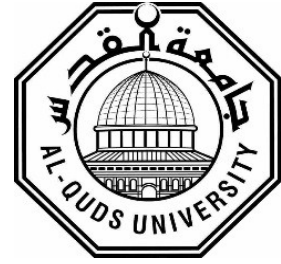


Deanship of Graduate Studies

Al-Quds University



**The Relationship between Nursing Teamwork and Job
Satisfaction at Palestinian Hospitals in the Southern
West Bank**

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M.Sc. Thesis

Jerusalem-Palestine

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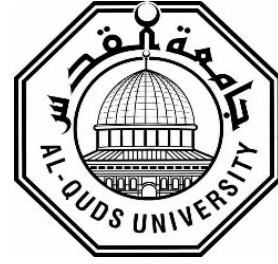
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Dedication

To my parents

To my sister

To my brothers

To my friends

Name: Mamdouh Mohammad Ahmad Taqatqa

Acknowledgement

I would like to express my sincere thanks to my instructor and supervisor, Dr. Hussein Jabareen, for his guidance, assistance, advice, and constant encouragement during research.

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Abstract

Background: Nurses constitute the largest number of hospital employees and are considered among the most prominent healthcare providers, improving the quality of care and patient safety. This requires them to work collaboratively to complete and accomplish the tasks assigned to them. Teamwork contributes to building trust, effective communication, and reducing errors. Task completion is not limited to effective teamwork; nurses' job satisfaction helps them maintain their jobs and provide high-quality services. Therefore, teamwork and job satisfaction are among the most important factors in the success of providing the best possible healthcare services.

Aim: The main aim of this study was to assess the relationship between nursing teamwork and job satisfaction at Palestinian Hospitals in the Southern West Bank.

Study Design: quantitative descriptive correlational cross-sectional study. Convenience sample, The total population that the study targeted was 1666 nurses, while the calculated sample size was 313, so 360 questionnaires were distributed to nurses at the targeted hospitals, and 336 were returned, representing a response rate of 93,3%.

Study tool: a valid and reliable questionnaire that consisted of 79 questions and was divided into three sections. The first section covered demographic information and hospital-related characteristics, the second section covered teamwork (Kalisch et al., 2010), and the third section covered job satisfaction elements (Fairbrother et al., 2010).

results: Results show that nurses report high levels of teamwork and job satisfaction. More than half of nurses (51.8%) reported that they practiced teamwork most of the time, and 28.9% reported always working in teams, with an overall mean teamwork score of $M = 3.81$. Among the teamwork dimensions, mutual trust and shared mental model had the highest score mean $M = 3.91$, followed by support $M = 3.84$, team orientation $M = 3.74$, and team leadership $M = 3.62$. Regarding job satisfaction, the majority of nurses reported high (54.5%) and average satisfaction (42.9%), with a mean score of $M = 3.64$. The highest subscale of job satisfaction was relationships $M = 4.06$, followed by intrinsic satisfaction $M = 3.68$, while extrinsic motivation was rated the lowest $M = 3.32$. Spearman's ordinal correlation revealed a strong, positive, and statistically significant relationship between teamwork and job satisfaction ($r = 0.720$, $p < 0.001$), indicating that higher perceptions of

teamwork are associated with greater job satisfaction. Positive relationships were also observed between all subscales of teamwork and job satisfaction.

Conclusions: This study aimed to assess the relationship between nursing teamwork and job satisfaction in Palestinian hospitals located in the southern West Bank. The study results demonstrated a strong, positive, and statistically significant relationship between teamwork and job satisfaction. The results also showed that nurses who reported high levels of mutual trust, teamwork orientation, support, a shared mental model, and effective leadership are more likely to demonstrate high levels of job satisfaction. This study concluded with several recommendations, the most important of which is that nursing directors, hospital administration, and the Palestinian Ministry of Health should work to improve teamwork among nurses by developing and implementing new policies and creating training programs that promote a culture of teamwork. This will provide a suitable and comfortable work environment in which nurses enjoy high levels of job satisfaction, which in turn will be reflected in the quality of health services provided to patients.

Keywords: Relationship, Nursing Teamwork , Job Satisfaction , Palestinian Hospitals, southern West Bank.

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List of Abbreviations

AL	Alpha level (statistical significance)
ANOVA	Analysis of Variance

BMC	BioMed Central
BMJ	British Medical Journal
COVID	Coronavirus Disease
ICU	Intensive Care Unit
IRB	Institutional Review Board
JONA	Journal of Nursing Organization
M	Mean
NGO	Non-Governmental Organization
NIS	New Israeli Shekel
NTS	Nursing Teamwork Survey
NWSQ	Nursing Workplace Satisfaction Questionnaire
p	Probability Value (Significance level)
r	Correlation Coefficient
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom
UN	United Nations
USA	United States of America
WHO	World Health Organization

Chapter One

Introduction

1.1 Background

Nurses play a very important role in providing health care and treatment, preventing adverse events, and improving patient outcomes (Oldland et al., 2020). Nurses constitute the highest percentage of workers in hospitals, and they possess a set of qualities that enable them to perform their work with the best results (Aiken et al., 2011). Among these characteristics of nurses are teamwork and job satisfaction, which are linked together in a collaborative work environment through which health care is provided to patients in a hospital (Banibakr et al., 2019).

Teamwork among nurses constitutes an important factor in providing high-quality care, efficient treatment, improving patient outcomes, and raising both professional and patient satisfaction (McInnes et al., 2015), which is expressed as two or more nurses with clear tasks and roles who carry out certain activities and make decisions. They cooperate together to achieve a common goal or result (Kalisch et al., 2013). Teamwork leads to improved communication, increasing trust, sharing information, and increasing the ability to solve problems (Goh et al., 2020) as well as avoiding the occurrence of adverse events and errors, reducing the time of performing procedures, and lowering the rate of lost nursing care (Kalisch et al., 2015). The presence of ineffective teamwork reduces patient safety, and working to enhance it among nurses is extremely important (Hwang & Ahn, 2015). More than 70% of critical incidents in the healthcare system are the result of poor teamwork (Baek et al., 2023).

On the other hand, job satisfaction is effective in achieving productivity and success (Altuntaş, 2014). Also, job satisfaction is a worldwide issue because it can impact the quality and safety of patient care. Furthermore, low job satisfaction is an important factor contributing to high rates of nurses leaving their jobs and the entire nursing profession (Lu et al., 2019). Job satisfaction is an essential factor in retaining nurses, as the sources of job satisfaction vary, including the working conditions, personal interactions in the workplace, and psychological factors. Working conditions include opportunities for promotion,

vocational training, job requirements, and wages. Interpersonal interactions include relationships with coworkers, managers, and patients. Psychological factors include independence, perception of job security, and rewards such as praise and encouragement(Gausvik et al., 2015).

1.2 Research problem:

Good and effective teamwork among nurses in hospitals is one of the elements that promotes high levels of job satisfaction. It is an important factor that significantly contributes to patient and nurse safety and the provision of high-quality patient care (Bragadóttir et al., 2023; Kalisch et al., 2010). Although existing studies have indicated a positive relationship between effective teamwork and increased job satisfaction among nurses, these results cannot be generalized due to the significant variation in factors that influence the work environment of nurses in Palestinian hospitals. In the context of healthcare provision within Palestinian hospitals, particularly those located in the southern West Bank, the relationship between nursing teamwork and job satisfaction remains unclear and requires in-depth study and research.

The impact of nurses' job satisfaction on the quality of care provided to patients is a major concern (Dor & Halperin, 2022). Given the limited research examining the relationship between nurses' teamwork and job satisfaction in Palestinian hospitals, it is essential to study the nature of nursing teamwork and its impact on job satisfaction levels among nurses in Palestinian hospitals in the southern West Bank.

1.3 Significance of the Study

Understanding and knowing the relationship between teamwork and job satisfaction in the Palestinian Hospitals in the Southern West BankHospital will lead to enhancing the quality of care provided to patients and overcoming the obstacles, such as poor communication among nurses, heavy workload, shortage of nursing staff, lack of resources, and limited administrative support. that prevent nurses from providing high-quality health care, which will be reflected in obtaining better results for patients and their satisfaction with the services provided to them.

Several international studies have demonstrated the importance of the relationship between teamwork and job satisfaction. (Bragadóttir et al., 2023) A study in Iceland demonstrated the importance of these factors in providing high-quality care, as well as their significant role in maintaining nurses' retention in their workplaces. A study conducted in Germany by (Körner et al., 2015) showed that 35% of job satisfaction can be predicted through organizational culture and teamwork, emphasizing the effective role of teamwork in achieving nurses' competence. Similarly, a study in Oman concluded that working to enhance teamwork does not simply involve providing a satisfactory work environment, but rather that teamwork effectively facilitates reducing job turnover rates and significantly helps in developing mechanisms to help prevent a nursing shortage. In Oman, (Al Sabei et

al., 2022) concluded that interventions that promote teamwork not only create satisfying work environments but also contribute to reducing burnout and supporting strategies to reduce the nursing shortage.

This study explores the factors that could enhance effective teamwork, which boosts communication, trust, and information exchange among nurses, reducing errors and increasing efficiency. Furthermore, the study examines nurses' job satisfaction, which ensures that they continue, retain, and do not leave their jobs and look for other jobs by addressing the factors that contribute to their satisfaction. Therefore, it can reduce turnover rates and maintain a large and stable workforce with extensive nursing experience, which ensures consistency in the quality of services provided.

Given the lack of previous studies on this topic in Palestinian Hospitals, contrary to the evidence reported in countries such as Iceland, Germany, and Oman, the results of this study can help managers and decision-makers to make decisions that enable them to develop effective policies and methods aimed at creating an effective work environment that leads to enhancing teamwork and job satisfaction for nurses.

This study will have an important impact on future studies and researchers in Palestine, as its results and recommendations of this study will enable other scholars to conduct other studies that examine different or similar factors.

1.4 Objectives of the study:

1.4.1 Main aim:

The main aim of this study was to assess and explore the relationship between nursing teamwork and job satisfaction among nurses working in Palestinian Hospitals in the Southern West Bank.

1.4.2 Specific objectives:

1. To assess the level of nursing teamwork at Palestinian Hospitals in the Southern West Bank.
2. To assess the job satisfaction level among nurses at Palestinian Hospitals in the Southern West Bank.
3. To explore the impact of demographics on teamwork and job satisfaction among nurses in Palestinian hospitals in the southern West Bank.
4. To explore the impact of hospital-related characteristics on teamwork and job satisfaction among nurses in Palestinian hospitals in the southern West Bank.
5. To investigate the relationship between nursing teamwork and job satisfaction at Palestinian Hospitals in the Southern West Bank.

1.5 Research question:

1. What is the level of nursing teamwork at Palestinian Hospitals in the Southern West Bank?
2. What is the level of job satisfaction among nurses at Palestinian Hospitals in the Southern West Bank?
3. What are the demographic factors influencing teamwork and job satisfaction among nurses in Palestinian hospitals in the southern West Bank?
4. What are the hospital-related characteristics influencing teamwork and job satisfaction among nurses in Palestinian hospitals in the southern West Bank?
5. Is there a relationship between nursing teamwork and job satisfaction at Palestinian Hospitals in the Southern West Bank?

1.6 Null Hypothesis

1. There is no relationship between teamwork and job satisfaction among nurses in Palestinian hospitals in the southern West Bank.
2. There are no statistically significant differences between demographic factors, teamwork, and job satisfaction in Palestinian hospitals in the southern West Bank.
3. There are no statistically significant differences between hospital-related characteristics, teamwork, and job satisfaction in Palestinian hospitals in the southern West Bank.

1.7 Define the research terms

Teamwork among nurses can be defined as a dynamic process in which a group of nurses participates, each of whom has a background and skills complementary to the others. These nurses share common health aims and put their physical and mental efforts together in providing care to patients, planning it, and evaluating its outcomes (Larsson et al., 2022).

Job satisfaction for nurses refers to nurses' feeling of satisfaction and comfort in the work environment, as a result of their positive evaluation of the conditions and requirements that meet their professional and personal needs, and reflects their conviction of value and fairness in their job experience (Liu et al., 2015).

Non-profit organizations are organizations that promote social support and good behavior in society through the critical services they provide to society in ending poverty and filling gaps in society, especially those that are not addressed by NGOs and government sectors (Choto et al., 2020).

Non-Governmental Organizations (NGOs): as development actors that can help build cross-cutting networks and social relationships that can serve as a basis for collective action and increased democratic participation (Abiddin et al., 2022).

Adverse Events: are errors that occur while the nurse is providing health care, which cause harm or injury to patients and are not related to the underlying disease, and which negatively affect patient safety and the quality of care provided, such as medication errors, misdiagnosis, and infection(Kakemam et al., 2021).

Nursing error is a term that refers to an unintentional occurrence by a nurse towards a patient, such as a slip, lapse, or misjudgment, that results in a negative impact on the patient's safety and the quality of care provided to the patient (Johnstone&Kanitsak2006).

Extrinsic factors are factors that come from the work environment and are external sources that support, motivate, and influence nurses' job satisfaction, such as salaries, rewards, incentives, relationships with colleagues, job security, access to training, and career advancement (Olajide et al., 2020).

Intrinsic factors are job satisfaction factors related to the nature of the work that enhance internal motivation and work to raise levels of job satisfaction for nurses, such as a sense of accomplishment, appreciation, respect, personal growth and development, and independence(Olajide et al., 2020).

1.8summary

The introduction chapter provides background that demonstrates the importance of both teamwork and job satisfaction, as they are two important components in providing high-quality healthcare and ensuring patient safety. The research problem lies in the lack of studies that have addressed the relationship in Palestinian hospitals. The study aims to evaluate the relationship between teamwork and job satisfaction, and to understand the impact of demographic factors and hospital characteristics, in addition to exploring the relationship.

Chapter Two

Literature Review

2.1 Introduction

In this chapter, the researcher presents the literature that investigated the relationship between teamwork for nurses and job satisfaction. The researcher highlights the importance of teamwork for nurses, what are the factors that affect it, and provides different mechanisms to improve it. The researcher shows the importance of job satisfaction among nurses, the factors affecting it, and the mechanisms that can be used to improve it, based on a set of previous studies that have addressed this topic.

2.2 The Relationship between Teamwork and Job Satisfaction

Many studies have shown that teamwork has an impact on nurses' job satisfaction. Bragadóttiret al. showed that the presence of teamwork among nurses has a significant impact on their job satisfaction. This was demonstrated through the participating nurses who expressed their high appreciation for the level of cooperation, trust, group guidance, and mutual support they were more satisfied with their jobs (Bragadóttiret al.,2023). Banibakr et al. also confirmed, in a cross-sectional study conducted in Jordanian government hospitals, the positive relationship between teamwork and job satisfaction, reflecting the importance of this relationship in enhancing and raising nurses' morale in their workplaces(Banibakr et al., 2019). Also, Kalisch et al. indicated that the presence of teamwork among team members enhances nurses' satisfaction with their current roles and jobs(Kalisch et al., 2010).

