productive, healthier, and more willing to stay in the job. Also happier employees were more satisfied with their jobs and job satisfaction is linked to employee retention (Manion, 2005).

Absenteeism is a major concern of organizations and all managers in both private and public sectors. Absenteeism leads to reduced productivity to zero for the employee who is absent from the workplace (Hertin and Rogers , 1993).

A significant difference on Absenteeism Domain between males and females was documented in this study in favor of males. This means that male managers were less absent from work than women managers. Primarily, this is a gender issues wherein Palestinian women are particularly hindered from entry into the labor force because Palestinian men’s contribution to the family life chores and management is minimal leaving women overwhelmingly burdened with too many responsibilities inside and outside the work.

Chapter Six

Conclusions and Recommendations

6.1 Conclusions

The purpose of this study was to assess the relationship between socio demographic variables, job characteristics and satisfaction for three different levels of managers (top, middle, and first line) and to more importantly implement the recommendations that are based on the yielded portrayal of the managers. This in turn will hopefully guide the path for the decision makers to use the recommendations practically for all employees, thus allowing all employees to become completely satisfied in their careers.

The general satisfaction among managers was moderate (3.32 degree). The managers felt that the working conditions, rules and regulations of their job setting are low. Although there is continuous improvement in their job setting. Satisfaction regarding supervision for the managers was moderate (2.83 degree). Almost half of the managers felt not satisfied with their current supervisor and request to replace a more suitable supervisor instead. They also felt that there is bias towards employees and the consequences for tardiness from their supervisor. Majority felt that the responsibilities given by supervisors are not efficient for the position given. Thus a good relationship between managers and their supervisors can influence their attitude towards the job.

Satisfaction regarding the work environment was moderate (2.84 degree). Managers felt that their work , and psychological environment was uncomfortable for them since they mostly felt that there needs to be new skills adapted, more opportunities to educate themselves, and tools and equipment necessary to do so. Also they felt there was a bias in the decision of which employees will participate in training courses and workshops.

An important and major issue is the managers low satisfaction regarding salary (2.39 degree). All feel that their salaries are much lower than what they deserve regarding the workload given. Other employees at different organizations take higher salaries although all have the same degree. Managers feel very frustrated over this point due to the fact that the workload increases, salary stays the same and there are no bonuses for extra work done.

Satisfaction regarding the relationship between colleagues and managers was high (3.60 degree). Managers felt very comfortable with their colleagues and that there is no barrier when it comes to working together as a team. However in any workplace there tends to be conflicts which can be resolved.

The ability to work was scored as high (3.99 degree) among managers. They felt that their accomplishments throughout work improve the hospital in general. However the attitudes towards work among managers was moderate (3.33 degree). They felt that the workload, environment, and multi tasking influences their attitude. The managers reported low level of satisfaction regarding their salaries (2.41 degree). Most managers felt that they deserve a higher salary due to the overload of work, and considering the fact that other managers at other organizations receive a higher salary given the that they have equivalent degrees.

6.2 Overall conclusion

In this study the results showed that top managers were more generally satisfied than middle and first line managers, while middle managers were more satisfied than first line managers. Additionally, job satisfaction increased with an increase in age.

The managers who had more experience in management are more satisfied than those who are less experienced. The managers who attended and participated in training courses in management were more satisfied than those who did not. The managers in Jenin and Bethlehem government hospitals were more satisfied about work environment than other managers in all other districts.

Administrators, nurses, and finance Administrators were more satisfied for “Relation with Colleagues” domain than other type of professions. The managers who hold a BA degree, or “Board” were more satisfied for “Relation with Colleagues” than managers who hold Diploma only. The managers who participated in training courses in management were less absent than those who did not.

In this study, there is significant difference in the supervision domain between Bethlehem districts and Qalqilya, Jenin, Tulkarm, Ramallah Jericho and Hebron in favor of Bethlehem district. Significant difference in supervision domain was noted between village and camp residents in favor of the later, and a significant difference in Attitudes toward Work Domain between males and females in favor of later, too.

