

**ORGANIZATION COMMUNICATION
SATISFACTION ON JOB PERFORMANCE WITH
BEHAVIOURAL FACTORS AS MEDIATORS
AND MODERATORS AMONG NURSES IN
JORDANIAN PUBLIC HOSPITALS**

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by

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for the degree of
Doctor of Philosophy**

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LIST OF ABBREVIATIONS

AE	Affective Engagement
AVE	Average Variance Extracted
CC	Communication Climate
CMV	Common Method Variance Bias
COR	Conservation of Resources
CR	Composite Reliability
CS	Communication Satisfaction
EE	Employee Engagement
FB	Feedback
GOP	General Organizational Perspective
HIC	Horizontal Informal Communication
IE	Intellectual Engagement
JD-R	Job Demands-Resources
JP	Job Performance
MQ	Media Quality
OI	Organizational Integration
QoL	Quality of Life
QWL	Quality of Working Life
SC	Superior Communication
SE	Social Engagement
SET	Social Exchange Theory
WQ	Quality of Work- life

**KEPUASAN KOMUNIKASI ORGANISASI TERHADAP PRESTASI KERJA
DENGAN FAKTOR TINGKAH LAKU SEBAGAI MEDIATOR DAN
MODERATOR DALAM KALANGAN JURURAWAT DI
HOSPITAL AWAM JORDAN**

ABSTRAK

Dalam landskap persaingan hospital awam Jordan, memahami kesan kepuasan komunikasi jururawat terhadap kualiti kehidupan, penglibatan dalam kerja, dan prestasi kerja amat penting. Penglibatan pekerja adalah faktor penting bagi pengurusan hospital kerana ia memberi impak positif terhadap prestasi pekerja, membantu dalam pengekalan pekerja, dan meningkatkan produktiviti secara kuantitatif dan kualitatif. Kajian ini bertujuan untuk menilai hubungan antara kepuasan komunikasi, keseimbangan kerja-hidup, prestasi kerja, dan penglibatan di kalangan jururawat Jordan. Data dikumpulkan daripada 391 pekerja, dan keputusan menunjukkan kesan positif yang signifikan kepuasan komunikasi terhadap penglibatan pekerja. Oleh itu, peningkatan komunikasi dalam fasiliti kesihatan Jordan boleh meningkatkan penglibatan pekerja, membawa kepada hasil prestasi yang lebih baik. Kajian ini memberi sumbangan kepada literatur sedia ada dengan mengkaji penentu prestasi jururawat hospital dari perspektif individu, memberi tumpuan kepada kesan penglibatan pekerja dan kualiti hidup kerja. Kajian ini berbeza daripada penyelidikan sebelumnya yang hanya mengkaji hubungan antara tuntutan kerja dan sumber kerja, kerana ia meneroka kesan kepuasan komunikasi terhadap prestasi kerja. Kajian ini memberikan gambaran yang lebih jelas tentang proses yang menghubungkan tuntutan-sumber kerja dan prestasi kerja, dengan itu memberikan pemahaman yang lebih baik tentang faktor-faktor yang mempengaruhi prestasi kerja di hospital awam Jordan.

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ABSTRACT

In the competitive landscape of Jordanian public hospitals, it is crucial to understand the impact of nurse communication satisfaction on the quality of life, work engagement, and job performance. Employee engagement is an essential factor for hospital management as it positively influences employee performance, aids in employee retention, and increases productivity both quantitatively and qualitatively. This study aims to evaluate the relationship between communication satisfaction, work-life balance, job performance, and engagement among Jordanian nurses. Data was collected from 391 employees, and the results indicated a significant positive impact of communication satisfaction on employee engagement. Therefore, improved communication in Jordanian healthcare facilities can enhance employee engagement, leading to better performance outcomes. The study contributes to the existing literature by examining the determinants of hospital nurses' performance from an individual's perspective, focusing on the effects of employee engagement and quality of work-life. The present investigation differs from prior research that only examined the relationship between job demands and job resources, as it explores the effects of communication satisfaction on job performance. The study sheds light on the underlying process linking job demands-resources and job performance, thereby providing a better understanding of the factors influencing job performance in Jordanian public hospitals.