2.3 The importance of teamwork for nurses

In a study conducted by Baek et al. in Korea of 992 nurses to investigate the impact of teamwork on providing patient-centered care, they demonstrated that the importance of teamwork among nurses lies in promoting the exchange of information, ideas, and opinions in a scientific and professional manner, enabling them to work together to develop patient care plans, and focusing on providing comprehensive and safe healthcare. It also fosters a culture of mutual respect among colleagues and open communication between nurses and patients (Baek et al., 2023). As it is an important factor in providing high-quality care, maintaining patient safety, and achieving the best results (McInnes et al., 2015). In addition, it contributes significantly to avoiding and preventing occur errors in providing health care for patients (Kalisch et al., 2015).

2.4 Strategy Factors Affecting Teamwork and Mechanisms for Improving it Among Nurses

Human resources and work environment

It is found that the level of qualification, years of work experience, perceived staff adequacy, and job satisfaction affect teamwork (Goh et al., 2020). In this context, in a study conducted by Al Sabi et al. in the Sultanate of Oman, it was shown that nurses who provide care to a larger number of assigned patients are more likely to leave their jobs, because this causes stress at work and increases the burden (Al Sabi et al., 2022).

On the other hand, Jomaa et al. pointed out the key role that staffing plays in reducing the risk of accidents that affect patient safety (Jomaa et al., 2021). While Bragadottir et al. praised that having an adequate number and sufficient staff has a positive effect on cooperation among team members (Bragadottir et al., 2019). In this context, Yanchus et al. explained that nurse shortages and unfair workload distribution lead to burdens on nurses during their work. The study indicated that having a sufficient number of nurses is closely linked to improved teamwork (Yanchus et al., 2017). A study by Sabi et al. indicated that improving teamwork leads to nurses staying in their places and not leaving and looking for other places of work, which reduces fatigue, maintains nurses, and prevents their shortage, which positively reflects on the team's performance in general (Sabi et al., 2022). While Goh et al. explained that teamwork can be improved through a shared mental model for performing basic nursing care tasks in a creative and innovative way, mutual support for managing workload, better delegation practices, effective communication, improved interpersonal relationships, and better team guidance (Goh et al., 2020).

Nursing leadership

Furukawa and Kashiwagi, in a cross-sectional study conducted in 13 hospitals in Japan, show that one of the factors influencing teamwork effectiveness and team performance among nursing staff is the leadership behavior of nursing managers. Leadership behavior characterized by high emotional intelligence has been shown to improve collaboration among team members, including the nurse manager's understanding and respect for

nurses' emotions (Furukawa and Kashiwagi, 2021). While this study, conducted by Ma et al. in the United States and involving more than 29,000 nurses, demonstrated that nursing leadership, as an organizational factor, plays a key role in promoting teamwork among nurses, it was associated with lower intention to leave and improved quality of care. She also emphasized that strengthening the role of nursing leadership positively enhances teamwork among nurses (Ma et al., 2015).

Team goals, support, roles, and relationships between colleagues

Al Sayah et al. showed that defining team goals and clarifying their roles effectively contribute to enhancing teamwork. However, the study showed that barriers related to process and support, such as unclear referral processes, disorganized reporting structure, and large patient groups, can significantly negatively affect teamwork (Al Sayah et al., 2014). In the same context, Baek et al. showed that a lack of support for nurses hinders the creation of a supportive work environment that enhances teamwork. It also showed that the presence of relationships between team members is a crucial factor in enhancing teamwork (Baek et al., 2023). In a cross-sectional study conducted at two teaching hospitals in South Korea, Hwang and Ahn indicated that teamwork and its relationship to reporting of clinical errors among nurses promote safety and transparency and reduce the likelihood of clinical errors (Hwang & Ahn, 2015). It was shown that enhancing and improving teamwork can be achieved by improving effective communication, enhancing interpersonal relationships, and better team mentoring (Goh et al., 2020). The results of the study of Ma et al. also support this trend, as they indicate that improving cooperation between nurses and nurses' cooperation with colleagues in other professions contributes significantly to improving teamwork (Ma et al. 2015).

2.5 The Importance of Job Satisfaction for Nurses

Nurses' job satisfaction contributes significantly and effectively to providing the best quality health care to patients (Lu et al., 2019), This was also confirmed by Farman et al., in a descriptive-correlational study conducted at a government hospital in Pakistan to assess the relationship between nurses' satisfaction and the quality of care provided to patients. They indicated a positive association between job satisfaction and the quality of healthcare, as nurses indicated that their job satisfaction was reflected in the quality of healthcare they provided to patients (Farman et al., 2017).

In addition, the study of Lu et al showed that nurses' job satisfaction contributes to their continuity in their workplaces and enables them to provide the best quality care and not resign and look for other places of work (Lu et al., 2019). The study of Altuntas also showed that job satisfaction greatly affects the working life of each person and is of great importance for productivity, success, and happiness at work. It was also shown that job satisfaction expresses feelings towards the job and constitutes compatibility between

personal and job characteristics, as well as a reflection of perception and emotional reactions towards work (Altuntas, 2014).

2.6 Factors Affecting Job Satisfaction and Mechanisms for Improving it among Nurses

Job satisfaction among nurses is affected by many professional, organizational, and personal factors. Studies have shown these factors and provided mechanisms that can be used to improve job satisfaction among nurses. Uchmanowicz et al. showed that fatigue in providing health care to patients leads to a significant decrease in job satisfaction. It was shown that fatigue is significantly associated with job satisfaction (Uchmanowicz et al., 2020). The continuation of fatigue among nurses negatively affects the quality of health care provided. In another context, Dall'Ora et al. indicated that long working hours, especially shifts exceeding 12 hours, affect nurses' job satisfaction. Their feelings of job satisfaction were found to diminish as the hours worked increased (Dall'Ora et al., 2017).

On the other hand, Chien & Yick showed that older and more experienced nurses in private hospitals have higher levels of job satisfaction, especially with regard to financial aspects such as wages and independence, compared to younger and less experienced nurses (Chien & Yick, 2016). Altuntas showed that job dissatisfaction is not limited to professional performance, but may extend to negatively impact daily life, physical and mental health, and relationships (Altuntas, 2014). This leads to decreased participation, constant complaints, decreased productivity, absenteeism, and sometimes leaving the job.

Regarding social and organizational factors, Pressley & Garside indicated that job dissatisfaction is linked to nurses' lack of fair rewards or adequate recognition for their efforts, as a result of their perception that their hard work is not fairly compensated. This is in addition to the impact of workloads on work-family balance, shift schedules, and group interactions (Pressley & Garside, 2023). In this context, the study of Salem et al. showed that the presence of organizational support for nurses enhances job commitment, which in turn contributes significantly to improving nurses' job satisfaction with their jobs (Salem et al., 2016).

The study of Gausvik et al. also indicated that improving nurses' working conditions in their workplaces, which are represented by the availability of training opportunities, nurses receiving promotions, praise, and appreciation, in addition to improving nurses' relationships with their managers and colleagues in other professions, leads to higher levels of job satisfaction (Gausvik et al., 2015).

2.7 Summary of previous studies

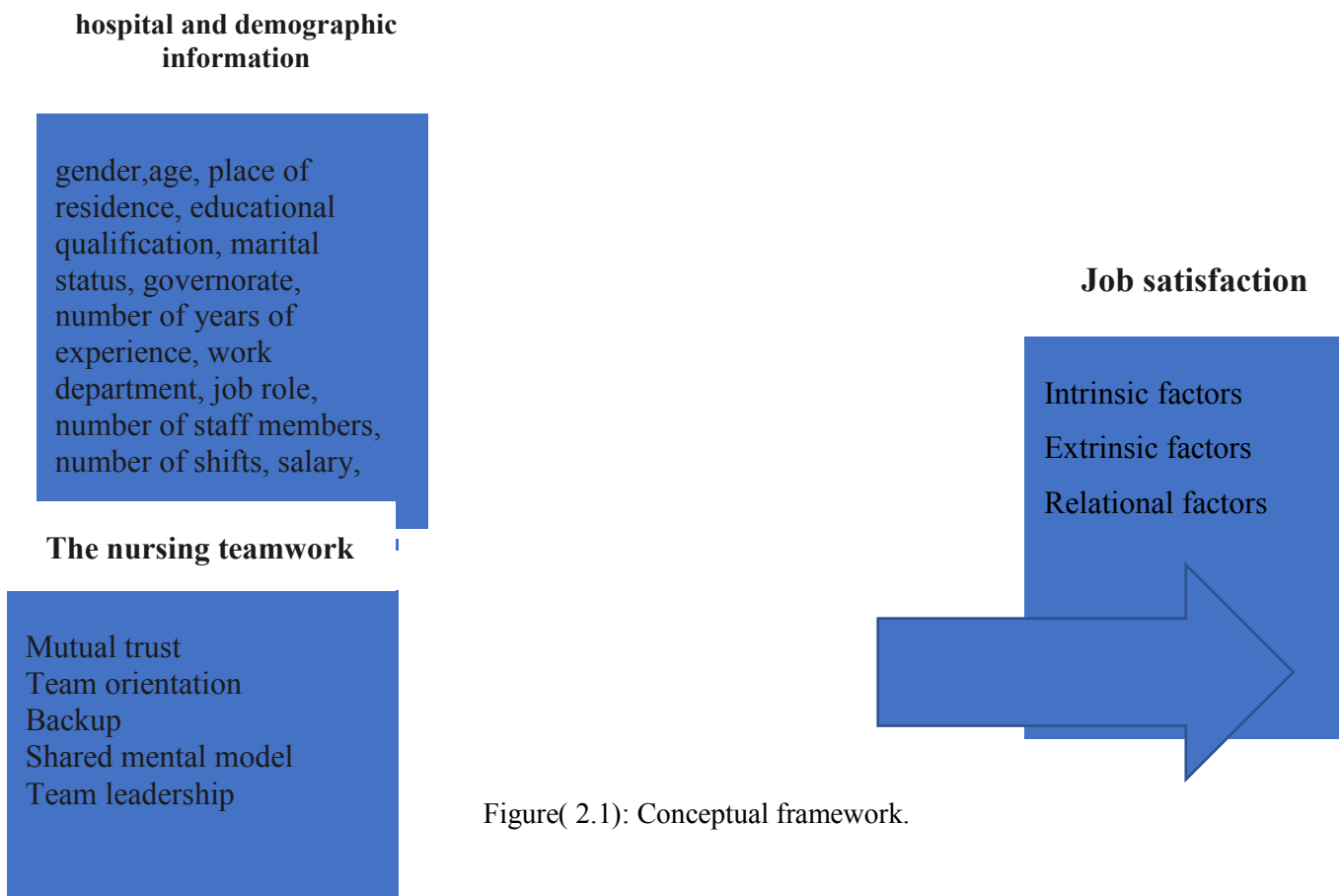
Although previous studies have shown that teamwork among nurses contributes to improving and raising levels of job satisfaction and provides a work environment that enables them to provide high-quality care and maintain patient safety, they have not yet

explored how these factors affect hospital environments. There is little research on the relationship between nursing teamwork and job satisfaction, particularly in the Palestinian context. There is a need for more in-depth research to understand this relationship, which could contribute to improving the working conditions of nurses working in Palestinian hospitals in the southern West Bank.

2.8 Conceptual Framework

In this study, the independent variables are personal and demographic information and the teamwork of general nurses in the Palestinian Hospitals in the Southern West Bank, and the dependent variable is job satisfaction.

The framework shown in Figure 1 assumes that nurses' characteristics (gender, place of residence, educational qualification, marital status, governorate, age, number of years of experience, work department, job role, number of staff members, number of shifts, salary, overtime, training) and teamwork affect the levels of job satisfaction for nurses working in the Palestinian Hospitals in the Southern West Bank.



Figure(2.1): Conceptual framework.

2.9 Study Variables

Independent Variable:

1. Hospital and demographic data: Include gender, age, marital status, place of residence, and educational qualification, governorate, number of years of experience, work department, job role, number of staff members, number of shifts, salary, overtime, and training.

2. Nursing Teamwork includes:

Mutual trust: Team members trust each other.

Team orientation :Team members' commitment to implementing goals and achieving results.

Backup: Team members help each other and continue to provide health care in a correct manner.

Shared mental model: Team members' understanding of their responsibilities, goals, and priorities in work.

Team leadership: The mechanisms of action provided by team leaders to ensure and sustain team functions.

Dependent Variable:

Job Satisfaction includes:

Intrinsic: The extent of enjoyment at work.

Extrinsic: External factors that affect work performance.

Relational: Personal connections and relationships with colleagues at work.

2.10 Operational definition

Teamwork: is the interaction and cooperation of nurses in providing health care and achieving the best results, it is measured by the nursing teamwork survey developed by (Kalisch et al 2010) where the questionnaire consists of 32 questions divided into five areas: Mutual trust (seven questions), team orientation (eight questions), backup (six questions), shared mental model (seven questions), and team leadership (four questions).

Job satisfaction is the emotional state that nurses express about their jobs. It is measured by the Nursing Workplace Satisfaction Questionnaire, developed by (Fairbrother et al., 2010) where the questionnaire consists of 30 questions divided into three areas: intrinsic (ten questions), extrinsic (twelve questions), and relational (eight questions).

Chapter Three

Methodology

3.1 Introduction

This chapter describes the methodology used in this study, which includes the study design, study setting, target population, sampling method, sample size, inclusion criteria, exclusion criteria, study tool, data collection procedures, data analysis, and ethical considerations.

3.2 Study Design:

A quantitative, descriptive, correlational, cross-sectional study method was used to assess the relationship between teamwork and job satisfaction among nurses at Palestinian Hospitals in the southern West Bank. The descriptive design was chosen to describe and explain the current levels of the study variables, namely, teamwork and job satisfaction among nurses. The correlational was chosen to measure the nature and strength of the relationship between the variables. A cross-sectional design was used because it allows the researcher to measure teamwork and job satisfaction in real time. It is suitable for describing the levels and relationships between variables. This design is widely used in nursing studies. Although cross-sectional designs do not allow for the establishment of causal relationships, they are considered an effective tool for understanding the relationships between study variables (Setia, 2016).

3.3 Study Setting:

The study was conducted at the ten Palestinian Hospitals in the Southern West Bank (Hebron Governmental Hospital, Al-Mizan Private Hospital, Al-Ahli Hospital, Al-Helal

Hospital (Non-governmental), Bethlehem Arab Society for Rehabilitation Hospital (NGO), Bait Jala Governmental Hospital, Mahmoud Abaas Governmental Hospital, Dura Governmental Hospital, Al-Muhtaseb Governmental Hospital, and Yatta Governmental Hospital.

These hospitals are considered the main hospitals, providing comprehensive medical services to patients in the Palestinian community, and constitute an integrated and coordinated link in providing various types of medical services.

3.4 Study population

The target population consists of nurses working in Palestinian hospitals in the southern West Bank, whose number is 1,666, employed in hospitals, as the number of nurses in Al-Ahli Hospital is 432, Hebron Governmental Hospital 343, Al-Mizan Private Hospital 155, Al-Hilal Hospital 118, Bethlehem Arab Society for Rehabilitation Hospital 110, Bait Jala Governmental Hospital 212, Mahmoud Abaas Governmental Hospital 60, and Dura Governmental Hospital 105, and Yatta Governmental Hospital 71, and Al-Muhtaseb Governmental Hospital 60, which consists of all different nursing roles such as nursing directors, nursing supervisors, heads of nursing departments, registered nurses, and practicing nurses.