There is a significant difference in Work Environment Domains vis-à-vis participation in administration training courses in favor of those who did. This means the managers who attended and participated in training courses in management were more satisfied about work environment than who did not.

There is no significant difference between males and females concerning satisfaction with work environment. This could be because work environment is one highly analogous job characteristics to both.

The study showed that there is no significant difference for Salary domain and; district, gender, age, place of residence, level of education, type of profession, job position, experience, and participation in administration training courses.

6.3 Recommendations

- As show in this study, the managers who participated in administration training courses were more satisfied with their jobs. So it is recommended to conduct more training sessions on various management issues such as; leadership, interpersonal skills, financial and resources management skills to all managers. Furthermore, they should be scheduled at various times throughout the year, to equip hospitals’ managers with adequate knowledge and skills to meet the new challenges, and to cope with their demanding managerial role.

- Managers Satisfaction Surveys should be distributed at different times throughout the year along with managers Satisfaction Feedback Sessions, major themes from the surveys could be addressed, at the sessions.
- The government hospitals should ensure that there is specific responsibility and accountability, at a senior management level, for professional manager's resources. It is recommended that this be achieved through amendments to relevant bylaws and regulations; it is also recommended that the Ministry of Health work with other health care facilities and educational institutions to ensure managers are prepared for their ongoing leadership roles.
- Continuity and quality of management are highly dependent on the retention of experienced and knowledgeable managers and require not only a sufficient number of positions for top, middle, first line managers but also a working environment that offers flexibility and professional satisfaction. It is therefore recommended to improve work conditions such as physical environment and hospitals supplies.
- Periodic counseling and group meetings between different levels of managers should be conducted to discuss their feelings, interests and views in relation to their job, to improve attitude toward team work, to improve relationships with coworkers, and to deal with dissatisfactions, as a part of the manager's supervisory role.
- Annual increase contracted between hospital and manager. Full benefits covered for full time employees such as insurance, paid vacations, and overtime.
- Develop and maintain measurable criteria to assess the quality and quantity of manager's performance.
- To ensure that these recommendations are continuously reviewed, evaluated and adjusted, as required, to meet changing needs. it is recommended to monitor the implementation, effectiveness and outcomes. Further to this the managers themselves are to be charged with this responsibility.

6.4 Future Research Recommendations

- Further studies are needed to involve other health organizations in Palestine in job satisfaction assessment.
- Studies are needed to assess the effect of job satisfaction on performance.
- Research and compare employee satisfaction levels in different hospitals (private, and public).
- Examine the levels of employee satisfaction in relation to job functions more specifically.
- Conduct multiple employee satisfaction surveys and study the link between employee satisfaction levels and certain periods/seasons of the year.
- Conduct an organization-wide study on what motivates people to work at Government Hospitals.