CHAPTER 1

INTRODUCTION

1.1 Introduction

This present research study is based on the Jordanian Public Hospitals. The current chapter starts with the background of the study including health care system in Jordan. Followed by the section of problem statement covering the issues faced by the nurses in health care industry in Jordan. Based on the problem statement and background, this research comes up with the research objectives following with research questions of the study. Furthermore, scope of the study, significance of the study is also discussed both theoretically and practically. Also, in the last section definitions of the key variables discussed in this study are presented. Finally, the chapter concludes the structure of the present thesis.

1.2 Background of Study

A country's economic and social progress can be aided by enhancing its health care system. Economic growth is strongly linked to population well-being, as more healthy people tend to partake in more productive activities. The healthcare industry has a higher impact on life expectancy than any other sector that provides services (Audi et al., 2017; Elsinga et al., 2017; Sosnowski et al., 2017). People worldwide are healthier, wealthier, and live longer in the modern era than they were three decades ago. Access to safe drinking water, adequate sanitation, and healthcare facilities have all improved significantly. Middle Eastern countries have seen a significant growth in demand for healthcare services as a result of the growing middle class's increased purchasing power, where the focus of medical tourists has recently turned. The

prognosis for healthcare in Jordan has been considerably affected by demographic and societal shifts, improved health awareness, and advances in information technology. In recent years, The quality of healthcare in Jordan has become an increasingly important part of the country's healthcare industry, as patients have become more conscious and educated. While it is essential to consistently enhance and control service quality, the bulk of Jordan's healthcare providers continue to struggle with cost containment (Jalghoum & Khasawneh, 2016; Nazer & Tuffaha, 2017). While both the public and private healthcare sectors prioritise expanding access while containing costs, they work diligently to accomplish these goals without sacrificing quality. The sudden influx of refugees from neighbouring Arab countries has created another significant challenge for Jordan's health management system, while also putting the population at risk.

As the Jordanian health care sector becomes increasingly competitive, practitioners and academic researchers are becoming increasingly interested in fathoming the significance of how customers perceive quality prior to improving their communication satisfaction and trying to generate behavioural intentions (Abu-Kharmeh, 2012; Al-Faouri et al., 2019; Zamil et al., 2012). Healthcare professionals are increasingly recognising superior service quality as a means of strengthening their competitive position. Thus, patient-centered determinants and perceptions of service quality are critical when selecting a hospital (Murti et al., 2013). In Jordan, government-owned and substantially subsidised public health care, but the quality of treatment, facilities, and staff is not up to the standard. While private care may be more expensive, the quality of treatment and communication satisfaction obtained are undoubtedly higher.

Health care facilities have long been places where people can receive both therapeutic and preventive treatment. Quality of treatment in hospitals is evaluated using two metrics: patient outcomes and patient satisfaction, which are both important (Prabhu et al., 2018). A person's joy or dissatisfaction in the perceived performance (or outcome) of a product or service compared to their expectations is denoted as communication satisfaction (Kotler, 2000).

A wealth of study has been conducted to identify the elements that influence the performance of hospital employees in Jordan. The majority of this research focused on employee performance while interacting with patients. This research aimed to examine the factors that affect staff performance in Jordan's public hospitals.

Job performance is the sum of all operations and processes involved in completing tasks or engaging in voluntary behaviours. The ability of nurses to achieve work objectives, meet job expectations, meet benchmarks, and achieve organisational goals is referred to as nursing performance. As the "backbone" of patient care, nursing care shows a significant impact on the overall efficiency and quality of the hospital. Patient satisfaction, health outcomes, and hospital performance are all impacted by the clinical performance of nurses (Swart et al., 2015).

According to past studies, the quality of health care services is dependent on the job satisfaction and communication skills of nurses. Employees satisfied in their professions are more likely to provide exceptional service to their clients (Shekelle, 2013). In addition, result of the patient process is linked with the communication satisfaction (CS) of the nurses. Furthermore, Aron (2015) found in his research study, that inadequate nursing care was correlated with lower job satisfaction in nurses. A

study also proved that higher communication satisfaction among nurses was associated with a reduced length of stay among patients (de Cordova et al., 2014).