3.5 Sample & sampling technique:

3.5.1 Sampling method:

The convenience sampling method was employed to include those nurses who are available and willing to participate during the data collection period.

3.5.2 Sample size:

According to the calculator.net website, 313 or more participants are needed to have a confidence level of 95% in the total population of 1666 nurses. An additional 15% of the above sample were added (47 participants), so the study targeted to recruit 360 nurses from all wards of the selected hospitals. The actual number of nurses who participated in the study was 336, with a response rate of 93%.

3.6 Inclusion criteria & Exclusion criteria:

3.6.1 Inclusion criteria:

Nurses who have full-time permanent contracts.

3.6.2 Exclusion criteria:

Nurses working in the Palestinian Hospitals in the Southern West Bank for less than three months, regardless of their contract.

3.7 Study tool:

The study tool is a questionnaire that assesses teamwork and job satisfaction among nurses working at Palestinian Hospitals in the Southern West Bank. The researcher used two previously designed tools to measure teamwork and job satisfaction.

The tools used by the researcher are the Nursing Teamwork Survey (NTS) developed by (Kalisch et al., 2010) and the Nursing Workplace Satisfaction Questionnaire (NWSQ) developed by (Fairbrother et al., 2010). The tool was modified to be compatible with the study's objectives.

The questionnaire consisted of 79 questions and was divided into 3 parts. The first part was about demographic information and hospital-related characteristics (gender, place of residence, educational qualification, marital status, governorate, age, number of years of experience, work department, job description, number of staff members, number of shifts, salary, overtime, and training).

The second part was about teamwork and consisted of 5 sub-parts: mutual trust (seven questions), team orientation (eight questions), backup (six questions), shared mental model (seven questions), and team leadership (four questions). The third part was about job satisfaction and consisted of 3 sub-parts: intrinsic (ten questions), extrinsic (twelve questions), and relational (eight questions).

The tool was designed according to a five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree), which represents numerically: strongly agree = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree = 1. for the teamwork scale Cut off points: Rarely: 1.00 – 1.79, Quarter the time: 1.80 – 2.59, Half the time: 2.60 – 3.39, Most of time: 3.40 – 4.19, Always: 4.20 – 5.00. The original rating (rarely to always) was adopted from the source of the instrument (Kalisch et al., 2010). Although for the job satisfaction scale the original cut-off point was not provided, the results were divided into three levels (low = 1.00-2.33, medium = 2.34-3.66, high = 3.67-5.00). This model is used in social and health research to interpret and then present the results (Joshi et al., 2015).

3.8 Pilot Study

A pilot study was conducted on 30 nurses before data collection. The participants included 10 nurses from Hebron Governmental Hospital, 10 from Al-Ahli Hospital, and 10 from the Bethlehem Arab Society for Rehabilitation Hospital. Ethical approval was obtained from the participating nurses as a preliminary test to identify suitability amendments in the questionnaire's wording, test the reliability of its items, and test the validity and suitability of the questionnaire. Participants were not included in the study.

3.9 Reliability

The researcher measured Cronbach's alpha coefficient to estimate the reliability of the scales. Reliability was measured by conducting a pilot study on 30 nurses. The reliability analysis showed high internal consistency for both variables. The Teamwork scale, consisting of 33 items, demonstrated excellent reliability with a Cronbach's Alpha of .958. Similarly, the Job scale, which includes 30 items, also showed excellent reliability, with a Cronbach's Alpha of .938 as shown in Table 3.1. These values suggest that the items within each scale are highly consistent in measuring their respective constructs.

Table(3.1):Reliability test

	Number of items	Cronbach Alpha
Teamwork	33	0.958
Job Satisfaction	30	0.938

3.10 Validity: The questionnaire was sent to three reviewers, academics and nursing experts, who reviewed the questionnaire items for evaluation. The experts provided their comments, and modifications were made.

3.11 Data collection procedures:

Ethical approval was obtained from the Ethical Committee at Al-Quds University Institutional Review Board (IRB). Approval was also obtained from the Palestinian Ministry of Health, as well as Non-profit hospitals and private hospitals, to conduct the study in Palestinian hospitals located in the southern West Bank. This was done to coordinate the distribution of the questionnaire to nurses. Participating nurses were informed that all collected information would be used for scientific research purposes only and that their participation in this study was voluntary, with the nurses having the full right to withdraw from the study at any time. The questionnaire was distributed to nurses in the morning during their official working hours at the hospitals. The nurses were given sufficient time to complete the questionnaire. I returned to them two days later to collect the questionnaire. I distributed 360 questionnaires, and 336 were returned. Incomplete questionnaires were removed.

3.12 Data Analysis

The collected data were analyzed by the Statistical Package for Social Sciences (SPSS) Version 27. Data analysis of descriptive and inferential statistics was conducted. Regarding descriptive statistics, frequency, percentages, mean score, and Standard Deviation (SD) were used to describe the study variables. Regarding inferential statistics, Mann Mann-

Whitney U test, the Kruskal-Wallis H test, and the Spearman test were conducted to assess the differences and relationship between study variables. Non-parametric tests were conducted because the data are not normally distributed according to the Kolmogorov-Smirnov test and the Shapiro-Wilk test ($p > 0.05$). As shown in Table 3.2.

Table (3.2):Tests of Normality (n=336).

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Teamwork	.071	336	<.001*	.958	336	<.001*
Job Satisfaction	.067	336	<.001*	.971	336	<.001*

*Significant at $p < 0.05$

3.13 Ethical considerations

The study was conducted in accordance with the ethical standards of Al-Quds University while ensuring the confidentiality and voluntary participation of nurses in the hospital. The researcher collected the data independently and explained and informed all participating nurses about the purpose of the study and obtained their consent before participating in it, as they can also terminate their participation at any time during the study.

3.14 Summary:

This study aimed to assess and examine the relationship between teamwork and job satisfaction among nurses. The study population consisted of 1,666 nurses from various Palestinian hospitals located in the southern West Bank. The study relied on a convenience sampling method, and the sample size was 360 nurses from all departments of the selected hospitals, with a response rate of 93%. The study instrument was a questionnaire to assess teamwork and job satisfaction among nurses.

Approvals were obtained from the Ministry of Health and the administration of private and charitable hospitals before distributing the questionnaire. Data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 27.

Ethical considerations were taken into account to ensure the confidentiality and voluntary participation of nurses in the hospital. The researcher collected the data independently,

informed all participating nurses of the purpose of the study, and obtained their informed consent before participation.

Chapter Four

Results

4.1 Introduction

This chapter presents the findings of the study using descriptive and inferential statistical analyses, with a focus on nonparametric methods due to normality assumptions in the data. Descriptive statistics, including frequencies, percentages, mean score, and standard deviation, were used to summarize participants' demographic characteristics and main study variables. For inferential analysis, nonparametric tests were applied to assess the differences and relationships between variables. Specifically, the Mann-Whitney U test was used to compare differences between two independent groups, while the Kruskal-Wallis H test was employed for comparisons across more than two groups. Spearman's rank correlation coefficient was used to assess the strength and direction of associations between variables. All statistical analyses were conducted at a significance level of p -value 0.05.

4.2 Demographic characteristics

The demographic characteristics of the participating nurses (N = 336) were summarized using frequencies and percentages in Table 4.1. The sample consisted of 43.5% males (n = 146) and 56.5% females (n = 190). Regarding place of residence, 41.1% lived in cities (n = 138), 50.0% in villages (n = 168), and 8.9% in camps (n = 30). Regarding the level of education, 21.1% held a diploma (n = 71), 66.4% had a bachelor's degree (n = 223), and 12.5% had higher education (n = 42).

More than two-thirds of participants were married (67.9%, n = 228). The majority of nurses were from Hebron Governorate (76.8%, n = 258), with the remaining 23.2% (n = 78) from Bethlehem. In terms of age, 44.3% were aged 20–29 years (n = 149), 38.1% were aged 30–39 years (n = 128), and 17.6% were older than 39 years (n = 59).

(Table 4.1): Demographic variables (N=336).

Demographic variables		No	%
Sex	Male	146	43.5%
	Female	190	56.5%
Place of Residence	City	138	41.1%
	Village	168	50.0%
	Camp	30	8.9%
Educational Qualification	Diploma	71	21.1%
	Bachelor's Degree	223	66.4%
	Higher education	42	12.5%
Marital Status	Single	108	32.1%
	Married	228	67.9%
Governorate	Bethlehem	78	23.2%
	Hebron	258	76.8%
Age group (years)	20-29	149	44.3%
	30-39	128	38.1%
	>39	59	17.6%

4.3 Hospital-related characteristics

The hospital-related

characteristics of the participating nurses were shown; nearly half of the nurses (49.7%, n = 167) worked in governmental hospitals, while 26.2% (n = 88) were in private hospitals and 24.1% (n = 81) in Non-profit hospitals. In terms of professional experience, 35.1% (n = 118) had 1–5 years of experience, 26.5% (n = 89) had 6–10 years, and 38.4% (n = 129) had more than 10 years. Nurses were distributed across various departments, with

the largest proportions in the surgical (13.7%, n = 46), pediatric and neonatal ICU (12.2%, n = 41), and intensive care unit (11.6%, n = 39). Regarding Job role, 69.3% (n = 233) were registered nurses, 21.1% (n = 71) practical nurses, 6.8% (n = 23) head nurses, 1.8% (n = 6) nursing supervisors, and 0.9% (n = 3) nursing managers. The majority of participants (56.3%, n = 189) reported working in departments with 11–20 staff members, and 49.4% (n = 166) collaborated with more than 20 individuals from outside their department during their shifts. Most nurses (56.3%, n = 189) worked between 21–30 shifts per month, and 54.5% (n = 183) earned a monthly salary between 3000–4000 NIS. Only 18.8% (n = 63) reported working additional shifts inside the hospital. Furthermore, 77.1% (n = 259) had previously received training or attended professional courses. As shown in Table 4.2.

Table (4.2.A): Frequency and percentages of hospital-related data among nurses.

Hospital-related Variables		No	%
Hospital type	Governmental	167	49.7
	Non-profit hospitals	81	24.1
	Private	88	26.2
Number of years of experience in the nursing profession	1-5	118	35.1
	6-10	89	26.5
	>10	129	38.4
	Mean: 9.99 SD: 7.14		
Department	Surgical	46	13.7
	Rehabilitation	13	3.9
	Cardiac Care Unit	32	9.5
	Intensive Care Unit	39	11.6
	Medical	35	10.4
	Operations	29	8.6
	Emergency	37	11.0
	Pediatric and Neonatal ICU	41	12.2
	Outpatient Clinics	18	5.4
	Renal Dialysis Unit	9	2.7
	Maternity	12	3.6
	Other (Ophthalmic, oncology, and administration)	25	7.4
Job role	Practical nurse	71	21.1
	Registered nurse	233	69.3
	Head nurse	23	6.8
	Nursing supervisor	6	1.8
	Nursing manager	3	0.9

Table (4.2.B): F
among nurses.

How many staff members are in your department	1-5	11	3.3
	6-10	39	11.6
	11-20	189	56.3
	>20	97	28.9
	Mean: 17.99 SD: 6.68		
How many individuals from outside your department do you collaborate with during your shift?	1-10	100	29.8
	11-20	70	20.8
	>20	166	49.4
	Mean: 25.6 SD: 16.44		
Average number of shifts you work monthly	10-20 shifts	147	43.8
	21-30 shifts	189	56.3
	Mean: 20.8 SD: 2.34		
Monthly Salary	< 3000 NIS	46	13.7
	3000–4000 NIS	183	54.5
	>4000 NIS	107	31.8
Do you work additional shifts inside the hospital?	Yes	63	18.8
	No	273	81.3
Have you previously received any courses or training?	Yes	259	77.1
	No	77	22.9

4.4 Level of Teamwork Among Nurses

The bar chart in Figure 4.1 illustrates

how frequently nurses engage in teamwork. According to the data, 51.8% of nurses reported experiencing teamwork the majority of the time, while 28.9% indicated that teamwork occurred always. A smaller percentage noted teamwork only half the time (13.7%) or a quarter of the time (5.6%). Notably, none of the respondents reported that teamwork occurred rarely.

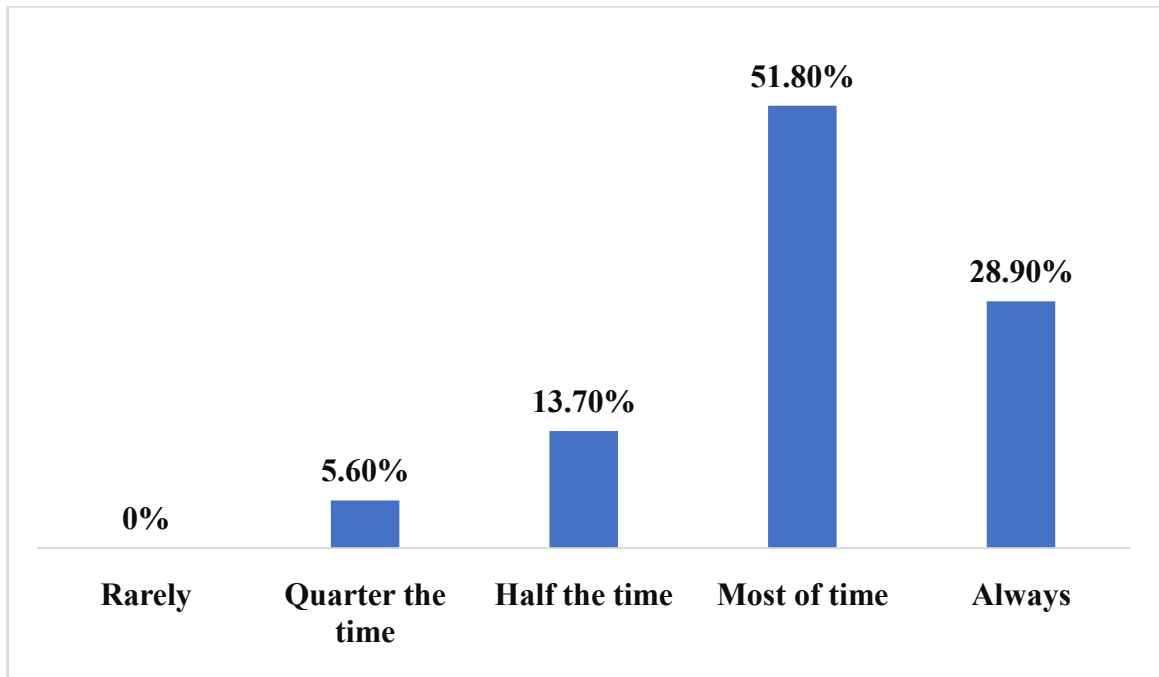


Figure (4.1):The Level of Teamwork Among Nurses.

4.5 Teamwork

The bar chart in Figure 4.2 presents the average scores of different dimensions of teamwork among nurses. The highest mean scores were observed in mutual trust and shared mental model, both at 3.91, indicating strong perceptions in these areas. This was followed by backup with a mean score of 3.84, and team orientation at 3.74. The lowest-rated subscale was team leadership, with a mean score of 3.62.