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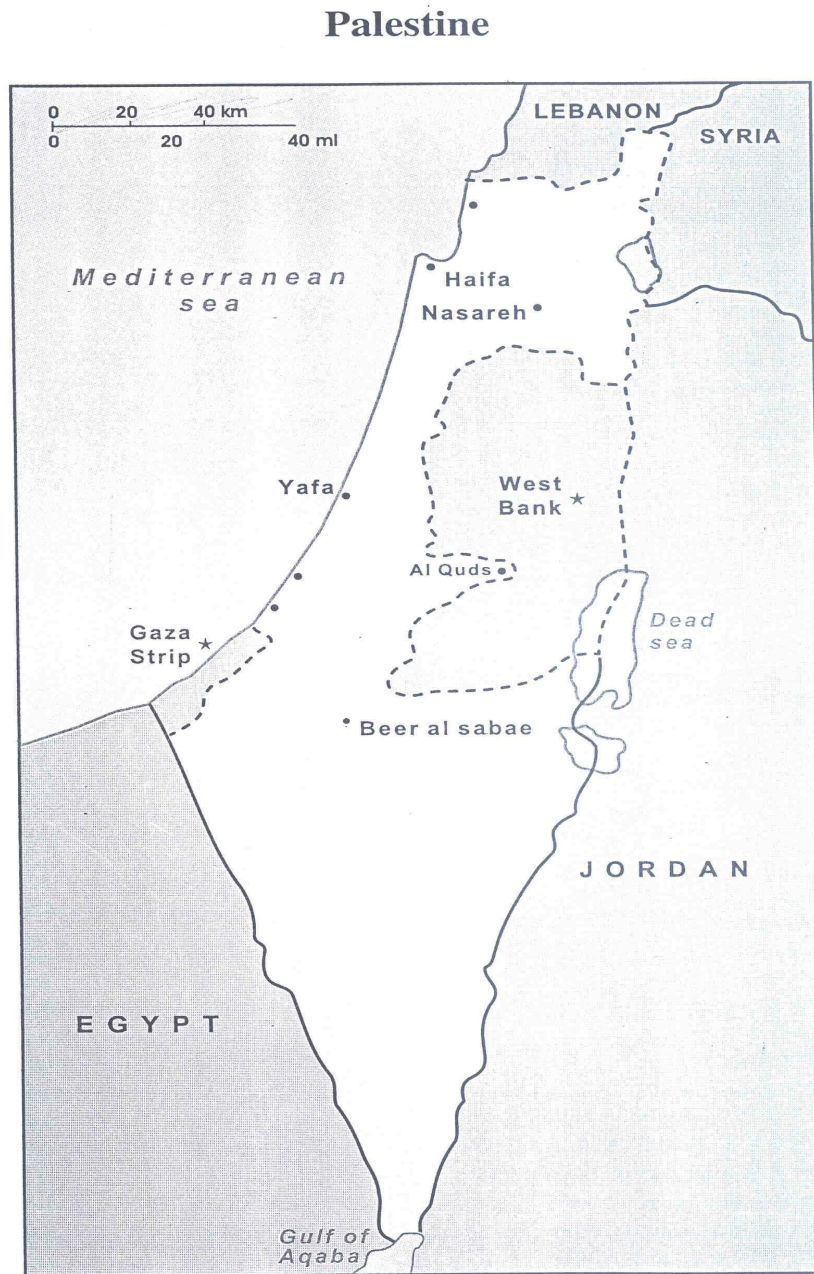
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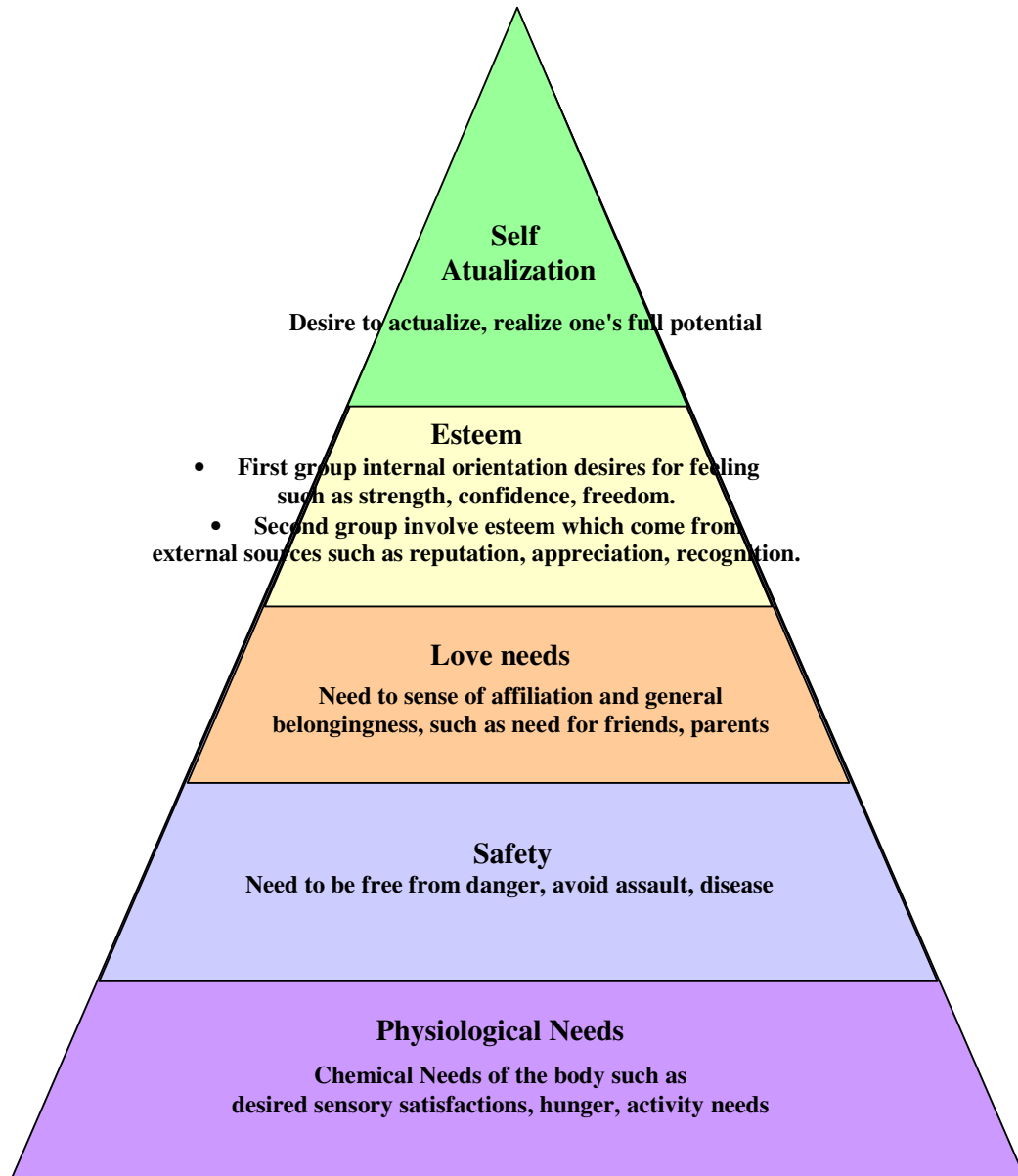
Appendix 1 (Map of Palestine)