Hence, depending on the type of hospital a nurse works in, the Jordanian healthcare system may present unique challenges. Previous studies in North America, Asia, and Europe know a lot about the connections between hospital work conditions and nurse outcomes. However, in Jordan these connections have been less well studied (Al-Hamdan et al., 2017). Because of Jordan's persistent nursing shortage and rising demand for health care, it's critical to learn how nurses' communication satisfaction affects their commitment to and performance at work.

This is referred to as the Quality of Working Life (QWL), and it encompasses a person's feelings about all facets of their work such as the monetary compensation, employment benefits, and job security they receive as well as how their work conditions compare to those of other organisations' employees (Garg et al., 2012; Lin et al., 2013).

Quality strategies should be prioritised by healthcare facility management in order to acquire a competitive advantage or best practise in healthcare by assessing deeply about the patient perceptions of quality (Mosadeghrad, 2014; WHO, 2018). Al-Damen (2017), identifies the main factor of patient retention in Jordan's public health facilities: lowly interested staffs leading to brain drain, insignificant working conditions, long wait times to access health care, effectless communication gaps among the service provider and service clients, an unattractive setting, counterfeit drugs and second-rate facilities, and insufficient government finances. All these elements are categorised as communication satisfaction (CS), quality of work life (QWL), employee engagement, and job performance.

1.3 Healthcare Industry in Jordan

Jordan is a developing nation on account of its rapid population increase and absence of middle-class incomes. The services area accounts for 67 percent of Jordan's gross domestic product, compared to just 33 percent for industry, agriculture, mining, construction, and the use of water and electricity (Al-Damen, 2017). The Jordanian health sector is comprised of provider of services (public, commercial, international, and non-profit sectors) as well as committees and institutions that formulate health regulations. Jordan has a highly developed health care structure. The WHO recognised the country as the leading provider of healthcare services in the area and in the top five in the world (Health in Jordan, Wikipedia).

In 2013, Jordan has 106 hospitals with a combined capacity of 12,081 beds. Ministry of Health (MOH) hospitals represented 38% of these (4618 beds). There are 3,998 beds in the private sector (The Jordanian Health Sector's 2015-2019 Strategic Plan). The establishment of public and private hospitals has contributed to Jordan's progress in the field of healthcare. Since its formation in 1951, the Ministry of Health has taken all means and processes necessary to continue providing medical and nursing services at an acceptable level and with great efficiency in connected hospitals.

The Jordanian healthcare system comprises of government-funded public hospitals, investor-funded private hospitals, and university-based hospitals (funded mainly by universities). Several studies in Jordan have sought to identify factors that influence patient satisfaction. The majority of these research focused on patient satisfaction when interacting with nursing staff (Ayaad et al., 2019; Goh & Vehvilainen-Julkunen, 2016; Maurits et al., 2017; Mollaoğlu & Çelik, 2016). Regarding the satisfaction of patients at outpatient clinics, a prior study that intended

to measure patient satisfaction relating visits to orthodontic clinics discovered that the majority of influencing factors were patient-related (e.g., age, disease, gender etc.) instead of facility-related. (Basheti et al., 2019). This study assessed factors affecting patient’s general satisfaction and loyalty at Jordan's governmental hospitals regarding a medical institution (AlRyalat et al., 2019).

However, similar to several other public healthcare systems around the globe, the public hospitals in Jordan suffer a number of challenges. As a result of population expansion, an increase in cases of chronic health conditions, and the presence of refugees, mainly Syrians, meeting the increased expectations and demand for health services is a significant problem for public hospitals. In addition to the anticipated increase in the proportions of young people and the elderly, rising healthcare costs and the rising rate of brain drain, primarily to Gulf countries due to low salaries, a lack of incentives and regulations, and long working hours, are also expected to have a significant impact (Ajlouni et al., 2008). More than that, the ministry of health operates 38% of all hospital beds in the country, which means that hospitals administration, health professionals, and patients all want to improve the quality of services given in public hospitals. Health service quality in government hospitals and its effect on patient satisfaction should be examined. Because of its intrinsic intangibility, variety, and inseparability, quality healthcare is difficult to assess (Woodside, 2018). Table 1.1 below shows a declining budget requirement in Jordan. In 2016, higher budget requirements were made compared to 2018 when less provisions were made with intense challenges of refugees are at its worst.

