

Factors Influencing Career Advancement among Nursing Staff in Health Organizations in East Jerusalem

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Abstract

This study aims to examine the key factors that influence the career advancement of nursing staff within health organizations in East Jerusalem. Specifically, it analyzes six major variables: economic conditions, environmental factors, communication, organizational policies, demographic characteristics, and academic qualifications. A total of 135 nursing staff from hospitals and medical centers in East Jerusalem were purposively selected for the study, with 120 valid responses included in the final analysis. The results indicate that organizational policies have the most significant impact on nursing staff promotions, followed closely by the work environment and communication practices. Interestingly, economic factors—particularly monthly salary—were found to have the least influence on career progression. To improve promotion opportunities, the study suggests several measures: increasing nursing staff salaries, involving them in decision-making processes, ensuring suitable job placements, fostering a culture of shared responsibility, and enhancing communication with leadership. The study also found no significant differences in promotion opportunities related to academic and demographic factors, except for specific elements such as qualifications, job titles, workplace, marital status, place of residence, income levels, organizational policies, environmental conditions, communication, and economic aspects. Additionally, it was noted that medical centers reported the highest promotion rates, with an 89% participation rate and a 69% promotion level among nursing staff. These findings emphasize the critical role of career advancement in improving healthcare services within East Jerusalem's hospitals and medical centers. By prioritizing nursing promotions and investing in workforce development, healthcare institutions can ensure a well-trained, motivated nursing staff capable of meeting the evolving healthcare needs of the community.

Keywords: Promotion, Nursing Staff, East Jerusalem Health Organizations

Introduction

Career advancement is a key driver of professional fulfillment, motivation, and workforce retention, particularly in critical sectors such as healthcare. Nursing staff play a fundamental role in delivering high-quality patient care, yet their career progression is often hindered by

structural and organizational barriers. This study aims to examine the key factors influencing career advancement among nursing staff within health organizations in East Jerusalem.

The significance of this research lies in its ability to address critical gaps in career development frameworks for nurses. In many healthcare settings, career mobility is often dictated by organizational policies rather than individual competencies. This imbalance can lead to job dissatisfaction, increased turnover rates, and lower patient care standards. Therefore, understanding the factors that shape nursing promotions is essential for developing targeted policies that enhance workforce engagement and retention.

Moreover, with the increasing complexity of healthcare services, a well-structured promotion system ensures that qualified professionals are placed in leadership positions where they can contribute to institutional effectiveness. This study examines six major variables affecting career advancement: economic conditions, environmental factors, communication practices, organizational policies, demographic characteristics, and academic qualifications. By exploring these elements, the research seeks to provide evidence-based recommendations that improve professional mobility and the overall quality of healthcare services in East Jerusalem.

In terms of job promotion, it plays a crucial role in the career progression and professional fulfillment of nursing staff. It serves as a formal acknowledgment of an employee's skills, expertise, and contributions to the organization (Abaker, Al-Titi & Al-Nasr, 2019). Beyond recognizing individual competencies, promotions help optimize organizational efficiency by placing skilled personnel in roles where they can maximize their potential. Promotions also act as a reward system, motivating employees to enhance productivity, fostering a sense of healthy competition, and reinforcing a sense of belonging and professional identity among nursing staff.

A well-structured promotion system not only elevates employees within the organizational hierarchy but also expands their scope of responsibilities, decision-making authority, and professional opportunities. This progression serves as a powerful intrinsic motivator, reducing workplace stagnation and dissatisfaction while encouraging continuous professional development (Davidescu, Apostu, Paul & Casuneanu, 2020). According to Chrudim and Sherman, job promotion entails a transition from a lower-level position to a more senior role within the organization. This shift is not merely a change in designation but also symbolizes increased accountability, decision-making power, and influence within the workplace. In the nursing profession, career advancement is particularly significant as it enhances leadership capabilities, patient care quality, and institutional effectiveness. Furthermore, a fair and transparent promotion system ensures that employees are recognized based on merit, performance, and qualifications, ultimately contributing to a more motivated and competent nursing workforce. Organizations that prioritize career advancement opportunities for their nurses benefit from higher retention rates, improved job satisfaction, and enhanced patient care outcomes.