(MOH,2003)

Appendix 2

Maslow's Hierarchy of needs



Maslow's Hierarchy of needs (Jones, 2004).

Appendix 3

بسم الله الرحمن الرحيم

استبانة

حول الرضا الوظيفي لدى المدراء العاملين في المستشفيات الحكومية في الضفة الغربية

عزيزي / عزيزتي:

يسعدني أن أتقدم لكم بجزيل الشكر على مشاركتكم البناءة في إكمال هذه الدراسة التي هي جزء من دراسة الماجستير في كلية الصحة العامة-جامعة القدس.

الهدف من هذه الدراسة هو تقييم الرضا الوظيفي لدى المدراء العاملين في المستشفيات الحكومية في الضفة الغربية

هذه الاستبانة أداة قد تعكس رأيكم ومدى شعوركم بالرضا الوظيفي، فمن خلال تعبئة الاستبيان تتبحون الفرصة لمعرفة مدى الرضا الوظيفي والعوامل المؤثرة على الرضا الوظيفي لدى المدراء العاملين في المستشفيات الحكومية في الضفة الغربية.

إننا نقدر و نثمن وقتكم لذا نستاذنكم بتخصيص خمسة عشرة دقيقة تقريبا لتعبئة هذه الاستبانة التي تتمتع بكامل السرية و هي مخصصة لخدمة البحث العلمي فقط. و لكم كامل الحرية في المشاركة أو عدمها و لكن مشاركتكم لها دور كبير في إنجاح هذه الدراسة.

شاكرين حسن تعاونكم

و تقبلوا فائق الاحترام.

الطالبة

سوسن بدر

Appendix 4

معلومات ديموغرافية

عزيزي/ تي

فيما يلي مجموعة من الأسئلة المتعلقة بدراسة الرضا الوظيفي لدى المدراء العاملين في المستشفيات الحكومية في الضفة الغربية، وعليه أرجو الإجابة على الأسئلة التالية.