Table 1.1 Jordan report plan 2016-2018 budget requirement per year – USD

	2016	2017	2018
Budget requirement	183,354,762	178,840,190	170,085,832

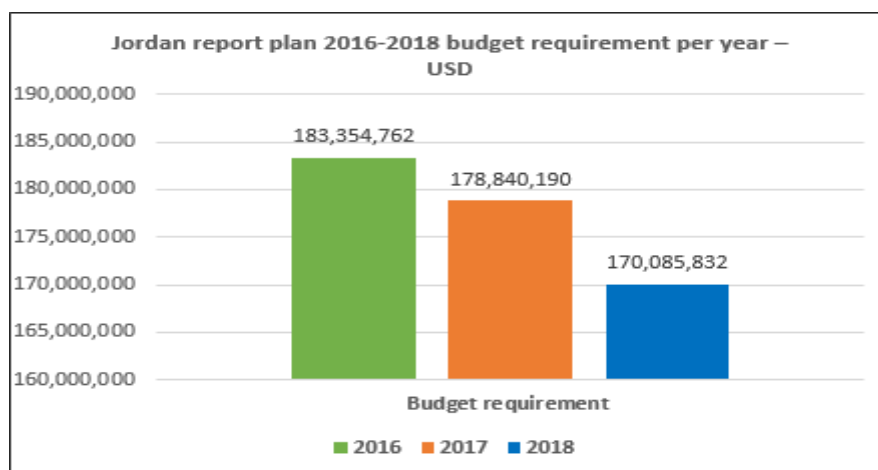


Figure 1.1 Jordan report plan 2016-2018 budget requirement per year

Sources: Ministry of Health 2018

Similarly, table 1.2 also shows that the government of Jordan was doing less to arrest the situation with low allocation of fund to the health sector. Over the course of the year, the UN Refugee Agency (UNHCR) and its partners continued to offer medical assistance to refugees in Jordan. Jordan's generosity toward Syrian refugees, as well as the international community's support for host countries, were proven when the cost of medical care for Syrian refugees was dropped to Jordan's uninsured Jordanian rate. This move by Jordan is a testament to the country's commitment to providing assistance to Syrian refugees in need. It also highlights the importance of international support for host countries that are dealing with large numbers of refugees. The international community has provided significant financial assistance to Jordan to help it cope with the Syrian refugee crisis, and initiatives like the drop in medical costs for Syrian refugees are a direct result of that support.

Table 1.2 Budget of the Ministry of Health (Million-Dinar)