Given the demanding nature of the healthcare sector, structured career progression pathways, continuous professional development programs, and leadership training initiatives are essential in empowering nursing professionals. By fostering an environment

that values growth and career mobility, healthcare institutions can cultivate a highly skilled, motivated, and engaged nursing workforce, ultimately leading to improved healthcare delivery and patient satisfaction.

Research Question

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

Objective of the Study

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

Significant of the Study

The findings of this study have important implications for multiple stakeholders within the healthcare system especially for nursing staff, healthcare institutions and policymakers and administrators. The study highlights key factors that impact career growth, providing nurses with insights into how they can better position themselves for promotion. By understanding the role of organizational policies, communication, and environmental conditions, nurses can proactively seek professional development opportunities. Meanwhile, for healthcare institutions; hospitals and medical centers can use these findings to create more equitable and effective promotion policies. A transparent, merit-based advancement system contributes to higher job satisfaction, increased retention rates, and improved patient care. Last but not least for policymakers and administrators, where the study provides valuable data for designing policies that support nursing career progression. Implementing structured leadership training programs, ensuring fair compensation, and enhancing workplace conditions are among the strategies that can be derived from this research.

By addressing career stagnation among nursing staff, this research aims to contribute to a more motivated, skilled, and efficient healthcare workforce, ultimately leading to better healthcare outcomes for patients in East Jerusalem. This study will increase nursing staff performance productivity, commitment, self-confidence and job satisfaction. Besides that, this study aims to provide a way that will decrease demotion and absenteeism, and improve socio socio-psychological aspects of nursing staff. It is hoped that the outcomes model of this study will lead to promotion and improvement of the quality of health care. In addition, it also hopes to improve the rules, regulations, and policies in the organizations and to find out their definitions. Finally, this study aspires to provide guidance for the staff development department to develop modern nursing processes, policies, and procedures.

Literature Review

Numerous studies have explored the factors affecting job promotion among nursing staff, particularly within East Jerusalem Health Organizations. These studies examined the relationship between independent variables (economic, environmental, communication, and organizational policy factors), moderating variables (demographic and academic factors), and their collective impact on career advancement.

One such study assessed nurses' self-perceived level of moral courage and its connection to socio-demographic factors. Conducted in Southern Finland, the study surveyed 432 registered nurses from a major university hospital using the Finnish version of the Nurses' Moral Courage Scale (NMCS). The results indicated a high level of moral courage, with a mean score of 8.20 on a Visual Analogy Scale (0-10) and 409 points on a 21-item Likert-type scale. Statistical analysis revealed significant correlations between moral courage and factors such as gender, job role, ethical knowledge base, additional ethics education, self-directed learning in ethics, and frequency of workplace situations requiring moral courage (Sapkota et al., 2019).

Health-Promoting Lifestyles and BMI Among Male Nurses

A separate study by Hamid (2023) investigated the relationship between health-promoting lifestyles and body mass index (BMI) among 108 male nurses. The study found that the participants had an overall good mean score of 3.13 for health-promoting behaviors. The highest-scoring dimension was spiritual growth (3.48), while physical activity scored the lowest (2.69). Additionally, 24.07% of participants were classified as overweight or obese, highlighting a potential area of concern in occupational health.

Organizational Policies and Workforce Diversity in Healthcare

In another study, Abaker, Al-Titi, & Al-Nasr (2019) examined the impact of organizational policies on workforce diversity management within Saudi Arabia's private healthcare sector. Using surveys from 11 major private-sector organizations listed on the Saudi Stock Market, the findings underscored the significance of employment policies such as Saudization, retention strategies, salary structures, and health benefits in shaping diversity management. The study emphasized the need for policy frameworks that support foreign employees, recognizing workforce diversity as an asset that can enhance overall performance.