1- الأسئلة المتعلقة بالعوامل الديموغرافية التي تؤثر على الرضا الوظيفي

اسم المستشفى _____ المحافظة _____

قلقيلية جنين طولكرم نابلس رام الله أريحا بيت لحم الخليل

الجنس ذكر أنثى

العمر _____

أقل من 20 سنة 25-20 30-26 35-31 40-36 45-41 50-46 55-51 60-56 أكثر من 60 سنة

مكان السكن مدينة قرية مخيم

الحالة الاجتماعية أعزب متزوج مطلق أرمل

المؤهل العلمي دبلوم بكالوريوس دبلوم عالي ماجستير دكتوراه زمالة بورد

المهنة الأساسية (الدرجة الجامعية الأولى التي تحملها)

إدارة طب تمريض صيدلة مختبرات أشعة هندسة محاسبة أخرى.....

الوظيفة الحالية مدير مستشفى نائب مدير مدير دائرة رئيس قسم نائب رئيس قسم أخرى

عدد سنوات الخبرة الإجمالية ابتداء من التخرج.....

أقل من سنة 5-1 10-6 15-11 20-16 25-21 30-26 35-31 40-36 أكثر من 40 سنة

عدد سنوات الخبرة في الوظيفة الحالية.....

أقل من سنة 5-1 10-6 15-11 20-16 25-21 30-26 35-31 40-36 أكثر من 40 سنة

هل عملت في وظيفة أخرى قبل عملك في وظيفتك الحالية نعم لا

الدخل الشهري شيكل

اقل من 1000 1500-1000 2000-1600 2500-2100 3000-2600 3100-

3500 4000-3600 4500-4100 5000-4600 5500-5100

6000-5600 أكثر من 6000

هل يوجد وصف وظيفي لوظيفتك التي تعمل بها نعم لا

هل تلقيت دورات في الإدارة نعم لا

إستبانة الرضا الوظيفي لدى المدراء العاملين في المستشفيات الحكومية في الضفة الغربية

عزيزي/عزيزتي

فيما يلي مجموعة من الأسئلة المتعلقة بدراسة الرضا الوظيفي لدى المدراء العاملين في المستشفيات الحكومية في الضفة الغربية، وعليه أرجو الإجابة على الأسئلة التالية. ضع علامة صح في المربع الذي يتفق مع رأيك.

إلى أي درجة تتفق أو لا تتفق مع البنود التالية:

1. غير موافق بشدة 2. غير موافق 3. موافق بتحفظ 4. موافق 5. موافق بشدة

العبارة	موافق بشدة	موافق	موافق بتحفظ	غير موافق	غير موافق بشدة
1. تتاح لي فرصة كافية لابتكار طرق جديدة لأداء عملي					
2. أشعر أن عملي له تأثير على عمل الآخرين داخل المستشفى الذي أعمل فيه					
3. أشعر أن عملي له تأثير على نجاح المستشفى الذي أعمل فيه					
4. أشعر بالرضا عن ادائي لعملي الحالي					
5. أشعر بتحسن أدائي في العمل باستمرار					
6. الإجازات الممنوحة لي يمكن الحصول عليها بشكل مرن					
7. الأنظمة و القوانين الخاصة بعملي تشعرني بالرضا					
8. في حال حصولي على وظيفة أفضل أقوم بترك عملي الحالي					
9. تحتاج وظيفتي إلى القدرة على العمل مع الآخرين					
10. يتطلب إنجاز وظيفتي إلى القيام بمهام مختلفة في آن واحد					
11. اشعر بالرضا عن ظروف عملي					
12. يوجد نزاع بين الزملاء في عملي					
13. المستشفى الذي أعمل فيه يستحق كل الجهود التي أبذلها فيه					
14. زملائي في العمل على استعداد لمساعدتي في بعض المهام عند الحاجة لذلك					