	2014	2015	2016	2017	2018
Budget	650445	641559	651559	581036	599478

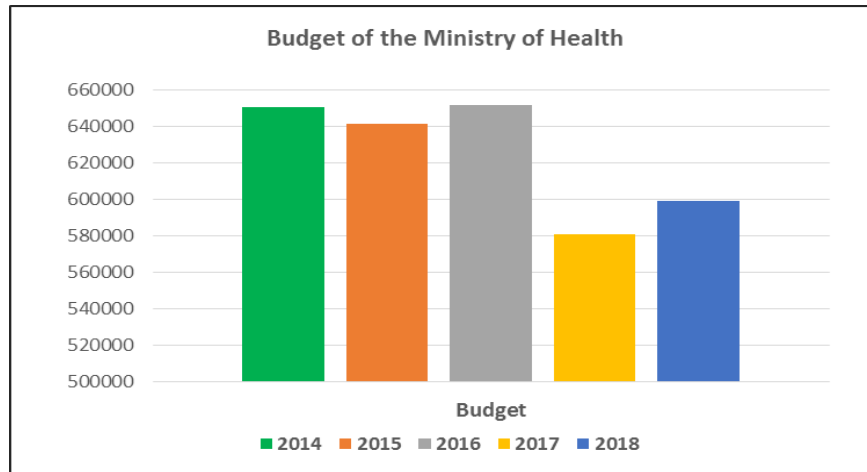


Figure 1.2 Budget of the Ministry of Health

Sources: Ministry of Health 2018

The healthcare business has come to recognise that in order to get a competitive advantage or adopt best practise, patient perceptions of quality must be thoroughly assessed, and quality strategies must be prioritised by healthcare facility management. (Mosaddeghrad, 2014; WHO, 2018). According to Al-Damen (2017), the primary reasons responsible for patient attrition in Jordanian public health institutions are as follows: lowly motivated staffs leading to brain drain; poor working conditions; long time spent to access health care; poor communication gaps between the service provider and service consumers; unappealing environment; fake drugs and substandard facilities; and inadequate government funding. All of these different aspects are categorised as organisational communication satisfaction, quality of work life satisfaction, engagement, and job performance.

1.4 Problem Statement

The quality of work life is a crucial factor that influences work stress, which can harm employee performance, interfere with employee comfort, and negatively impact the company as a whole (Banibakr et al., 2018). However, if a nurse has a high level of self-efficacy, they can effectively deal with work stress and overcome

obstacles, leading to increased chances of achieving their goals and reduced time spent worrying about failure or feeling anxious. Therefore, finding ways to improve the quality of work life for nurses could be an effective strategy for reducing work stress and improving both employee well-being and organizational performance.

The Jordanian health care system today is characterised by a fast-paced environment and fierce competition. All hospitals depend on the supply of medications and other medical supplies to improve performance in terms of quality, cost, responsiveness, and patient satisfaction (Banibakr et al., 2018). A number of threats to Jordan's healthcare system endanger to disrupt the flow of medical supplies, resulting in significant financial loss (Awad et al., 2016).

Performance is critical in any organisation, especially in the health sector. However, previous studies have shown that achieving 100% performance is difficult and uncommon because many employees of public hospitals today working in multiple hospitals simultaneously (Gambarov et al., 2017; Huiszoon, 2019). In this age of fierce competition, keeping patients loyal to one hospital is difficult because many of them are exploring other primary service providers (nursing) based on available information (George & Sahadevan, 2019; Tosyali et al., 2019).

In hospital emergency rooms, the performance of nurses can be affected by various circumstances such as having to attend to one patient at a time while the amount of care required varies depending on the severity of the patient's condition. This may result in nurses being unable to provide the required care to all patients. Conversely, a higher volume of patients may place a heavier workload on nurses, leading to increased pressure to perform better. Therefore, finding ways to improve

nurse performance in emergency rooms, while balancing workload demands, is a critical challenge for hospitals.

Jordanian hospitals, particularly those located in remote areas, face significant challenges due to a shortage of nurses and medical equipment and supplies (Al-Hamdan et al., 2017). In addition, Jordan's medical industry lacks an individualized treatment regimen and suffers from poor administration (AbuAlRub, El-Jardali, et al., 2016a). These and other factors may cause stress for nurses, despite their qualifications and expertise. Therefore, addressing the shortage of nurses and improving the medical industry's overall administration could be crucial steps towards improving the working conditions for nurses in Jordanian hospitals and reducing stress.

Hospitals face a severe shortage of paediatric nurses with specialised training, which makes it challenging to provide adequate nursing care for children (Hontake & Ariyoshi, 2016). Although Jordan's nursing education includes theoretical and practical training in paediatric nursing, there is no specialised training offered for paediatric nurses (Koy et al., 2015). As a result, nurses gain experience in paediatric nursing only after registering, and some may leave the profession after a few years to pursue higher-paying positions elsewhere in the country or abroad.