Intellectual Capital and Innovation in Healthcare

The role of intellectual capital in fostering innovation within healthcare organizations was explored by Rouse (2004). The proposed conceptual framework identified three key knowledge-based activities that contribute to value creation within healthcare, i) value co-creation strategy, to develop capabilities for healthcare stakeholders, contributing to human capital, ii) market access approach, as to encourage innovation and enhancing relational capital and iii) digital servitization strategy as to leverage technology to build structural capital. These strategies aligned with existing research and demonstrated the potential for knowledge-based activities to generate value and drive healthcare innovation.

Job Satisfaction and Promotion Opportunities in Higher Education Administration

A study by Fontova-Almató, Suñer-Soler, & Juvinyà-Canal (2019) examined the relationship between job satisfaction and the perception of fit among administrative staff at a Midwestern university in the United States. Using online surveys from 170 staff members, the research found that Person-Job fit was the strongest predictor of overall job satisfaction, including factors such as work environment, salary, and promotion opportunities. Regression analysis revealed that age and years of service influenced satisfaction levels, while male employees were perceived to fit their roles better than female employees. However, the study's limitation was its focus on a single institution, which restricted the generalizability of the results.

Job Stress and Satisfaction among Community Corrections Officers

Similarly, Baljoon, Banjar, & Banakhar (2018) investigated job stress and satisfaction among community corrections staff. The study highlighted how individual factors, job characteristics, and organizational variables affected both job satisfaction and stress levels. Notably, organizational factors played a more significant role in influencing these outcomes than individual or job-related factors. The findings emphasized the need for interventions that reduce job stress while enhancing satisfaction, particularly among probation, parole, and residential officers.

Cultural Intelligence in Health Education and Promotion

Hamid (2023) also explored the integration of cultural intelligence in healthcare education, defining cultural competence and cultural humility as critical tools for engaging diverse populations. The study positioned cultural intelligence as a key factor in improving health education strategies, emphasizing problem-solving, adaptability, and intercultural understanding in diverse healthcare settings.

Engaged Scholarship and Health Promotion in Education Systems

A study by the British Educational Leadership, Management, and Administration Society (2019) introduced an engaged scholarship approach to strengthen health promotion efforts within education systems. Conducted in a government department in Canada, the research involved an engaged scholar working across multiple branches to integrate research and practical knowledge. Through a case-study approach, the study identified factors that facilitate or hinder partnerships between researchers and policymakers. The findings reinforced the importance of collaboration between health, early childhood, and education sectors in addressing complex population health issues.

Emotional Intelligence and Communication Skills in Emergency Nursing

Finally, Çoşkun, Palaz, & Kayacan (2023) examined the relationship between emotional intelligence (EI) and communication skills among emergency department nurses in five hospitals under Ardabil University of Medical Sciences. Using Goleman's EI Scale and a researcher-designed communication skills questionnaire, the study found that the mean EI score was 78.31, with the highest subscore in self-awareness (20.83) and the lowest in self-management (18.19). The total communication skills score averaged 70.91, and a significant positive correlation was observed between EI and communication skills. The study recommended hospital training programs to enhance emotional intelligence and foster effective communication among nursing staff.

Study Design

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

Population and Sample Size

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

Instrument

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

Results*Statistical Analysis, Discussion, and Results*

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

Table 1

Demographic and Academic Variables

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

The survey included a diverse group of 120 respondents, with 58.3% female and 41.7% male, indicating a slightly higher female representation. Age distribution shows that the majority of participants (72.5%) are between 20-40 years old, with 39.2% in the 20-30 age group and 33.3% aged 31-40. Fewer respondents are in the 41-50 (19.2%) and 51+ (8.3%) age categories.

Regarding marital status, most respondents (65.8%) are married, while 26.7% are single, and a small percentage are divorced (5%) or widowed (2.5%). The place of residence is predominantly the Central West Bank (63.3%), followed by the North (23.3%) and the South (13.3%), indicating a concentration of respondents in the central region.