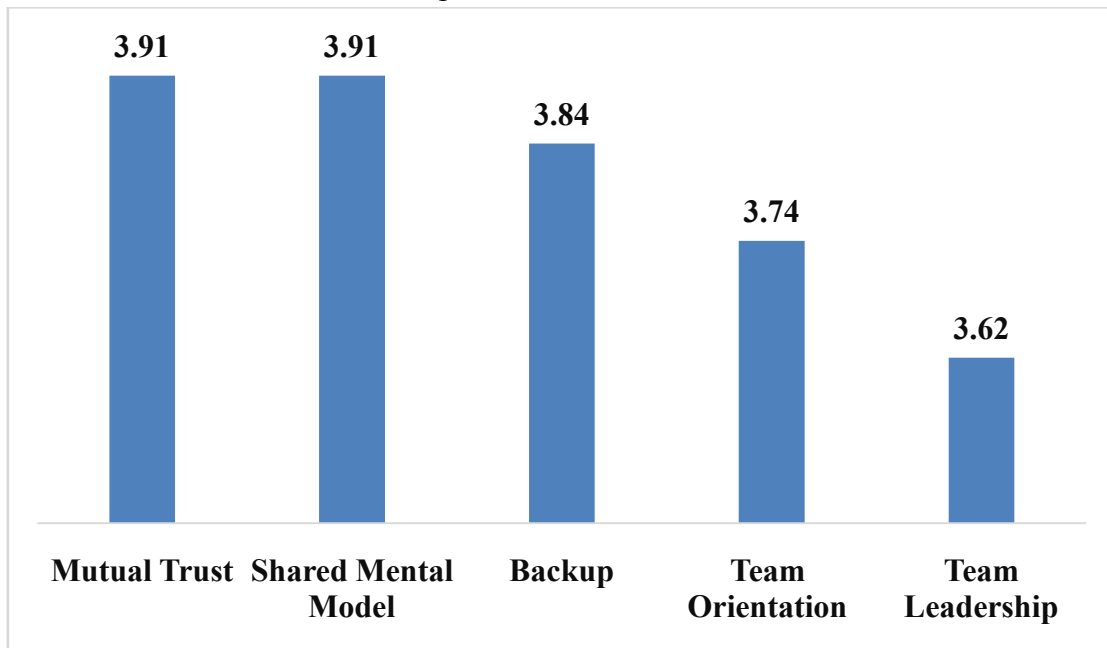


Figure (4.2):Mean Score of Each Teamwork Subscale

Mutual trust subscale

The mean scores from the mutual trust subscale items for nurses demonstrated that all seven items fell between 3.80 and 4.03, which indicated "Most of the time" responses. The item "Team members trust each other in the unit I work in" received the highest rating with $M = 4.03$ and $SD = 0.775$, followed by items that focused on open communication and message clarity. The lowest-rated item, "Team members readily participate in changes to make improvements and implement new nursing practices," received a high score of $M = 3.80$ with $SD = 0.859$. The mean score for the mutual trust subscale was 3.91 ($SD = 0.629$), which showed that nurses generally experienced strong team mutual trust during most of their work time. As seen in Table 4.3.

Table (4.3): Mean score for each item toward mutual trust (n=336)

Item	Mean	SD	Status
Team members trust each other in the unit I work in.	4.03	0.775	Most of time
Team members easily exchange ideas and information.	3.97	0.712	Most of time
Team members communicate clearly.	3.95	0.836	Most of time
Team members ensure that everyone understands the message conveyed to them clearly.	3.92	0.813	Most of time
Team members are keen to receive and share constructive feedback with each other.	3.88	0.867	Most of time
When a colleague is absent or transferred to another unit, responsibilities are fairly redistributed among the remaining staff.	3.84	0.845	Most of time
Team members readily participate in changes to make improvements and implement new nursing practices.	3.80	0.859	Most of time
Total Mean Score (7 items)	3.91	0.629	Most of time

Cut off points: Rarely: 1.00 – 1.79, Quarter the time: 1.80 – 2.59, Half the time: 2.60 – 3.39, Most of time: 3.40 – 4.19, Always: 4.20 – 5.00

Team orientation subscale

The results for the team orientation subscale (Table 4.4) show that, overall, nurses perceived guidance-related behaviors to occur the most of the time, with a mean score of 3.73 ($SD = 0.640$).

Most items received mean scores above 3.70, indicating positive perceptions in areas such as cooperation, goal alignment, and constructive responses. The highest-rated item was "The staff cooperates to complete their work without shortcomings" ($M = 3.95$, $SD = 0.777$), followed closely by "The team focuses together to achieve goals in an integrated manner" ($M = 3.92$, $SD = 0.781$). However, one item fell into the "half the time" category: "All team members participate in decision-making" ($M = 3.26$, $SD = 1.111$), suggesting this is a potential area for improvement.

Table(4.4): Mean score for each item toward Team orientation

Item	Mean	SD	Status
The staff cooperates to complete their work without shortcomings.	3.95	0.777	Most of time
The team focuses together to achieve goals in an integrated manner.	3.92	0.781	Most of time
The staff works harmoniously together as one team.	3.85	0.891	Most of time
The staff accepts directions positively.	3.84	0.815	Most of time
The team’s responses are helpful and constructive.	3.82	0.887	Most of time
The team discusses mistakes and annoying behaviors effectively.	3.73	0.864	Most of time
The team faces challenges and conflicts in a constructive manner.	3.73	0.854	Most of time
All staff members adhere to break times in an organized way.	3.54	1.047	Most of time
All team members participate in decision-making.	3.26	1.111	Half the time
Total Mean Score (9 items)	3.73	0.640	Most of time

Cut off points: Rarely: 1.00 – 1.79, Quarter the time: 1.80 – 2.59, Half the time: 2.60 – 3.39, Most of time: 3.40 – 4.19, Always: 4.20 – 5.00.

Backups subscale

The backups subscale assessment of nurses (Table 4.5) showed that nurses generally perceived supportive behaviors in their teams because the mean score reached 3.83 (SD = 0.626). The team members strongly agreed that effective work requires all members to collaborate, as shown by the highest-rated item “Our team believes that to do a good job, all members must work together” (M = 4.01, SD = 0.724). The team members showed high levels of backup by being willing to help overwhelmed colleagues (M = 3.87, SD = 0.777) and by having charge nurses available (M = 3.83, SD = 0.867). The lowest mean score of 3.72 (SD = 0.908) for “Team members often know when another member needs help before that person asks” indicated that proactive support needed improvement.

Table (4.5): Mean score for each item toward backup

Item	Mean	SD	Status
Our team believes that to do a good job, all members must work together.	4.01	0.724	Most of time

Team members willingly respond to patients who are not theirs when other members are busy or overwhelmed.	3.87	0.777	Most of time
Charge nurses are available to provide assistance to members throughout the shift.	3.83	0.867	Most of time
In our team, we can follow up on each other's work without affecting our individual responsibilities.	3.82	0.833	Most of time
Team members notice when someone is falling behind in their work.	3.79	0.936	Most of time
Team members often know when another member needs help before that person asks.	3.72	0.908	Most of time
Total Mean Score (6 items)	3.83	0.626	Most of time

Cut off points: Rarely: 1.00 – 1.79, Quarter the time: 1.80 – 2.59, Half the time: 2.60 – 3.39, Most of time: 3.40 – 4.19, Always: 4.20 – 5.00

Shared mental model subscale

The findings for the shared mental model subscale among nurses (Table 4.6) show a high level of mutual comprehension and collaboration within teams, with a mean score of 3.90 (SD = 0.580), indicating that shared mental model occurred the majority of the time. The highest-rated item was “Team members respect one another” (M = 4.01, SD = 0.838), followed closely by “Team members understand each other's roles and responsibilities” (M = 4.00, SD = 0.765) and “All team members understand their responsibilities throughout the shift” (M = 3.99, SD = 0.744). The lowest mean was for “Shift handover reports contain the clear information necessary for patient care” (M = 3.80, SD = 0.838), although it still fell within the “most of time” category.

Table (4.6): Mean score for each item toward shared mental model (n=336)

Item	Mean	SD	Status
Team members respect one another.	4.01	0.838	Most of time
Team members understand each other's roles and responsibilities.	4.00	0.765	Most of time
All team members understand their responsibilities throughout the shift.	3.99	0.744	Most of time
When the workload becomes too heavy, team members collaborate and work together to get the job done.	3.89	0.814	Most of time
Team members know that others on the team are keeping their commitments.	3.83	0.807	Most of time
Team members are aware of each other's strengths and weaknesses.	3.83	0.886	Most of time
Shift handover reports contain the clear information	3.80	0.838	Most of time

necessary for patient care.			
Total Mean Score (7 items)	3.90	0.580	Most of time

Cut off points: Rarely: 1.00 – 1.79, Quarter the time: 1.80 – 2.59, Half the time: 2.60 – 3.39, Most of time: 3.40 – 4.19, Always: 4.20 – 5.00

Team leadership subscale

The team leadership subscale results for nurses (N = 336) indicated a moderate perception of team leadership effectiveness, with a total mean score of 3.62 (SD = 0.878), suggesting that team leadership behaviors occurred the majority of the time. Among the individual items, the highest-rated was “Charge nurses provide clear guidance on how to perform the work” (M = 3.77, SD = 0.906), reflecting positively on direction and clarity. The lowest-rated item was “Charge nurses monitor staff progress throughout the shift” (M = 3.52, SD = 1.039), indicating potential gaps in active oversight. Other aspects, such as workload balancing (M = 3.59, SD = 0.997) and strategic response to problems (M = 3.61, SD = 0.947), were rated similarly. While all items fall within the “most of time” range, the relatively lower scores are compared to other teamwork subscales. As seen in Table 4.7.

Table (4.7): Mean score for each item toward leadership (n=336)

Item	Mean	SD	Status
Charge nurses provide clear guidance on how to perform the work.	3.77	0.906	Most of time
When problems arise during the shift, a strategy is set to deal with these changes	3.61	0.947	Most of time
Charge nurses balance the workload within the team.	3.59	0.997	Most of time
Charge nurses monitor staff progress throughout the shift.	3.52	1.039	Most of time
Total Mean Score (4 items)	3.62	0.878	Most of time

Cut off points: Rarely: 1.00 – 1.79, Quarter the time: 1.80 – 2.59, Half the time: 2.60 – 3.39, Most of time: 3.40 – 4.19, Always: 4.20 – 5.00

4.6 Level of Job Satisfaction Among Nurses

The bar chart in Figure 4.3 presents the distribution of satisfaction levels among the nursing staff. The majority of nurses (54.5%) reported high job satisfaction, while 42.9% indicated moderate satisfaction. Only a small proportion (2.7%) reported low satisfaction.

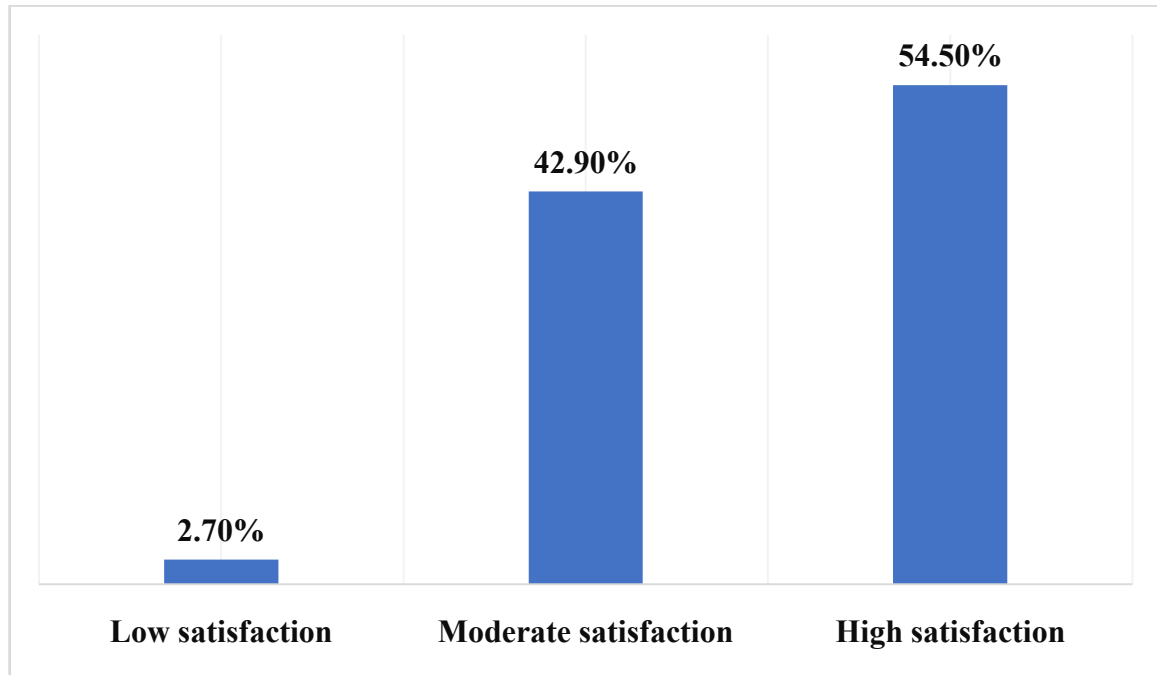
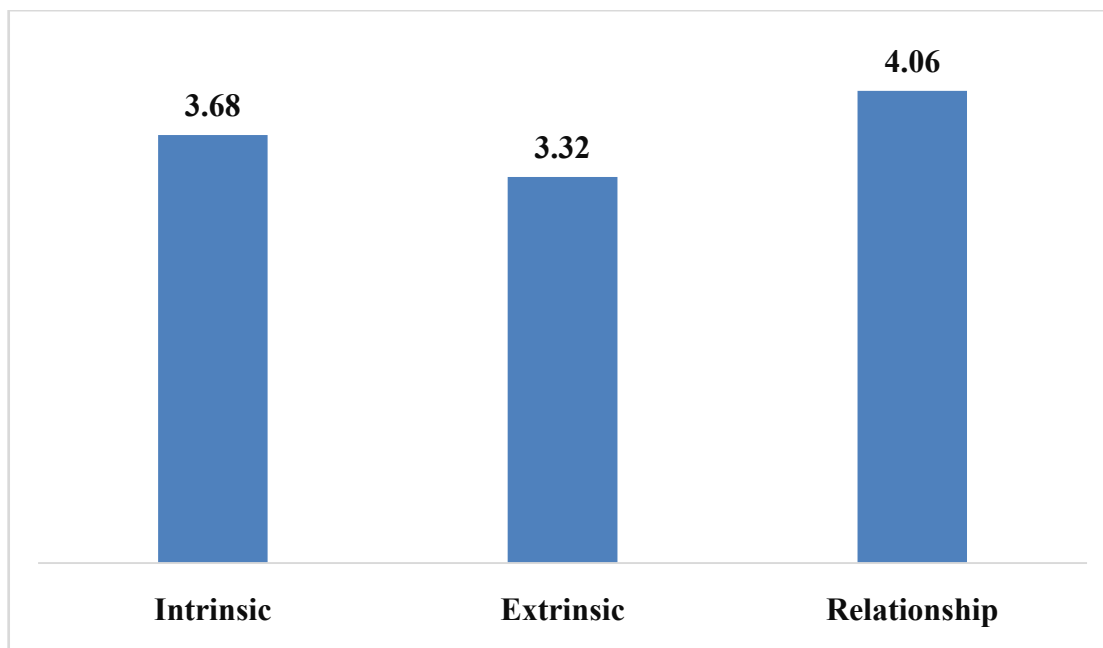


Figure (4.3):Level of Job Satisfaction Among Nurses

4.7 Mean Score of Job Satisfaction Subscales

The bar chart in Figure 4.4 illustrates the average scores for the three dimensions of job satisfaction among nurses. The highest mean score was observed for the relationships subscale ($M = 4.06$), suggesting that nurses experience strong interpersonal connections and support in the workplace. This was followed by intrinsic ($M = 3.68$), reflecting a generally positive sense of personal fulfillment and meaning derived from the job. The lowest score was for extrinsic ($M = 3.32$), indicating that external factors such as pay, recognition, and advancement opportunities were perceived as less satisfactory compared to intrinsic and relational aspects.