On the basis of a review of relevant research, it was postulated that the quality of work life in Jordan's health care setting may be the most important factor influencing nurses' performance (Atta et al., 2019; Mohamed & Gaballah, 2018). The researcher believes that if nurses are dissatisfied with their jobs, it will have a negative impact on their performance and the nation's whole health care system. People will be less inclined to enter the nursing profession, resulting in a persistent nursing deficit in

Jordan. In addition, it may have a significant impact on the quality of patient care, reducing public acceptance of the hospital's present standard of care.

The issue of the study is the growing demand for nurses in the Gulf countries outside Jordan (Al-Hawary & Banat, 2017), and incentives are also taken into account as elements that might have an adverse effect on nurse stability in the Jordanian health care industry. A solution to this problem is being sought by hospitals because it has a negative impact on human behaviour, which in turn has a negative impact on productivity.

So, based on the Job demands-resource model and previous research on the link between work engagement and job resources (colleague and superior support, fulfilment, discretion) for hospital nurses (Hontake & Ariyoshi, 2016) "fulfillment" has the strongest influence on work engagement. To feel "fulfilled", the nurse needed to be happy with her work and confident as a nurse. Also, previous research for nurses has not clarified the relationship between work engagement and communication satisfaction (including communication environment, superior subordinate communication, organisational integration, media quality, horizontal communication, organisational perspective in general, and feedback)(Toshihiro & Hiromi, 2018).

Communication satisfaction affects intention to continue work (Chen et al., 2016) and satisfaction is necessary to bring about a good outcome of care to the patient (Koy et al., 2015). As with communication satisfaction, work engagement affects the decline in nurse turnover rate (Edwards-Dandridge, 2019)

Jordanian nurses complain regarding uncomfortable work situations such as anxiety, unhappiness, and dispiriting work setting (Banibakr et al., 2018). The points of job satisfaction and intent to stay in their job among Jordanian nurses are on the

borderline (AbuAlRub, El-Jardali, et al., 2016b; Fleury et al., 2017). A recent study shows that 36.6 percent of nurses leave their nursing career due to the aforementioned factors (Banibakr et al., 2018).

Nashwan (2015), reported that there is a decline in the number of nurses in Jordan; because of the work environment and low salary. Therefore, Jordanian nurses migrate to the Gulf Cooperation Council countries (Saudi Arabia, United Arab Emirates, Kuwait, and Qatar); where they get high salary, benefit career advancement, professional education as noted in the last decade (Al Nawafleh, 2015). According to AbuAlRub, El-Jardali, Jamal and Abu (2016), Jordanian nurses leave their job because of anxiety, disappointment, and uncooperative working situation. In recent decades, the dependence of good service on the communication satisfaction of employee has aroused interest in Jordan too (Alsarairah et al., 2014; Minai & Almansour, 2013). However, there is not enough research conducted in Jordan regarding the communication satisfaction of nurses. Thus, the issue is significantly important for public hospitals and other hospitals to provide excellent service to their patients (Banibakr et al., 2018).

Health system reform has sparked interest around the world, particularly in developing countries. Nurses are considered as a vital part of any health-care system (Dai et al., 2016). Nursing staff is one of the most important human resources engaged in a hospital since they provide health care to patients and are in direct contact with them. The number and quality of nurses' work in the hospital are linked to providing the best nursing services (Safari et al., 2013).

The shortage of medical professionals, particularly nurses, has become a major challenge for the healthcare system in many countries, including Jordan. The chronic shortage of nurses, coupled with high turnover rates, has emerged as a significant global issue, with Jordan being no exception (Alhamwan et al., 2015). The scarcity of nursing staff in Jordanian hospitals, particularly in remote areas, is a major concern that impacts the quality of care and contributes to the stress experienced by nurses in the workplace. The healthcare industry in Jordan faces a complex set of challenges, including inadequate resources, poor administration, and a lack of individualized treatment regimens. Addressing these issues is essential for improving working conditions for nurses and providing better care for patients.