Housing data shows that 73.3% own their homes, while 26.7% live in rental housing, reflecting a relatively stable living situation for most participants. Income distribution reveals that 50% of respondents earn between 5,000 - 7,000 shekels, while 29.2% earn less than 5,000 shekels, suggesting that the majority fall within the lower to middle-income bracket. Only 5.8% earn more than 10,000 shekels, indicating that higher salaries are less common among the participants.

Table 2

The economic factors that influence the promotion amongst the nursing staff

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
	1	2	3	4	5		
The salary I receive reflects the effort I put in.	10%	21.7%	30%	34.2%	4.2%	3.01	1.06
My salary adequately covers my living expenses.	8.3%	30.8%	35.8%	21.7%	3.3%	2.81	0.98
My salary allows me and my family to enjoy a comfortable lifestyle.	13.3%	35.8%	52.5%	17.5%	3.3%	2.62	1.03
My salary is fair compared to my colleagues working in the same hospital.	6.7%	20%	40%	30%	3.3%	3.03	0.95
My salary is reasonable in comparison to my peers in other hospitals.	9.2%	32.5%	31.7%	23.3%	3.3%	2.79	1.01
I am able to save a reasonable portion of my salary.	21.7%	34.2%	20.8%	20.8%	2.5%	2.48	1.12
The rising cost of living aligns with the increase in prices.	26.7%	34.2%	30%	8.3%	0.8%	2.23	0.96
The annual salary increment is appropriate.	65.8%	34.2%	24.2%	16.7%	0.8%	2.36	1.05
Total						2.67	1.02

Table 2 reveals a generally negative perception of salary-related aspects among employees, with an overall mean score of 2.67, indicating dissatisfaction. Salary adequacy (2.81), fairness within the hospital (3.03), and effort-to-salary alignment (3.01) received slightly better ratings but remain largely neutral. However, employees expressed strong dissatisfaction with salary comparisons to peers in other hospitals (2.79), savings ability (2.48), and salary’s capacity to provide a comfortable lifestyle (2.62). The lowest-rated aspects include the perception that salary increments are appropriate (2.36) and that the cost of living adjustments align with inflation (2.23), with a combined 60% to 65% disagreement on these factors. Given these insights, the results suggest widespread concerns over financial stability, salary fairness, and purchasing power, highlighting the need for re-evaluating salary structures, improving increment policies, and ensuring competitive compensation to enhance employee satisfaction and retention.

Table 3

The Environmental Factors that Influence the Promotion amongst the Nursing Staff

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
	1	2	3	4	5		
The hospital has a dedicated library.	9.2%	14.2%	20%	50.8%	5.8%	3.3	1.08
The hospital where I am employed maintains a high standard of cleanliness.	0.8%	5.8%	26.7%	49.2%	17.5%	3.77	0.83
The hospital ensures both job security and personal safety.	3.3%	11.7%	35.8%	38.3%	10.8%	3.42	0.94
There are recreational facilities available within the hospital.	10%	23.3%	35.8%	20%	2.5%	2.65	1.07
The hospital is equipped with a comprehensive information technology system.	1.7%	5.8%	23.3%	50%	19.2%	3.79	0.87
The medical equipment in the hospital is modern and readily available.	-	7.5%	30.8%	44.2%	17.5%	3.72	0.84
The work environment is comfortable and encourages productivity.	4.2%	15.0%	40%	33.3%	7.5%	3.25	0.94
The job roles and responsibilities are well-defined and specific.	5.8%	10.8%	30%	42.5%	10.8%	3.42	1.01
Total						3.42	0.96

Table 3 indicates that employees have a neutral to moderately positive perception of the hospital environment, with an overall mean score of 3.42. The hospital excels in cleanliness (3.77), IT infrastructure (3.79), and medical equipment availability (3.72), suggesting strong operational efficiency. However, recreational facilities (2.65) received the lowest rating, highlighting a need for better relaxation spaces. Additionally, job clarity (3.42) and work environment motivation (3.25) show room for improvement, as many employees remained neutral or dissatisfied. While job security (3.42) is perceived as fair, some employees express

uncertainty. Addressing these areas—particularly by enhancing recreational amenities, improving job role transparency, and fostering a more engaging work environment—could significantly boost job satisfaction and overall workplace morale.