Figure(4.4):Mean Score of Job Satisfaction Subscales

Intrinsic motivation Subscale

The intrinsic motivation subscale received responses from 336 nurses who produced a total mean score of 3.68 (SD = 0.727), indicating high job satisfaction. The majority of items received high scores because nurses strongly agreed with statements about job enthusiasm and value and pride, and work alignment with personal skills.

The item “I feel proud when doing my job” received the highest rating with M = 4.08 (SD = 0.911) followed by “My work matches my abilities and skills” with M = 4.04 (SD = 0.962) and “It is worth putting effort into my work” with M = 4.00 (SD = 0.886). The items “The work I do is comfortable and safe” (M = 2.74, SD = 1.255) and “Recently, my job has become more interesting” (M = 3.65, SD = 0.957) and “My job makes me feel psychologically well” (M = 3.07, SD = 1.277) received moderate scores which suggest potential areas for improvement. as seen in Table 4.8.

Table (4.8):MeanScore of itemsof Intrinsic motivation.

Item	Mean	SD	Level
I feel proud when doing my job.	4.08	0.911	High
My work matches my abilities and skills.	4.04	0.962	High
It is worth putting effort into my work.	4.00	0.886	High
My work has great meaning for me.	3.85	0.971	High

My job gives me the opportunity to show my value.	3.85	0.950	High
My job gives me a lot of satisfaction.	3.82	1.044	High
I am enthusiastic about my job.	3.70	1.020	High
Recently, my job has become more interesting.	3.65	0.957	Moderate
My job makes me feel psychologically well.	3.07	1.277	Moderate
The work I do is comfortable and safe.	2.74	1.255	Moderate
Total Mean Score (10 items)	3.68	0.727	High

Cut off points: Low: 1.00 – 2.33, Moderate: 2.34 – 3.66, High: 3.67 – 5.00

Extrinsic motivation subscale

The analysis of the extrinsic subscale among nurses produced a total mean score of 3.32 (SD = 0.698), indicating a moderate level of extrinsic motivation. While several items scored high—such as “I feel highly confident in my clinical skills” (M = 4.17, SD = 0.845), “I feel connected with my colleagues at work” (M = 3.91, SD = 0.864), and “I perform better because my team is organized” (M = 3.81, SD = 0.907)—others reflected more moderate or even low satisfaction. Notably, items related to financial compensation were the lowest scoring, with “The salary I receive provides me with a comfortable standard of living” (M = 2.30, SD = 1.221) and “The rewards I receive are appropriate to the performance I achieve” (M = 2.33, SD = 1.266) falling into the low satisfaction category. As shown in Table 4.9.

Table (4.9): Mean Score of each item toward extrinsic motivation

Item	Mean	SD	Level
I feel highly confident in my clinical skills.	4.17	0.845	High
I feel connected with my colleagues at work.	3.91	0.864	High
I perform better because my team is organized.	3.81	0.907	High

I feel capable of learning at work.	3.80	0.994	High
I have adequate support from my colleagues.	3.74	0.889	High
I like the way my department is managed.	3.64	0.988	Moderate
I have enough time to provide good care to patients.	3.53	1.032	Moderate
I have sufficient opportunity to discuss patients' problems with my colleagues.	3.42	1.031	Moderate
The hospital provides me with sufficient training courses that help develop my various skills.	2.82	1.237	Moderate
The salary I receive matches the performance I deliver.	2.47	1.276	Moderate
The rewards I receive are appropriate to the performance I achieve.	2.33	1.266	Low
The salary I receive provides me with a comfortable standard of living.	2.30	1.221	Low
Total Mean Score (12 items)	3.32	0.698	Moderate

Cut off points: Low: 1.00 – 2.33, Moderate: 2.34 – 3.66, High: 3.67 – 5.00

Relationships motivation

The relationships subscale scores from nurses (As seen in Table 4.10) showed a high mean of 4.06 (SD = 0.650), which indicates strong positive interpersonal relationships in the workplace. All eight items were rated within the high range, reflecting favorable perceptions of team cohesion, mutual respect, and social connection.

The highest-rated item was “My colleagues and I treat each other with mutual respect” (M = 4.19, SD = 0.741), followed by “I regularly give advice to my colleagues” (M = 4.13, SD = 0.889) and “I like my colleagues” (M = 4.10, SD = 0.775). Even items related to social involvement, such as “I participate in my colleagues' social events” (M = 3.91, SD = 0.936), were rated positively.

These results highlight the presence of a supportive and respectful work environment among nurses, which may contribute significantly to overall job satisfaction and team performance.

Table (4.10): Mean Score of items of relationship motivation

Item	Mean	SD	Level
My colleagues and I treat each other with mutual respect.	4.19	0.741	High
I regularly give advice to my colleagues.	4.13	0.889	High
I like my colleagues.	4.10	0.775	High

I build good friendships with my colleagues.	4.07	0.778	High
I feel that I belong to the team.	4.07	0.789	High
I feel that my colleagues like me.	4.05	0.783	High
We help each other accomplish the required tasks.	4.03	0.886	High
I participate in my colleagues' social events.	3.91	0.936	High
Total Mean Score (8 items)	4.06	0.650	High

Cut off points: Low: 1.00 – 2.33, Moderate: 2.34 – 3.66, High: 3.67 – 5.00

4.8 Relationship between teamwork and job satisfaction

The relationship between teamwork and job satisfaction among nurses was assessed using Spearman's rank-order correlation. The analysis revealed a strong, positive, and statistically significant correlation between teamwork and job satisfaction, $r = .720$, p -value <0.001 . This indicates that higher levels of perceived teamwork are associated with greater job satisfaction among nurses. In addition, there are a positive relationship between all teamwork and job satisfaction subscales. More details are shown in Table 4.11.

Table (4.11.A): Relationship between teamwork and job satisfaction among nurses.

		Intrinsic motivation	Extrinsic motivation	Relationship motivation	Job satisfaction
Mutual trust	R	0.461	0.424	0.540	0.540
	P-value	$<0.001^*$	$<0.001^*$	$<0.001^*$	$<0.001^*$
Team orientation	R	0.514	0.515	0.576	0.612
	P-value	$<0.001^*$	$<0.001^*$	$<0.001^*$	$<0.001^*$

Table (4.11.B): Relationship between teamwork and job satisfaction among nurses.

Shared mental model	r	0.512	0.505	0.614	0.632
	P-value	$<0.001^*$	$<0.001^*$	$<0.001^*$	$<0.001^*$
Leadership	r	0.492	0.552	0.527	0.617
	P-value	$<0.001^*$	$<0.001^*$	$<0.001^*$	$<0.001^*$
Teamwork	r	0.559	0.585	0.679	0.720
	P-value	$<0.001^*$	$<0.001^*$	$<0.001^*$	$<0.001^*$

r: Correlation Coefficient

4.9 The differences between teamwork and job satisfaction based on the demographic variables of nurses

According to the results of the Mann–Whitney U and Kruskal–Wallis H tests, statistically significant differences were found in teamwork and job satisfaction based on sex and age group.

Specifically, male nurses reported significantly higher teamwork scores (Mean Rank = 184.1) compared to female nurses (Mean Rank = 156.5), $U = 11,591.5$, $Z = -2.582$, $p = 0.010$. Similarly, male nurses also reported significantly higher job satisfaction (Mean Rank = 182.2) than their female counterparts (Mean Rank = 158.0), $U = 11,867.5$, $Z = -2.269$, $p = 0.023$.

Additionally, significant differences in teamwork were observed across age groups, $H = 9.378$, $df = 2$, $p = 0.009$. Dunn’s post hoc test indicated that nurses over 39 years of age reported the highest teamwork scores (Mean Rank = 203.5), followed by those aged 20–29 (Mean Rank = 162.4), and 30–39 years (Mean Rank = 159.4). No other demographic variables showed statistically significant differences in teamwork or job satisfaction ($p > .05$). As shown in Table 4.12.

Table (4.12.A): The differences between teamwork and job satisfaction based on the demographic variables of nurses (n=336)

Demographic variables		N	Teamwork			Job satisfaction		
			Mean Rank	values	P-value	Mean Rank	Values	P-value
Sex	Male	146	184.1	U=11591.5 Z= -2.582	0.010*	182.2	U=11867.5 Z=-2.269	0.023*
	Female	190	156.5			158.0		
Place of Residence	City	138	160.0	H=2.434 DF=2	0.296	163.7	H=3.807 DF=2	0.149
	Village	168	172.1			166.7		
	Camp	30	187.5			201.2		
Educational Qualification	Diploma	71	176.3	H=4.855 DF=2	0.088	173.7	H=4.286 DF=2	0.117
	Bachelor's Degree	223	161.1			161.9		
	Higher education	42	194.9			194.7		
Marital Status	Single	108	163.7	U=11795 Z=-0.622	0.534	168.1	U=12267 Z=-.054	0.957
	Married	228	170.8			168.7		

Table (4.12.B): The differences between teamwork and job satisfaction based on the demographic variables of nurses (n=336)

Governorate	Bethlehem	78	180.0	U=9165.5	0.233	171.0	U=9867.5	0.796
	Hebron	258	165.0	Z=-1.193		167.8	Z=-0.259	
Age group (years)	20-29	149	162.4	H=9.378	0.009*	161.6	H=3.552	0.169
	30-39	128	159.4	DF=2		166.8	DF=2	
	>39	59	203.5			189.5		

Mann-Whitney U test and Kruskal-Wallis H test*Sig at $p \leq 0.05$

4.10 The differences between teamwork and job satisfaction based on the hospital-related variables

Analysis using the Mann–Whitney U and Kruskal–Wallis H tests revealed significant differences in teamwork and job satisfaction based on several hospital-related variables. A statistically significant difference in teamwork scores was found across job roles, $H(4) = 19.85$, $p = 0.001$. Dunn’s post hoc test indicated that lower teamwork mean ranks were observed among registered nurses (Mean Rank = 160.3). Similarly, job role also influenced job satisfaction, $H(4) = 14.32$, $p = 0.006$, with higher ranks again noted among supervisory and nursing managers.

Additionally, a significant difference in teamwork was found based on the number of staff members in the department, $H(3) = 17.91$, $p < 0.001$. Dunn’s post hoc test indicated that nurses working in smaller departments (1–5 staff: Mean Rank = 234.0) reported higher teamwork scores than those in departments with 11–20 staff (Mean Rank = 153.1). Job satisfaction also differed significantly by department staff size, $H(3) = 10.76$, $p = 0.013$, with higher satisfaction among those in smaller teams.

Moreover, monthly salary was significantly associated with teamwork, $H(2) = 12.70$, $p = 0.002$. Dunn’s post hoc test indicated that nurses earning more than 4000 NIS reported higher teamwork scores (Mean Rank = 195.9) than those earning less than 3000 NIS (Mean Rank = 161.6) or between 3000–4000 NIS (Mean Rank = 154.2). However, no significant difference in job satisfaction was observed across salary groups ($p = 0.073$). Other variables such as hospital type, years of experience, department type, and additional shifts did not show statistically significant associations ($p > 0.05$). As shown in Table 4.13.

Table (4.13.A): The differences between teamwork and job satisfaction based on the hospital-related variables

Hospital-related information		n	Teamwork			Job satisfaction		
			Mean Rank	values	P-value	Mean Rank	values	P-value
Hospital type	Governmental	167	168.3	H=0.230	0.891	163.2	H=1.617	0.445

	Charitable	81	165.0	DF=2		167.7	DF=2	
	Private	88	172.1			179.4		
Years of experience	1-5	118	164.4	H=3.658	0.161	161.5	H=1.914	0.384
	6-10	89	156.3	DF=2		164.6	DF=2	
	>10	129	180.7			177.7		
Department	Surgical	46	162.1	H=16.002	0.141	170.5	H=14.524	0.205
	Rehabilitation	13	171.8	DF=11		165.0	DF=11	
	CCU	32	135.4			136.2		
	ICU	39	185.3			166.9		
	Medical	35	158.3			146.0		
	Operations	29	182.9			182.6		
	Emergency	37	165.1			166.8		
	Pediatric and Neonatal ICU	41	160.1			187.1		
	Renal Dialysis Unit	9	230.3			213.7		
	Maternity	12	133.3			121.9		
	Other (Ophthalmic, oncology & nuclear medicine)	25	208.7			196.0		
Job role	Practical nurse	71	164.2	H=19.845	0.001*	166.0	H=14.320	0.006*
	Registered nurse	233	160.3	DF=4		161.5	DF=4	
	Head nurse	23	226.0			212.0		
	Nursing supervisor	6	245.8			238.0		
	Nursing manager	3	308.0			298.7		
Staff members in your	1-5	11	234.0	H=17.911	<0.001*	240.8	H=10.764	0.013*
	6-10	39	212.2	DF=3		191.9	DF=3	

department	11-20	189	153.1			157.8		
	>20	97	173.5			171.8		
Individuals outside dep. you collaborate with.	1-10	100	159.1	H=2.211	0.331	169.0	H=3.184	0.203
	11-20	70	181.6	DF=2		185.7	DF=2	
	>20	166	168.7			161.0		
No. of shifts you work monthly	10-20 shifts	147	169.2	U=13782.5	0.902	162.1	U=12948.5	0.286
	21-30 shifts	189	167.9	Z=-.123		173.5	Z=-1.068	
Monthly Salary	< 3000 NIS	46	161.6	H=12.70	0.002*	149.2	H=5.236	0.073
	3000–4000 NIS	183	154.2	DF=2		163.9	DF=2	
	>4000 NIS	107	195.9			184.8		
Work additional shifts	Yes	63	180.9	U=7816.5	0.260	172.6	U=8340.5	0.709
	No	273	165.6	Z=-1.127		167.6	Z=-.373	
Previous courses or training?	Yes	259	171.9	U=9080.5	0.234	172.8	U=8854	0.135
	No	77	156.9	Z=-1.191		154.0	Z=-1.494	

Mann-Whitney U test and Kruskal-Wallis H test*Sig at $p \leq 0.05$

4.11 Summary

The findings show that nurses report high levels of teamwork and job satisfaction. Over half (51.8%) of the nurses experienced teamwork most of the time, and 28.9% reported always working in teams, with a total mean teamwork score of $M = 3.81$ ($SD = 0.55$). Among the dimensions of teamwork, Mutual trust and Shared mental model received the highest mean scores ($M = 3.91$), followed by Backup ($M = 3.84$), Team orientation ($M = 3.74$), and Team Leadership ($M = 3.62$). In terms of job satisfaction, the majority of nurses reported high (54.5%) or moderate (42.9%) satisfaction, with a mean score of $M = 3.64$ ($SD = 0.591$). The highest-rated job satisfaction subscale was Relationships ($M = 4.06$), followed by Intrinsic ($M = 3.68$), while Extrinsic was rated lowest ($M = 3.32$). A Spearman's rank-order correlation revealed a strong, positive, and statistically significant relationship between teamwork and job satisfaction ($r = .720$, $p < 0.001$), indicating that higher perceptions of teamwork are associated with greater job satisfaction. Positive relationships were also observed between all subscales of teamwork and job satisfaction

Chapter Five

Discussion

5.1 introduction

This chapter discusses the study's findings on the relationship between teamwork and job satisfaction among nurses in Palestinian hospitals, in the context of previous studies, clarifying the potential reasons, and linking them to what is consistent with and what is inconsistent with previous studies.