غير موافق بشدة	غير موافق	موافق بتحفظ	موافق	موافق بشدة	العبارة
					15. أشعر بالموودة بين زملائي في العمل
					16. أشعر بأهمية عملي في المستشفى الذي أعمل فيه
					17. أعتقد أن الآخرين يقدروا أهمية وظيفتي و انعكاسها عليهم
					18. أعتقد أن هناك فرصة للحصول على ترقية في عملي
					19. تتطلب وظيفتي مهارات عالية لإجرازها بفاعلية مثل (مهارات كمبيوتر, مهارات إدارية, الخ....)
					20. وظيفتي تشجعني على بذل أقصى جهد ممكن في العمل
					21. علاقاتي مع زملائي جيدة و متميزة
					22. عملي يشعرنى بالرضى و الاطمئنان على مستقبلي العملي
					23. أشعر بالأمان في وظيفتي الحالية
					24. أشعر في نهاية يومي الوظيفي انني أنجزت عملا يستحق التعب و العناء
					25. تؤثر معاملة رؤسائي على اتجاهاتي نحو عملي بشكل عام
					26. أشعر بأن هناك فرصة للتقدم في مهنتي من خلال عملي في المستشفى الذي أعمل فيه
					27. أتمنى أن يكون رئيسي شخص آخر
					28. حجم العمل الذي أقوم به اكبر من قدراتي المهنية
					29. في حال إنجازي لعملي بصورة ممتازة يقوم مديري بإظهار تقديره لهذا العمل
					30. يتم إعطائي المزيد من المسؤوليات لان أداتي لعملي متقن
					31. طريقة محاسبة المسؤول عني على التأخير غير المقصود تشعرنى بالظلم
					32. تتاح لي فرص كثيرة لإجراز مهام ارغب فيها خارج نطاق حدود عملي
					33. هناك الكثير من الفرص لتطوير مهاراتي و قدراتي في مجال عملي
					34. تتاح لي فرصة لتعلم أشياء جديدة في عملي
					35. توجد مساحة كافية من الحرية للقيام بالمهام الموكلة إلي داخل المستشفى الذي اعمل فيه
					36. حجم العمل الذي أقوم به يشعرنى بالرضا
					37. أشعر بالرضي عن الجو النفسي الذي اعمل به
					38. مرتبي يشعرنى بالرضا حيث يتماشى مع مؤهلي العلمي

غير موافق بشدة	غير موافق	موافق بتحفظ	موافق	موافق بشدة	العبارة
					39. لا أرى أن هناك فرصة لزيادة راتبي على الرغم من زيادة حجم العمل الذي أقوم به
					40. ينتابني شعور بعدم العدل و الإنصاف لمقدار مرتبي مقارنة بزملائي الآخرين
					41. لا أشعر أن راتبي يكفي احتياجاتي
					43. أعتقد أن مرتبي أقل مما أستحق
					44. أشعر بالإحباط لان زملائي في المؤسسات الأخرى يتقاضوا مرتب أعلى من مرتبي رغم حصولي على نفس الدرجة العلمية
					45. المستشفى الذي أعمل فيه يتيح لي الفرصة للاشتراك في دورات تدريبية تخدمني في مجال عملي
					46. أشعر بالرضا عن الدورات التدريبية المقدمة لي من خلال عملي في مؤسستي
					47. تتاح لي فرصة كافية لابتكار طرق جديدة لاداء عملي بصورة فعالة
					48. إجازاتي في عملي تشعرني بالرضى
					49. أشعر أن زملائي في العمل يقدروا إسهاماتي للقسم الذي أعمل فيه
					50. أشعر بالرضا عن حجم المسؤوليات الموكلة إلي
					51. تبادل الخبرات والمعلومات مع الآخرين من خلال الندوات و المؤتمرات تزيد من قدراتي على العمل
					52. لا أشعر بالرضا عن العلاوات التي تصرف لي عن العمل الإضافي الذي أقوم به
					53. لدي الكثير من الأعمال التي أستمتع بعملها (مثل التعرف على زملاء جدد و ممارسة بعض النشاطات الترفيهية و الاجتماعية و العمل في مجموعات)
					54. أتغيب باستمرار عن العمل لأسباب صحية
					55. أشعر دائما بالرغبة في الحصول على إجازات
					56. استنفذ كل أجازاتي الممنوحة لي (المرضية والعادية والسنوية) قبل نهاية السنة
					57. تؤثر ظروف العمل المحيطة بي على اتجاهاتي نحو عملي الذي أقوم به
					58. يؤثر حجم العمل الذي أقوم به على اتجاهاتي نحو وظيفتي
					59. يؤثر عمل زملائي وكيفية أدائهم لعملهم على نجاح المستشفى الذي اعمل به