Table 4

The Communication Factors that Influence the Promotion Amongst the Nursing Staff

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
	1	2	3	4	5		
Leaders consider humanitarian aspects of the workplace.	1.7%	8.3%	35.0%	47.5%	7.5%	3.51	0.82
The instructions given by supervisors are clear and understandable.	0.8%	9.2%	34.2%	48.3%	7.5%	3.53	0.79
Leaders listen to the opinions and feedback of their subordinates.	5.0%	9.2%	40.8%	38.3%	6.7%	3.33	0.91
Decision-making involves collaboration between supervisors and subordinates.	5.8%	17.5%	39.2%	30.8%	6.7%	3.15	0.98
Supervisors support employees in resolving work-related issues.	0.8%	10.0%	36.7%	46.7%	5.8%	3.47	0.78
Superiors treat subordinates fairly and justly.	5.8%	12.5%	45.8%	30.8%	5.0%	3.17	0.92
There is a structured system to ensure employees are assigned to suitable roles.	8.3%	18.3%	39.2%	30.0%	4.2%	3.03	0.99
Employees have opportunities to participate in various organizational events and activities.	7.5%	10.8%	40.8%	34.2%	6.7%	3.22	0.98
Total						3.30	0.90

Table 4 indicates a moderately positive perception of leadership, workplace fairness, and employee participation, with an overall mean score of 3.30 and a standard deviation of 0.90, suggesting some variation in responses. The highest-rated aspects include leaders considering humanitarian aspects (3.51), clarity of instructions from supervisors (3.53), and supervisors supporting employees in resolving work-related issues (3.47), showing that employees generally find leadership supportive and communicative. However, decision-making participation (3.15), fairness in treatment (3.17), and employee involvement in organizational activities (3.22) received mixed feedback, indicating that collaboration and fairness could be improved. The lowest-rated aspect (3.03) pertains to the structured system for assigning

employees to suitable roles, suggesting uncertainty or dissatisfaction with role placement processes. While overall perceptions lean toward neutral to positive, the results highlight opportunities for improvement in decision-making inclusion, fairness, and job role alignment to enhance workplace satisfaction.

Table 5

The organizational policies that influence the promotion amongst the nursing staff

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
	1	2	3	4	5		
A formal contract exists between the employee and the hospital.	1.7%	3.3%	5.8%	59.2%	30%	4.13	0.79
Each employee has a clearly defined job description.	0.8%	6.7%	14.2%	63.3%	15%	3.85	0.78
Employee performance is regularly evaluated.	2.5%	5.8%	20.8%	59.2%	11.7%	3.72	0.84
The hospital has an established administrative system.	2.5%	6.7%	23.3%	60%	7.5%	3.63	0.81
A structured financial system is in place within the hospital.	3.3%	14.2%	29.2%	47.5%	5.8%	3.38	0.91
The hospital has a dedicated employee committee.	7.5%	16.7%	26.7%	45%	4.2%	3.22	1.02
A justice committee operates within the hospital.	4.2%	9.2%	27.5%	50%	9.2%	3.51	0.93
An internal regulatory system governs hospital operations.	4.2%	11.7%	35%	41.7%	7.5%	3.37	0.93
Total						3.60	0.88

Table 5 indicates a generally positive perception of the hospital's organizational and administrative systems, with an overall mean score of 3.60. Employees highly acknowledge the existence of formal contracts (4.13), clear job descriptions (3.85), and regular performance evaluations (3.72), suggesting well-established employment structures. The hospital's administrative system (3.63) and justice committee (3.51) also received moderate approval, reflecting confidence in management and fairness. However, lower ratings were observed for the financial system (3.38), internal regulatory system (3.37), and employee committee (3.22), with the employee committee receiving the most disagreement (24.2%), indicating a possible lack of awareness or effectiveness. These findings suggest that while core administrative functions are strong, improvements in financial transparency, internal governance, and employee representation could enhance trust and workplace engagement.