5.2The Level of Teamwork Among Nurses

The study results showed that nurses had high levels of teamwork, with mutual trust and shared mental model being the most important, followed by backup and team orientation and team leadership. The nurses who participated in the study reported that teamwork occurred among them always or most of the time. The researcher might be that the reason for the high levels of teamwork among nurses is due to mutual trust, which ranked first. By the nature of their work, they rely on each other to perform their tasks. Their work requires mutual trust, a result of their work being characterized by precision and commitment. This was followed by a shared mental model, as the staff realized the importance of the collective efforts they exert in completing the work, and that it does not depend solely on individual efforts. This led to mutual support among fellow nurses, which also stems from the nature of their work, which requires support and assistance in performing the tasks and duties required of them. Meanwhile, team orientation understanding ranked lower, due to differences in experiences and training opportunities among nurses, in addition to the lack of leadership training and opportunities for nursing leadership development.

The results of the study are consistent with the results obtained by Kalish et al. in their study, which showed that trust and communication are very important factors in the existence of effective teamwork among nurses (Kalish et al., 2007), also Aiken et al. showed that weak and ineffective management leads to poor and impaired staff performance and dissatisfaction in the healthcare environment (Aiken et al., 2012).

5.3Level of Job Satisfaction Among Nurses

The study results showed that nurses had high levels of job satisfaction, particularly in the relationship components and internal satisfaction components. However, external motivation was the least satisfied among nurses. The researcher might be that the high level of relationships among nurses is due to the strong spirit of cooperation and the nurses' ability to work together. The nature of nurses' work requires a harmonious and professional atmosphere based on building social relationships and mutual moral support, which positively impacts their job satisfaction, fosters a sense of stability, and strengthens their sense of belonging to the institution. Building friendships in the workplace significantly

helps nurses remain and continue in their current workplaces. In second place came internal satisfaction. This might stem from nurses' sense of the importance of their role and its positive impact on patients, making them proud of what they provide. They could be that working in the nursing profession is a humanitarian mission before it is a job.

External motivation came in last place, and this is due to many reasons, including the weakness of material incentives compared to the burdens placed on nurses and the roles they perform, as well as the limited opportunities for career advancement and the lack of opportunities for them to follow up on their professional development, and also the absence of performance-based reward policies, which leads to a weakness in external motivation and thus negatively affects nurses' satisfaction with their jobs.

The results of the study are consistent with those obtained by Lu et al., who showed that internal satisfaction has a major role in influencing nurses' satisfaction, such as achieving personal accomplishment and job meaning, compared to external motivation (Lu et al., 2012). According to Al-Hamdan et al., they found that nurses in Jordan are dedicated and highly committed to their work, but they are not satisfied with the salaries and compensation they receive and with their opportunities for development and career advancement (Al-Hamdan et al., 2017).

5.4 The relationship between teamwork and job satisfaction among nurses

The study results showed a strong, statistically significant positive correlation between teamwork and job satisfaction, $r = 0.72$. This indicates that nurses who reported better about teamwork also have higher levels of job satisfaction. The researcher believes that there is a strong correlation between teamwork and job satisfaction among nurses, which means that nurses who have higher levels of university education report greater job satisfaction. This is due to several reasons, perhaps the most important of which is the presence of trust and moral and professional support, as well as nurses possessing effective communication skills that enable them to work with each other, which results in reducing the individual burden. This in turn, works to reduce the nurse's feeling of psychological pressure and exhaustion. Also, when expanding tasks among team members in a fair manner that is commensurate with the staff's qualifications, this leads to obtaining high levels of job satisfaction. Effective cooperation among nurses, the presence of professional relationships among them, harmony in the roles they perform, and the presence of great opportunities for learning and developing skills are reflected positively on nurses and make them feel proud and accomplished. All of this leads to achieving job satisfaction. The results of this study are consistent with a number of previous studies. For instance, Abualrubet al. showed that nurses working in Jordanian hospitals who felt a strong sense of teamwork and a safe work environment showed greater job satisfaction and were more likely to remain in their jobs (Abualrubet al., 2012). Also, Al-Sabi et al. indicated in their study that the presence of teamwork is a strong and important predictor of job satisfaction and leads to lower burnout among nurses working in hospitals (Al-Sabi et al., 2022).

5.5 The differences between teamwork and job satisfaction based on the demographic variables of nurses

The researcher could be that the nature of male nurses has the ability and methods that enable them to engage in the work environment, as the nursing profession requires engagement and integration with patients and their companions, as well as fellow nurses and colleagues from different medical professions. This makes it easier for them to build strong relationships that enable them to enhance cooperation, communication and build trust. External factors also have a significant impact on female nurses' satisfaction with their work could be the pressures that fall on their shoulders, such as family and social responsibilities, which leads to increased stress and tension in their workplaces, even if their workplaces provide sufficient support for them, as this leads to lower levels of job satisfaction. Hospitals also allow male nurses to exercise a wider range of nursing responsibilities than female nurses, which increases their ability to express their opinions and feelings, and enables them to participate in decision-making, while female nurses may find this difficult (Romem & Rozani, 2024). Finally, the researcher could be that the findings do not reflect the degree of commitment and competence between the sexes, but rather reflect certain cultural, social, and organizational factors and circumstances. The study results are consistent with Zangaro & Soken, who confirmed that male nurses experience lower levels of interpersonal conflict and role ambiguity, due to their ability to work in a team, compared to female nurses (Zangaro & Soken, 2007). Akbari et al. also showed in their study that male nurses enjoy higher levels of job satisfaction across various dimensions compared to female nurses, who showed lower levels of job satisfaction (Akbari et al. 2020).

The study results showed that nurses over the age of 39 demonstrated higher levels of teamwork and job satisfaction compared to other age groups. The researcher could be that nurses over the age of 39 have extensive experience in the nursing profession. This experience provides them with the capabilities and abilities to clearly and easily understand how the staff works, and they have greater flexibility in dealing with patients and their caregivers and working collaboratively with colleagues. This increases their ability to work collaboratively. Experience gives nurses a sense of confidence and job stability, which leads to a reduction in their psychological stress levels compared to younger nurses. This aspect plays an important role in increasing their job satisfaction. Older nurses also have the ability to build relationships in their workplace, as a result of their years of work. This increases their ability to work collaboratively with colleagues and enhances their sense of belonging to the hospital in which they work. This group also possesses the skills and ability to find solutions to problems they may encounter, and their ability to manage conflicts in their workplace, compared to other groups. This, in turn, significantly contributes to increased job satisfaction. This is consistent with a study by Klaus et al. who analyzed four age groups of registered nurses and found that nurses aged 40–49 showed higher levels of job satisfaction than other age groups (Klaus et al. 2012). Also, Baek et al. confirmed that building relationships among staff members in the workplace is a crucial factor in promoting and encouraging continued teamwork (Baek et al., 2023).

The study results showed that the demographic variables of place of residence, educational qualifications, marital status, and governorate did not reveal statistically significant differences in teamwork and job satisfaction. The researcher believes that the lack of differences in these variables is due to the fact that the environment in which nurses work in Palestinian hospitals located in the southern West Bank enjoys high levels of consistency in the way they work and the tasks assigned to them, regardless of their social status, educational qualifications, and place of residence. Performing the nursing profession in hospitals requires consistent performance in providing health services to patients, based on similar standards and regulations that are easy for nurses to understand and implement, regardless of their workplace. This reduces the impact of these variables on teamwork and job satisfaction levels, which is reflected in the results obtained.

5.6 The differences between teamwork and job satisfaction based on the hospital-related variables

Job role: The results showed that there was a decrease in the levels of teamwork and job satisfaction among registered nurses compared to the high levels among supervisory nurses and nurse managers. The researcher could be that the nature of the work performed by registered nurses is completely different from the work performed by both supervisory nurses and nurse managers, as registered nurses bear a large amount of responsibility and burdens imposed on them. Their tasks are based on direct involvement in providing comprehensive health care to the patient, and these tasks require full commitment. This commitment does not enable them to build relationships or collaborate effectively with colleagues. This leads to a decrease in their ability to work as an effective team, which in turn is reflected in their low levels of job satisfaction due to the great pressures placed on them. Regarding supervisory nurses and nursing managers, the researcher could be that their high levels of academic work and job satisfaction are due to the fact that they have the authority to make decisions, enjoy a high degree of independence, and have opportunities for advancement and development. They are also always in direct contact with all levels of hospital workers, which contributes to their effective ability to work as a team, generating a sense of satisfaction with their jobs. The results of the study were consistent with the findings of McGilton et al., which indicated that the supervisory role is positively related to job satisfaction (McGilton et al., 2007).

Department staff size: The study results showed that nurses working in departments with fewer staff members, ranging from one to five employees, reported improved teamwork and job satisfaction, likely due to stronger interpersonal relationships and effective communication. The study results found that departments with one to five nurses divide tasks and duties more clearly, allowing for faster communication and enabling effective decision-making. The environment is more collaborative, enabling nurses to work as a team to achieve the best results and avoid errors resulting from the different and overlapping roles that occur when there are more nurses. It also prevents conflicts and problems between nurses, as each nurse has full knowledge of their duties and focuses on providing comprehensive care to the patient rather than being distracted. Accordingly,

departments with a sufficient number of nurses have a more organized and clear work environment, a greater understanding, increased harmony, and enhanced cooperation, which is reflected in higher levels of job satisfaction.

This finding is consistent with Kalish & Lee who found that a department with a small number of nurses was associated with lower levels of lost care and increased teamwork and harmony among the nurses working there (Kalish & Lee, 2010). While Baek et al. found that the insufficient number of nurses leads to increased work pressure on them and prevents them from focusing on providing comprehensive care to the patient, not sharing information and supporting each other, while the presence of a larger number of nurses allows them to work cooperatively and have the necessary flexibility to achieve their goals, improve their performance and increase their level of satisfaction with their jobs (Baek et al., 2023).

Salary: The results showed that nurses earning more than NIS 4,000 had higher levels of teamwork, although there was no significant difference in their job satisfaction based on salary. The researcher could be that the association between teamwork and higher monthly salaries is due to several reasons, including that a higher salary significantly alleviates the financial pressures placed on nurses, especially during this difficult period facing the Palestinian people as a whole as a result of the war waged against the Israeli occupation of Palestine and the policy of closures imposed on cities, villages, and camps in the West Bank. Receiving a higher salary helps nurses overcome these pressures. Additionally, the researcher could be that nurses who receive higher salaries typically hold administrative positions compared to their colleagues. This helps them build relationships, work as a team, and integrate into the work environment, which is reflected in higher levels of collective knowledge. On the other hand, the researcher could be that the lack of difference in job satisfaction between salary categories indicates that job satisfaction is not primarily based on salary, but is influenced by numerous other factors, such as a sense of job security, the nature of the work, and the presence of administrative support. This result is consistent with the findings of Lu et al., who found that job satisfaction is influenced by a number of factors, such as leadership, work pressure, job performance, and patient satisfaction (Lu et al., 2019). Al-Bazroun et al. also showed, in a study conducted in three teaching hospitals in Riyadh, that non-Saudi nurses earning less than 10,000 riyals enjoyed higher levels of job satisfaction compared to Saudi nurses earning more than 10,000 riyals. This confirms the findings of the study, which indicates that nurses' job satisfaction is not solely dependent on financial factors (Al-Bazroun et al., 2023). As for the results of the study in relation to variables such as the type of hospital, years of experience, type of department, working additional shifts, obtaining training tools, and the number of people the nurse deals with from outside the department, no differences were found in the levels of teamwork and job satisfaction. The researcher could be that this is due to the fact that these variables do not directly affect teamwork, as well as the levels of teamwork when they are not linked to other variables, such as leadership style and cooperative work culture.

5.7 Conclusion

This study aimed to assess and examine the relationship between nursing teamwork and job satisfaction among nurses working in Palestinian hospitals located in the southern West Bank. The study results revealed a strong, positive, and statistically significant relationship between teamwork and job satisfaction. The study results are consistent with previous studies that have demonstrated the importance of nursing staff possessing qualities such as teamwork and job satisfaction in the nurses' work environment, which can lead to improved nurse performance.

The results showed that nurses who possess high levels of mutual trust, team orientation, backup, shared mental model, and effective leadership are more likely to demonstrate high levels of job satisfaction.

Accordingly, improving teamwork among nurses through creating and implementing new policies by hospital administration or through establishing training programs that would enhance the culture of teamwork among nurses working in hospitals based on trust, understanding, cooperation and support will lead to providing a suitable and comfortable work environment through which nurses will enjoy high levels of satisfaction with their jobs, which in turn will be reflected in the level of quality of health services provided to patients.

5.8 Limitations of the study:

A cross-sectional design was used in the study, where information was collected at a single point in time. This design cannot track changes over time. Self-reported data in this study were collected in the form of questionnaires. Therefore, the data are based on the reliability of the nurses participating in the study. Participants with low self-awareness may have exaggerated or underestimated their answers. The geographical scope of this study was limited to Palestinian hospitals located in the southern West Bank, represented by the cities of Hebron and Bethlehem. Therefore, the results obtained may not represent nurses working in Palestinian hospitals in other geographic areas, such as the central and northern West Bank, or even in hospitals located in different regions outside Palestine. It should also be noted that this study was conducted under the difficult circumstances imposed by the Israeli war on the Palestinians, which began on October 7, 2023. These circumstances may have influenced nurses' teamwork and job satisfaction, or may have confounded the study's findings.

5.9 Recommendations

For Nursing Managers:

1. Work to strengthen the spirit of teamwork among nurses and encourage continuous cooperation among them.
2. Work to enhance nurses' capabilities and provide them with psychological support, which impacts cooperation and job satisfaction.
3. Integrate new nurses with experienced nurses to benefit from their expertise. This encourages them to work collaboratively, which in turn leads to increased job satisfaction.

4. Communicate effectively with nurses and work together to achieve the best results. Thus, the nursing manager can be a supporter and assistant, not just a mentor and manager.

For Hospital Management:

1. Strengthen the leadership role of department heads and hold the necessary training courses and workshops to enhance their leadership skills, which will be reflected in their nursing teams, enhancing teamwork and job satisfaction.
2. Work to establish a system of financial and moral rewards for nurses and pay salaries regularly, as this plays a positive and effective role in achieving teamwork and job satisfaction.
3. Work to improve the general work environment of the hospital and provide all necessary resources for nurses to enable them to provide the best quality health services, which motivates nurses to work collectively and achieve job satisfaction.