غير موافق بشدة	غير موافق	موافق بتحفظ	موافق	موافق بشدة	العبارة
					60. اعمل بكل سعادة في ظل الظروف المحيطة بي
					61. تتأثر اتجاهاتي نحو عملي بالزملاء الذين اعمل معهم
					62. اشعر بالفخر لإنجازاتي في عملي
					63. يشعر الآخرون أن حجم إنجازاتي في عملي ذات قدر كبير من الأهمية
					64. اشعر بالسعادة لحجم العمل الذي أقوم به
					65. اشعر بالرضا عن كيفية الإشراف على عملي من قبل الرؤساء
					66. أشعر بالرضا عن حجم العمل الذي أتوقع أن أقوم به
					67. المستشفى الذي أعمل فيه يشجعني على العمل بصورة كبيرة
					68. اشعر أن مستقبلي العملي يؤثر على اتجاهي نحو وظيفتي
					69. اشعر بالصراع القوي في محيط العمل (داخل المستشفى)
					70. ارجب في الاستمرار بالعمل في المستشفى حتى نهاية الخدمة
					71. الإشراف الذي احصل عليه من الرؤساء يشجعني على بذل أقصى طاقة لدي
					72. اشعر بالسعادة للعمل مع زملائي في المستشفى
					73. اشعر بالقلق على مستقبلي العملي
					74. المستشفى الذي أعمل فيه يعامل جميع الموظفين بالعدل و المساواة

النهاية

Appendix 5

Job Satisfaction Scale for managers working in government hospitals in the West Bank

Dear Sir\ Madam

We are trying to investigate your satisfaction with job. Please mark the appropriate answer.

To which degree you agree or disagree with the following variables

- 1. Strongly disagree 2. Disagree 3. Neither disagree nor agree
4. Agree 5. Strongly agree**

Items	5	4	3	2	1
1. I have the opportunity to create new ways to perform my job					
2. I feel that my job affects the work of other people in the same hospital					
3. I feel that my work affects the success of the hospital I work in					
4. I am satisfied with my present job					
5. I continuously improve in my job					
6. My vacations are flexible					
7. Regulations and laws of my job make me satisfied					
8. If I have a better job, I will leave my present job					
9. My job needs ability to work with others					
10. To perform my work, I have to do different duties at the same time					
11. I feel satisfied with my works conditions					
12. There is conflict among colleagues in my work					
13. The hospital I work in it deserves all my efforts					
14. My colleagues are ready to help me in some duties if I need					
15. I feel that my colleagues are ready to help me					
16. I feel the importance of my work in the hospital I work in					
17. I think colleagues appreciate the importance of my job and its effects on them					
18. I think that there is opportunity to have promotion in my job					
19. My job requires high performance skills such as computer skills ,administration skills...etc.					
20. My job encourages me to do my best					
21. My relationship with my co-workers is good and special					
22. My job makes me satisfied and secure about my future					
23. I feel secure at my present job					