Discussion

The study sample consisted of 120 nurses, with women representing 58.3% of the participants. The majority (70%) were between 20 and 40 years old, and 65.8% were married. Geographically, more than half of the respondents were from the central West Bank, and nearly two-thirds owned their homes. In terms of income, 50% of the nurses earned less than 7,000 shekels. Regarding academic qualifications, 62.5% held a bachelor's degree in nursing, and approximately two-thirds worked as staff nurses. Additionally, 79.2% were employed full-time. The sample was distributed across various healthcare institutions, including Al-Makassed Hospital (25%), St. John Eye Hospital (20.8%), Medical Centers (18.3%), Saint Joseph's Hospital (19.2%), and Red Crescent Hospital (16.7%). Nearly half of the participants had less than ten years of experience, and 69.2% worked in closed units.

The study examined several key factors influencing nurses' work environment. Economic variables such as salary perception, cost of living, and annual salary increments revealed that while nurses found their salaries reasonable compared to their colleagues, they expressed concerns about the rising cost of living and insufficient salary increments, which impacted overall job satisfaction and career motivation. Environmental factors included workplace infrastructure, cleanliness, comfort, and recreational facilities. Nurses rated hospital cleanliness and IT infrastructure positively, but aspects related to workplace comfort and recreational facilities received lower scores, indicating the need for improvements to enhance employee well-being and engagement.

Professional communication factors focused on staff-management interactions, clarity of instructions, participation in decision-making, and acknowledgment of humanitarian aspects of work. Nurses had a positive perception of clear instructions and recognition of humanitarian aspects, but lower ratings for decision-making participation and structured role placements suggested a need for greater inclusion in organizational decisions.

Conclusion and Recommendation

The findings of this study provide valuable insights into enhancing career progression pathways for nursing staff within East Jerusalem's healthcare organizations. Career advancement is not merely a personal ambition but a vital component of a well-functioning healthcare system. By prioritizing workforce development, healthcare institutions can build a dynamic, skilled, and motivated nursing workforce capable of addressing the evolving demands of patient care.

To achieve this, healthcare institutions must adopt strategic initiatives that foster professional growth and enhance job satisfaction. The key recommendations derived from this study include the organizational policy improvements. It is important to establish transparent promotion criteria, structured leadership development programs, and professional training initiatives will ensure that career advancement opportunities are based on merit and competency.

Next, economic considerations where salary structures and financial incentives should be adjusted to reflect the cost of living and industry standards, ensuring that nurses receive fair compensation for their contributions and are motivated to remain within the workforce. The workplace environment enhancements is deem vital too as it helps to create a supportive and

resource-rich work environment is essential for fostering professional growth, job satisfaction, and overall employee well-being. Finally, a communication and leadership development is somehow capable in encouraging open communication between nursing staff and hospital administration can promote inclusive decision-making processes, enhance leadership capabilities, and ensure role alignment that maximizes efficiency and effectiveness.

Additionally, nurses should be actively involved in institutional decision-making processes to cultivate a sense of ownership and engagement in their professional growth. A structured system for role placements should be implemented to ensure that nurses are positioned in roles that align with their skills and career aspirations. Furthermore, providing access to scholarships and continuous education opportunities, particularly for younger nurses (aged 20-40), will empower them with the necessary skills for long-term career advancement.

Intrinsic motivators such as professional recognition, achievement opportunities, and career development programs should be reinforced to boost job satisfaction, retention, and overall workplace morale. By implementing these measures, healthcare institutions can create an equitable, motivated, and highly competent nursing workforce, ultimately leading to improved healthcare services and enhanced patient care outcomes in East Jerusalem.

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