For Future Research

1. Conduct studies on teamwork and job satisfaction in other hospitals and across multiple geographic regions, which will contribute to understanding what influences teamwork and job satisfaction.
2. Conduct further studies on teamwork and job satisfaction among nurses by examining new and diverse variables, such as social, cultural, and organizational factors. Consider controlling for the influence of regional conflicts as a potential confounding variable to better understand the relationship between teamwork and job satisfaction.

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Appendix

Appendix: A



جامعة القدس
عمادة الدراسات العليا
ماجستير إدارة التمريض

استبانة

حضرة الممرض/ة المحترم/ة:

تحية طيبة وبعد،

يقوم الباحث بإجراء دراسة بعنوان **العلاقة بين العمل الجماعي التمريضي والرضا الوظيفي في المستشفيات الفلسطينية في جنوب الضفة الغربية**، يرجى من حضرتكم التعاون في استكمال البيانات من خلال الاجابة عن جميع فقرات الاستبانة، بوضع اشارة (√) أمام كل فقرة وتحت درجة التقدير التي تراها مناسبة، علماً أن جميع إجاباتك ستستخدم لأغراض البحث العلمي فقط.

وشكراً لكم على حسن تعاونكم
الباحث: ممدوح طقاطقه
اشراف الدكتور: حسين جبارين

القسم الأول: البيانات الشخصية والوظيفية

الرجاء اختيار الإجابة التي تنطبق عليك:

1. الجنس ذكر أنثى
2. مدينة قرية مخيم مكان الاصل
3. المؤهل العلمي دبلوم بكالوريوس أعلى من بكالوريوس
4. الحالة الاجتماعية أعزب متزوج ارمل / مطلق
5. المحافظة:
6. العمر: سنة
7. المستشفى الذي تعمل به حكومي اهلي خاص
8. عدد سنوات الخبرة في مهنة التمريض:سنة
9. القسم الذي تعمل فيه:
10. دورك الوظيفي:
11. كم عدد افراد طاقم القسم الذي تعمل فيه؟
12. كم عدد الافراد من خارج قسمك والذين تتعاون معهم خلال دوامك؟ تقريبا
13. كم معدل الورديات الشهرية التي تعملها؟
14. الراتب الشهري من 3000 شيكل من 3000 الى 4000 شيكل أكثر من 4000 شيكل
15. هل تعمل عمل إضافي داخل المشفى؟ نعم لا
16. هل سبق لك وان حصلت على دورات او تدريبات؟ نعم لا

القسم الثاني: العمل الجماعي للممرضين

معارض بشدة	معارض	محايد	موافق	موافق بشدة	الفقرة	الرقم
(الثقة المتبادلة)						
					يثق أعضاء الطاقم ببعضهم البعض في القسم الذي أعمل به	1
					يتبادل أعضاء الطاقم الأفكار والمعلومات بسهولة	2
					يتواصل أعضاء الطاقم بوضوح	3
					عندما لا يحضر زميل ما أو يتم نقل زميل إلى وحدة أخرى، يتم إعادة توزيع المسؤوليات بشكل عادل بين أعضاء الطاقم المتبقين	4
					يحرص أعضاء الطاقم على الحصول على ملاحظات بناءة ويتبادلونها مع بعضهم البعض	5
					يشارك أعضاء الطاقم بسهولة في التغييرات من أجل إجراء تحسينات وتطبيق أساليب جديدة للممارسة التمريرية	6
					يحرص أعضاء الطاقم من ان الجميع فهم الرسالة الموجهة إليهم بطريقة واضحة	7
(توجيه الطاقم)						
					يقبل الطاقم التوجيهات بشكل إيجابي	8
					يتعاون الطاقم مع بعضهم البعض لإكمال عملهم وانجازه دون تقصير	9
					يرفخ الطاقم معا من اجل تحقيق الاهداف بشكل تكاملي	10
					يلتزم جميع افراد الطاقم بأوقات الاستراحة بشكل منظم	11
					تكون ردود فعل الطاقم مفيدة وبناءة	12
					يعمل الطاقم بانسجام معاً كفريق واحد	13
					يناقش الطاقم الأخطاء والسلوكيات المزجة بطريقة فعالة	14
					يشارك جميع افراد الطاقم في اتخاذ القرارات	15

					يواجه جميع الطاقم التحديات والخلافات بطريقة بناءة	16
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الرقم	الفقرة	موافق بشدة	موافق	محايد	معارض	معارض بشدة
(الدعم)						
17	يعتقد طاقمنا أنه من أجل القيام بعمل جيد، يجب على جميع الأعضاء العمل معاً					
18	يستجيب أعضاء الطاقم بطيب خاطر للمرضى غير مرضاهم عندما يكون أعضاء الطاقم الآخرون مشغولين أو مثقلين بالأعباء					
19	في طاقمنا، يمكننا متابعة عمل بعضنا دون التأثير على عملنا الفردي					
20	الممرضون المسؤولون متاحون لتقديم المساعدة للأعضاء الطاقم طوال فترة العمل					
21	يعرف أعضاء الطاقم غالباً متى يحتاج عضو آخر في الطاقم إلى المساعدة قبل أن يطلبها ذلك الشخص					
22	يلاحظ أعضاء الطاقم متى يتأخر أحد الأعضاء في عمله					
(التصور الذهني المشترك)						
23	يتفهم أعضاء الطاقم دور ومسؤوليات بعضهم البعض					
24	عندما يصبح عبء العمل ثقيلًا للغاية، يتعاون أعضاء الطاقم ويعملون معاً لإنجاز العمل					
25	يحترم أعضاء الطاقم بعضهم البعض					
26	يعرف أعضاء الطاقم أن الأعضاء الآخرين في فريقهم يتابعون التزامهم					
27	يتفهم جميع أعضاء الطاقم مسؤولياتهم طوال فترة العمل					
28	تحتوي تقارير تغيير المناوبة على المعلومات الواضحة اللازمة لرعاية المرضى					
29	يدرك أعضاء الطاقم نقاط القوة والضعف لدى أعضاء الفريق					
(قيادة الطاقم)						

					30	المرضون المسؤولون يقدمون توجيهات واضحة حول كيفية أداء العمل
					31	المرضون المسؤولون يوازنون العمل داخل الفريق
					32	المرضون المسؤولون يراقبون تقدم الموظفين خلال الوردية
					33	عندما تحدث المشاكل في العمل أثناء فترة العمل، يتم وضع استراتيجية للتعامل مع هذه التغييرات

القسم الثالث: الرضا الوظيفي

معارض بشدة	معارض	محايد	موافق	موافق بشدة	الرقم	الفقرة
(الدافعية الداخلية)						
					34	عملي يمنحني الكثير من الرضا
					35	عملي الذي أقوم به مريح وامن
					36	عملي له معنى كبير بالنسبة لي
					37	أنا متحمس لعملي
					38	عملي يمنحني الفرصة لإظهار قيمتي
					39	في الفترة السابقة، أصبح عملي أكثر إثارة للاهتمام
					40	من الجدير بذل الجهد في عملي
					41	اشعر بالفخر عند القيام بعملي
					42	عملي يتناسب مع قدراتي ومهاراتي
					43	عملي يجعلني اشعر بحالة نفسية جيدة
(الدافعية الخارجية)						
					44	لدي الوقت الكافي لتقديم رعاية جيدة للمرضى
					45	لدي الفرصة الكافية لمناقشة مشاكل المرضى مع زملائي
					46	لدي الدعم الكافي من الزملاء
					47	أعمل بشكل أفضل لان طاقمي منظما

					أشعر بالقدرة على التعلم في العمل	48
					أشعر بالاندماج مع زملائي في العمل	49
					أشعر بثقة عالية في مهاراتي السريرية	50
					أحب الطريقة التي يتم بها إدارة قسمي	51
					الاجر الذي اتلقاه يتناسب مع الأداء الذي أقدمه	52
					الاجر الذي اتلقاه يوفر لي مستوى معيشي مريح	53
					المكافآت التي اتقاضها تتناسب مع ادائي الذي انجزه	54
					توفر لي المستشفى الدورات التدريبية الكافية التي تطور من مهاراتي المختلفة	55
معارض بشدة	معارض	محايد	موافق	موافق بشدة	الفقرة	الرقم
(العلاقات)						
					أكون صداقات جيدة بين زملائي	56
					أنا أحب زملائي	57
					أشعر أنني أنتمي إلى الطاقم	58
					أشعر أن زملائي يحبونني	59
					اتعامل انا وزملائي باحترام متبادل	60
					أشارك زملائي مناسباتهم الاجتماعية	61
					أقدم النصائح لزملائي بشكل متواصل	62
					نساعد بعضنا في انجاز المهام المطلوبة	63

أي معلومات أخرى تود اضافتها:

.....
.....

.....
.....

..... شكرا لحسن تعاونكم

الطالب: ممدوح طقاطقه

Appendix B:



Hussein Jabareen <hjabareen2000@gmail.com>

تسهيل جمع معلومات ابحاث علمية

3 messages

Hussein Jabareen <hjabareen2000@gmail.com>

Mon, May 26, 2025 at 12:34 PM

To: al_iman2007@yahoo.com

Cc: rashazxw4 qdeimat <rasha_qdt@hotmail.com>, Osama Abusabha <osamaabusabha789@gmail.com>, Mamdouh Taqatqa <mamdouh.taqatqa@students.alquds.edu>

حضرة السيدة ايمان جادو المحترمة
مديرة دائرة التمريض
مستشفى الميزان التخصصي

تحية طيبة وبعد،

الموضوع: تسهيل جمع معلومات ابحاث علمية

ارفق الى حضرتكم كتاب تسهيل مهمة وطلب موافقة لطلاب من كلية الدراسات العليا في جامعة القدس لجمع معلومات من فريق التمريض في مستشفىكم وذلك لإجراء أبحاث علمية لاستكمال متطلبات التخرج للحصول على درجة الماجستير.

د. حسين جبارين
مشرف الطلبة

المرفقات:

- كتاب تسهيل مهمة
- استبيانات الأبحاث

4 attachments

استمارة - رشا قديمات.pdf
267K

استمارة - اسامة ابو صبحة.pdf
473K

استمارة - ممدوح طفاظقة.pdf
223K

تسهيل مهمة الطلبة_ مستشفى الميزان التخصصي.pdf
121K

Hussein Jabareen <hjabareen2000@gmail.com>

Mon, Jun 2, 2025 at 12:49 PM


To: al_iman2007@yahoo.com


[Quoted text hidden]

4 attachments

استمارة - رشا قديمات.pdf
267K

استمارة - اسامة ابو صبحة.pdf
473K

 استمارة - ممدوح طفاطفة.pdf
223K

 تسهيل مهمة الطلبة_مستشفى الميزان التخصصي.pdf
121K

Loai Aburayyan <loai@ppu.edu>
To: iman jado <al_iman2007@yahoo.com>, hjabareen2000@gmail.com

Tue, Jun 3, 2025 at 11:31 AM

السلام عليكم ورحمة الله
تحياتي دكتور حسين
تتمنى ان تكون بصحة جيدة

لا مانع من جمع البيانات الخاصة بطلاب الماجستير من جامعه القدس بإشراف حضرتكم في مستشفى الميزان

بالتوفيق

Lo'ai Sa'di Abu-Rayyan.
BSN, MSN, PHD candidate.

Palestine Polytechnic University
Nursing Department

On Mon, 2 Jun 2025 at 13:00, iman jado <al_iman2007@yahoo.com> wrote:

Yahoo Mail: Search, Organize, Conquer
[Quoted text hidden]



Hussein Jabareen <hjabareen2000@gmail.com>

تسهيل جمع معلومات ابحاث علمية

4 messages

Hussein Jabareen <hjabareen2000@gmail.com>
To: nda@basr.org

Mon, May 26, 2025 at 12:15 PM

حضرة السيد احمد ابو شرخ المحترم
مدير دائرة التمريض
مستشفى جمعية بيت لحم العربية للتأهيل

تحية طيبة وبعد،

الموضوع: تسهيل جمع معلومات ابحاث علمية

ارفق الي حضرتكم كتاب تسهيل مهمة وطلب موافقة لطلاب من كلية الدراسات العليا في جامعة القدس لجمع معلومات من فريق التمريض في
مستشفاكم وذلك لإجراء أبحاث علمية لاستكمال متطلبات التخرج للحصول على درجة الماجستير.

د. حسين جبارين
مشرّف الطلبة

المرفقات:

- كتاب تسهيل مهمة
- استبانات الأبحاث

4 attachments

- تسهيل مهمة الطلبة_ مستشفى جمعية بيت لحم العربية للتأهيل.pdf
135K
- استمارة - اسامة ابو صبحة.pdf
473K
- استمارة - رشا قديمات.pdf
267K
- استمارة - ممدوح طفاظفة.pdf
223K

Hussein Jabareen <hjabareen2000@gmail.com>

Mon, May 26, 2025 at 12:21 PM


To: Osama Abusabha <osamaabusabha789@gmail.com>, Mamdouh Taqatqa
<mamdouh.taqatqa@students.alquds.edu>, rashazxzw4 qdeimat <rasha_qdt@hotmail.com>


[Quoted text hidden]

4 attachments

- تسهيل مهمة الطلبة_ مستشفى جمعية بيت لحم العربية للتأهيل.pdf
135K
- استمارة - اسامة ابو صبحة.pdf

473K

 استمارة - رشا قديمات.pdf
267K

 استمارة - ممدوح طفاظة.pdf
223K

Ahmad Abo Sharekh <nda@basr.org>
To: Hussein Jabareen <hjabareen2000@gmail.com>

Tue, Jun 3, 2025 at 12:50 PM

حضرة الدكتور حسين جبارين عميد كلية التمريض المحترم

تحية طيبة

لا مانع من استقبال كل من الطالب ممدوح وطفاظة والطالب اسامة ابو صبحة وسيتم مناقشة استمارة الطالبة رشا قديمات والرد عليكم وشكرا

[Quoted text hidden]

Hussein Jabareen <hjabareen2000@gmail.com>
To: Ahmad Abo Sharekh <nda@basr.org>

Tue, Jun 3, 2025 at 7:56 PM

حضرة السيد احمد ابو شرح المحترم
مدير دائرة التمريض
مستشفى جمعية بيت لحم العربية للتأهيل

تحية طيبة وبعد،

اقدم اليكم بجزيل الشكر على موافقتكم الكريمة بتسهيل مهمة الطلبة والسماح لهم بجمع بيانات أبحاثهم العلمية.

مع فائق الاحترام،
د. حسين جبارين

[Quoted text hidden]

تسهيل جمع معلومات ابحاث علمية

From: Hussein Jabareen (hjabareen2000@gmail.com)

To: prcsnhh@yahoo.com

Cc: mamdouh.taqtqa@students.aiquds.edu; rasha_qdt@hotmail.com; osamaabusabha789@gmail.com

Date: Monday, May 26, 2025 at 11:31 AM GMT+2

حضرة السيد زياد حمد المحترم
مدير دائرة التمريض
مستشفى جمعية الهلال الأحمر - الخليل

تحية طيبة وبعد،

الموضوع: تسهيل جمع معلومات ابحاث علمية

ارفق الي حضرتكم كتاب تسهيل مهمة وطلب موافقة لطلاب من كلية الدراسات العليا في جامعة القدس لجمع معلومات من فريق التمريض في مستشفاكم وذلك لإجراء ابحاث علمية لاستكمال متطلبات التخرج للحصول على درجة الماجستير.