24. At the end of my day's work I feel that I perform worthwhile work which deserve tiredness					
25. The relationship with my supervisors influences my attitudes towards my job in general					
26. I feel that there is opportunity to get promotion in my career in my hospital					
27. I hope my supervisor were another person					
28. The work I do is greater than my abilities					
29. When I perform my work in a perfect way my supervisor appreciates that					
30. My supervisor gives me more responsibilities because my work is perfect					
31. The treatment of my supervisor for being late to work make me feel unfair					
32. In the hospital where I work the suitable person is in the right place					
33. There are a lot of opportunities to do other tasks which are not part of my responsibility					
34. There are a lot of opportunities to improve my skills and abilities in my job					
35. I have the opportunity to learn new things during my work					
36. I have enough freedom to do my tasks inside the hospital I work in					
37. the a mount of work I do make me satisfy					
38. I feel satisfied with the psychological environment I work in					
39. My salary makes me satisfied because it is suitable for my qualification					
40. There is no opportunity to increase my salary although my work increases					
41. I feel unfair for my salary compared with other colleagues					
42. I don't feel that my salary is enough for my needs					
43. I think my salary is lower than I deserve					
44. I feel frustrated because my colleagues in other organizations receive salary more than mine although we have the same degree					
45. The hospital I work in gives me a chance to take special courses which help me in my job					
46. I feel satisfied with the courses provided in my organization					
47. I have the opportunity to create new ways to perform my work					
48. My performance in my work makes me satisfied					
49. my co-workers appreciate my contributions to my department					
50. I am satisfied with my responsibilities					
51. Exchanging experience and knowledge with other					

people increases my ability to do my work					
52. I am not satisfied with bonus for the extra work I do					
53. I have a lot of interesting things to do during my job such as meeting new people, working in groups, and leisure activities					
54. I do not go to my work continuously because of health reasons					
55. I always feel like having a vacation					
56. I take all of my vacations					
57. The work environment influences my attitudes toward the work I perform					
58. The workload I do influences my attitudes toward my job					
59. The performance of my colleagues influences my attitudes toward my job					
60. I work happily in the work environment					
61. My attitudes influence colleagues with whom I work					
62. I am proud of my performance in my job					
63. Others feel how important my job is					
64. I am happy with the amount of work I perform					
65. I am satisfied with supervision I receive from my supervisors					
66. I am satisfied with the amount of work which I expect to do					
67. the hospital I work in encourage me to work more and more					
68. I feel that my professional future influences my attitudes towards my job					
69. There is conflict inside work environment					
70. I would like to work in the same hospital until retirement					
71. Supervision has encouraged me to do the best I can					
72. I am happy to work with my colleagues					
73. I feel worried about my professional future					
74. The hospital I work in treats all workers fairly					

Appendix 6

الأخت الفاضلة: سوسن بدر

٢٠٠٦/٠٥/١٢

تحية طيبة و بعد

الموضوع: استخدام مقياس الرضا الوظيفي لدى المدرّاء العاملين في المستشفيات

بناء على طلبكم باستخدام هذا المقياس الذي قمت بإعداده خلال دراستي لماجستير الصحة العامة في جامعة القدس فإنه لا مانع لدي باستخدامك لهذه الأداة لأغراض بحثك لنيل درجة ماجستير في كلية الصحة العامة.

الباحثة

سناء ثابت



Appendix 7

00742206

07/17

M.O.H.D.M.O + 000000000000

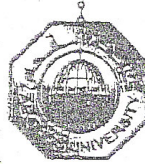
NO. 278 201

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Al-Quds University

Jerusalem

School of Public Health



جامعة القدس

القدس

كلية الصحة العامة

2006/6/21

د. عتقان المصري المحترم

وكيل عام وزارة الصحة

تحية طبية

Handwritten notes in Arabic: الإفادة من... 9/7/06... 14/11/06

الموضوع: مساعدة الطالبة مريم بدر

تقوم الطالبة المذكورة أعلاه بإجراء مشروع بحث بعنوان:

الرضا الوظيفي لمدراء المستشفيات الحكومية في الضفة الغربية

كمطلب للحصول على درجة الماجستير في الصحة العامة علما بان المعلومات التي ستجمعها الطالبة ستعامل بسريته السرية وستعمل لأغراض البحث العلمي فقط. وعليه، نرجو من حضرتكم التكرم بالموافقة والإيعاز لمن يلزم تسهيل مهمة الطالبة في جمع البيانات الخاصة بالبحث وذلك خلال شهر تموز 2006.

مواثقتكم دعما للتسوية الأكاديمية

واقبلوا التحية

Handwritten notes in Arabic: المراجعة... 14/11/06

د. عائشة الرفاعي

Handwritten signature of Dr. Aishah Al-Rafai

الأستاذ المشرف

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