د. حسين جبارين
مشرف الطلبة

المرفقات:

- كتاب تسهيل مهمة
- استبيانات الأبحاث

PDF تسهيل مهمة الطلبة_مستشفى الهلال الأحمر
121 KB

PDF استمارة - اسامة ابو صبحة
472.5 KB

PDF استمارة - رشا قنيمات
266.7 KB

PDF استمارة - مندرج طفاطفة
222.1 KB

البراع
C. Colaten



Huss ein Jabareen <hjabareen2000@gmail.com>

تسهيل جمع معلومات ابحاث علمية

4 messages

Hussein Jabareen <hjabareen2000@gmail.com> Mon, May 26, 2025 at 12:38 PM
 To: qualityadvisor@ahli.org, rashazxzxw4 qdeimat <rasha_qdt@hotmail.com>, Osama Abusabha <osamaabusabha789@gmail.com>, Mamdouh Taqatqa <mamdouh.taqatqa@students.alquds.edu>

حضرة السيد مراد عمرو المحترم
 مدير دائرة البحث العلمي والتدريب المحلية
 المستشفى الأهلي

تحية طيبة وبعد،

الموضوع: تسهيل جمع معلومات ابحاث علمية

ارفق الي حضرتكم كمل تسهيل مهمة وطلب موافقة لطلاب من كلية الدراسات العليا في جامعة القدس لجمع معلومات من فريق التمريض في مستشفىكم وذلك لإجراء أبحاث علمية لاستكمال متطلبات التخرج للحصول على درجة الماجستير.

د. حسين جبارين
 مشرف الطلبة

المرفقات:

- كمل تسهيل مهمة
 - استبلك الأبحاث

4 attachments

تسهيل مهمة الطلبة _ المستشفى الأهلي.pdf
135K

استمارة - ممدوح طقاطقة.pdf
223K

استمارة - رشا فديمت.pdf
267K

استمارة - اسامة ابو صيحة.pdf
473K

Murad Amro <qualityadvisor@ahli.org> Mon, Jun 2, 2025 at 11:25 PM
 To: Hussein Jabareen <hjabareen2000@gmail.com>
 Cc: Bassem Al Saafeen <basaafeen@yahoo.com>, "Dr. Yousef Takrori" <g.manager@ahli.org>, Salam Khatib <salam.khatib@staff.alquds.edu>

حضرة د. حسين جبارين المحترم
 المشرف على دراسات الماجستير الواردة في المراسلة
 جامعة القدس

تحية طيبة،

بالإشارة إلى طلبكم المتعلق بتسهيل مهمة الطلبة من برنامج ماجستير إدارة التمريض - جامعة القدس، لإجراء دراساتهم المدرجة أدناه:

1. عنوان الدراسة: العلاقة بين العمل الجماعي التمريضي والأداء الوظيفي في مستشفيات جنوب الضفة الغربية - فلسطين- الطالب: ممدوح طقاظة
 2. عنوان الدراسة: دور التمريض في حل النزاعات في مكان العمل بمستشفيات جنوب الضفة الغربية - فلسطين- الطالبة: أسماء أبو صبحة
 3. عنوان الدراسة: أثر العدالة التنظيمية المدركة على الأداء الوظيفي للمرضى في مستشفيات جنوب الضفة الغربية - فلسطين الطالبة: رشا قديمات
- حيث أشرتم فيها الى ان الدراسات لا تنطوي على تجارب سريرية أو تدخلات علاجية، ولا تعرض المشاركين لأي ضرر أو ضغط، كما لا يطلب من المشاركين الإفصاح عن أسمائهم أو أية بيانات شخصية. وكذلك جميع المعلومات ستستخدم لأغراض علمية فقط، ولا يجوز الوصول إلى محتوى الاستبانات إلا من قبل الطالب/ة والمشراف الأكاديمي ولجنة الأخلاقيات المختصة.
- وبناء عليه؛ يسرنا إعلامكم بالموافقة على جمع البيانات الخاصة بهذه الدراسات داخل مستشفى الأهلي - الخليل، وذلك وفق الضوابط التالية:
- عدم جمع أي بيانات من كوادرس قسيمي الطوارئ والعناية المكثفة، التزاماً بسياسات الإدارة العليا بالحفاظ على خصوصية بيئة العمل في الأقسام الحرجة.
 - الالتزام الكامل بأخلاقيات البحث العلمي، بما يشمل احترام خصوصية المشاركين، ضمان سرية المعلومات، وعدم استخدامها إلا لأغراض البحث العلمي ووفق موافقة لجنة الأخلاقيات في جامعة القدس.
 - التنسيق المسبق مع مدير التمريض السيد باسم السعافين على الرقم (0599552871) لتنظيم عملية توزيع الاستبانات بالتعاون مع الأقسام المعنية.
 - إحضار نسخة ورقية من خطاب الموافقة قبل البدء بجمع البيانات.
- نتمنى للطلبة التوفيق في استكمال متطلبات دراستهم، ونقدر تعاونكم المستمر في تعزيز البحث العلمي بما يسهم في تطوير جودة الخدمات الصحية.
- وتفضلوا بقبول فائق الاحترام والتقدير،

أستاذ عمرو- مستشار تطوير الجودة ومكافحة العدوى،
منسق تدريب وأبحاث طلاب الجامعات



Murad Y. Amro, BSN, SON, HCQP, MPH
HCQI & IPC Advisor,
Research And Student's Clinical Training Coordinator,

Al Ahli Hospital, Hebron- Palestine

T: +972- 2- 2220212/5 ext: 313

F: +972-2-2229247

M: +972-0598-231813

WhatsApp: +972598231813 | +972525024499

E: qualityadvisor@ahli.org | Website: www.ahli.org

From: Hussein Jabareen <hjabareen2000@gmail.com>

Sent: Monday, May 26, 2025 12:38 PM

To: Murad Amro <qualityadvisor@ahli.org>; rashazxzw4 qdeimat <rasha_qdt@hotmail.com>;
Osama Abusabha <osamaabusabha789@gmail.com>; Mamdouh Taqatqa
<mamdouh.taqatqa@students.alquds.edu>

Subject: تسهيل جمع معلومات ابحاث علمية

[Quoted text hidden]

Hussein Jabareen <hjabareen2000@gmail.com>

Tue, Jun 3, 2025 at 12:38 AM

To: Murad Amro <qualityadvisor@ahli.org>

Cc: Bassem Al Saafeen <basaafeen@yahoo.com>, "Dr.Yousef Takrori" <g.manager@ahli.org>, Salam Khatib
<salam.khatib@staff.alquds.edu>

حضرة السيد مراد عمرو المحترم
مدير دائرة البحث العلمي والتدريب العملية
المستشفى الأهلي

تحية طيبة وبعد،

انقدم اليكم بجزيل الشكر على موافقتكم الكريمة بتسهيل مهمة الطلبة والسماح لهم بجمع بيانات أبحاثهم العلمية، مع التأكيد على التزامنا الكامل بما
ورد في رسالتكم

مع فائق الأحرار،
د. حسين جبارين

[Quoted text hidden]

Hussein Jabareen <hjabareen2000@gmail.com>

Tue, Jun 3, 2025 at 12:40 AM

To: Mamdouh Taqatqa <mamdouh.taqatqa@students.alquds.edu>, rashazxzw4 qdeimat <rasha_qdt@hotmail.com>,
Osama Abusabha <osamaabusabha789@gmail.com>

[Quoted text hidden]



Ref.:
Date:.....

الرقم:
التاريخ:

الأخ مدير عام الإدارة العامة للمستشفيات المحترم،،،
تحية واحترام،

الموضوع: تسهيل مهمة بحث

يرجى تسهيل مهمة الطالب: ممدوح طقاطقة - ماجستير ادارة التمريض/ جامعة القدس،
وبإشراف د. حسين جبارين، في عمل بحث بعنوان:

**The Relationship between Nursing Teamwork and Job
Satisfaction at Palestinian Hospitals in the Southern West
Bank**

من خلال السماح للطالبة بجمع معلومات عن طريق تعبئة استبانة الدراسة من قبل كادر
التمريض بعد اخذ موافقتهم، وذلك في:

- مستشفى عاليه - مستشفى المحتسب - مستشفى بيت جالا
- مستشفى يطا الحكومي - مستشفى دورا - مستشفى حلحول

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

مع الاحترام،،،

د. عبد الله القواسمي
رئيس وحدة التعليم الصحي والبحث العلمي

نسخة: رئيس دائرة التمريض المحترم/ جامعة القدس

Al Quds University
Faculty of Health Professions
Jerusalem – Abu Dis

جامعة القدس



جامعة القدس
كلية المهن الصحية
القدس – أبو ديس

**Research Ethics Subcommittee of Faculty of Health Professions
Letter of approval**

April 22, 2025
Ref. No.: RESC/2025-73

Dear Applicants, (Dr. Hussein Jabareen, Mr. Mamdouh Taqatqa)

Program: **MSc Nursing Department**

The Research Ethics subcommittee of the Faculty of Health Professions has recently reviewed your proposal entitled (**The Relationship between Nursing Teamwork and Job Satisfaction at Palestinian Hospitals in the Southern West Bank**) submitted by (**Dr. Hussein Jabareen**). Your proposal is deemed to meet the requirements of research ethics at Al-Quds University, but further assessment is required by the Central Research Ethics Committee of Al-Quds University. We wish you all best for the conduct of the project.

Hussein ALMasri, PhD

Hussein ALMasri

**Associate Professor of Medical Imaging
Research Ethics Subcommittee Chair
Faculty of Health Professions**

CC: File
CC: Committee members

Appendix C

The Academics and Nursing Experts:

1. Dr. Farid Ghrayeb, Assistant Professor, Al-Quds University.

Email: fggrayeb@staff.alquds.edu

2. Dr. Abdullah Al-Wawi, Assistant Professor, Al-Quds University.

Email: aalwawi@staff.alquds.edu

3. Dr. Kifah Al-Zaben, Assistant Professor, Al-Quds University.

Email: kzaben@staff.alquds.edu

ملخص

العلاقة بين العمل الجماعي التمريضي والرضا الوظيفي في المستشفيات الفلسطينية في جنوب الضفة الغربية

اعداد: ممدوح محمد طقاطقه
اشراف الدكتور: حسين جبارين

الخلفية: يُشكل الممرضون والممرضات النسبة الأكبر من موظفي المستشفيات، ويُعتبرون من أبرز مُقدمي الرعاية الصحية، بما يسهم بتعزيز جودة الرعاية المقدمة وتحقيق سلامة المرضى. وهذا يتطلب منهم العمل بتعاون لإنجاز المهام الموكلة إليهم. يُساهم العمل الجماعي في بناء الثقة والتواصل الفعال وتقليل الأخطاء. ولا يقتصر إنجاز المهام على العمل الجماعي الفعال؛ إذ يُساعد رضا الممرضين والممرضات الوظيفي على الحفاظ على وظائفهم وتقديم خدمات عالية الجودة. لذلك، يُعدّ العمل الجماعي والرضا الوظيفي من أهم عوامل نجاح تقديم أفضل خدمات الرعاية الصحية المُمكنة.

الهدف: تهدف هذه الدراسة بشكل رئيسي إلى تقييم العلاقة بين العمل الجماعي التمريضي والرضا الوظيفي في المستشفيات الفلسطينية جنوب الضفة الغربية.

المنهجية: دراسة وصفية كمية مقطعية. تم استخدام طريقة العينة الملائمة تكوّن مجتمع الدراسة من 1666 ممرضاً وممرضة، وبلغ حساب حجم العينة 313. لذا وُزِعَ 360 استبياناً على الممرضين والممرضات في المستشفى، وتمّ استرجاع 336 استنفاة، بنسبة استجابة بلغت 93,3%.

أداة الدراسة: تكوّن الاستبانة من 79 سؤالاً، وقُسم إلى ثلاثة أقسام. تكون القسم الأول المعلومات الديموغرافية والمتغيرات المتعلقة بالمستشفى، وتكون القسم الثاني العمل الجماعي، وتكون القسم الثالث من الرضا الوظيفي.

النتائج: اظهرت النتائج أن فريق التمريض أبلغ عن مستويات عالية من العمل الجماعي والرضا الوظيفي. أكثر من نصف الممرضين (51.8%) العمل الجماعي معظم الوقت، وأفاد 28.9% بالعمل دائماً ضمن الفريق، بمتوسط درجة عمل جماعي يقدره $M = 3.81$. من بين أبعاد العمل الجماعي، كان للثقة المتبادلة والنموذج العقلي المشترك أعلى متوسط $M = 3.91$ ، يليه الدعم $M = 3.84$ والتوجه الجماعي $M = 3.74$ وقيادة الفريق $M = 3.62$. فيما يتعلق بالرضا الوظيفي، أبلغ غالبية

المرضى عن درجة رضا مرتفعة (54.5%) مستوى متوسط (42.9%)، بمتوسط درجة $M = 3.64$. كان أعلى مقياس فرعي للرضا الوظيفي هو العلاقات $M = 4.06$ ، يليه الرضا الجوهري $M = 3.68$ ، بينما تم تصنيف الدافع الخارجي على أنه الأدنى $M = 3.32$. كشف ارتباط سيبرمان الترتيبي عن وجود علاقة قوية وإيجابية وذات دلالة إحصائية بين العمل الجماعي والرضا الوظيفي ($r = 0.720$ ، $p < 0.001$)، مما يشير إلى أن التصورات الأعلى للعمل الجماعي ترتبط برضا وظيفي أكبر. كما تم ملاحظة وجود علاقات إيجابية بين جميع المقاييس الفرعية للعمل الجماعي والرضا الوظيفي.

الخلاصة: هدفت هذه الدراسة إلى تقييم العلاقة بين العمل الجماعي التمريضي والرضا الوظيفي في المستشفيات الفلسطينية الواقعة جنوب الضفة الغربية. أظهرت نتائج الدراسة وجود علاقة قوية وإيجابية ودالة إحصائية بين العمل الجماعي والرضا الوظيفي. كما أظهرت النتائج أن المرضى الذين يتمتعون بمستويات عالية من الثقة المتبادلة، والتوجه نحو العمل الجماعي، والدعم، ونموذج ذهني مشترك، والقيادة الفعالة هم أكثر عرضة لإظهار مستويات عالية من الرضا الوظيفي. وخلصت هذه الدراسة إلى عدة توصيات، أهمها أن على مديري التمريض، وإدارة المستشفيات، ووزارة الصحة الفلسطينية العمل على تحسين العمل الجماعي بين المرضى من خلال تطوير وتنفيذ سياسات جديدة وإنشاء برامج تدريبية تعزز ثقافة العمل الجماعي. وسيوفر ذلك بيئة عمل مناسبة ومريحة يتمتع فيها المرضى بمستويات عالية من الرضا الوظيفي، الأمر الذي ينعكس بدوره على جودة الخدمات الصحية المقدمة للمرضى.

الكلمات المفتاحية: العلاقة، العمل الجماعي التمريضي، الرضا الوظيفي، المستشفيات الفلسطينية، جنوبي الضفة الغربية.