The shortage of nurses lowers the positive mood of the remaining workforce, increases stress caused by the heavy workload, and eventually causes nurses' attitudes toward their professions to shift. Low communication satisfaction, low productivity, high cognitive failure, and eventually departing the organisation are examples of these changes (Abbasi et al., 2017; Almalki et al., 2012b; Portoghese et al., 2014; Poursadeghiyan et al., 2016). Furthermore, The quality of life (QoL) of nurses is also affected by a number of other factors, such as getting a second job, the working unit, monthly income, age, and work experience (Khammar et al., 2017); each of which has an independent or interactive effect on job satisfaction and Quality of Working Life (QWL).

Further the research on nursing satisfaction in Jordan has not been given much attention in the past decade. One of the major research database scopus has revealed that there is decline in the studies on nursing since 2018 onwards. Majority of the studies has focused on the well-being of nurses whereas neglecting the role of

satisfaction. Figure below shows the trends of research on nursing which highlights the need for future research in the specific field.

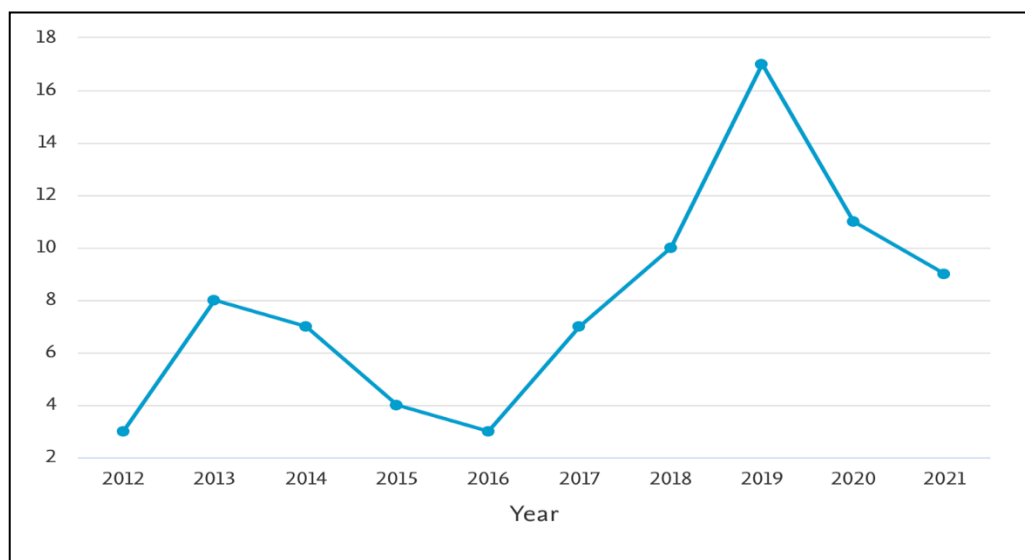


Figure 1.3 Research on nursing profession since 2012-2021

Source: Scopus

The security situation in Syria and the influx of Syrian refugees into Jordan, as well as developments in Iraq and Gaza in 2014, continue to have a significant impact on Jordan's operational environment (UNHCR, 2016). While Jordan had a population of 9,531,712 people in 2015, about 30% of them were not Jordanians, particularly 1,300,000 Syrians. In addition, because of regional political instability, refugee movements are unpredictable, putting additional strain on the country's infrastructure and health care systems (Lozi, 2013). More than a million refugees were housed in Jordan in 2015, according to the United Nations Refugee Agency (UNHCR). Jordan has provided health and education services to Syrian refugees. As a UNHCR operational partner, Jordan's Ministry of Health helps to meet refugee needs (MoH, 2020). With the government's promises to the refugees, Jordanian public hospitals have increased workloads and need to be more efficient to catch pace. There is fierce competition among Jordanian public hospitals to maintain operating performance.

Determining the impact of nurse communication satisfaction on quality of life, work engagement and job performance in the Jordanian health sector. Engagement is of great importance to hospital management because it has a positive impact on employee performance and guides them in the right direction. As a result, engagement is one of the most important tools that organisations can use to attract and retain highly qualified employees, as well as increase productivity quantitatively and qualitatively. Among Jordanian nurses, the purpose of this study was to evaluate the role that engagement plays in improving communication satisfaction, work-life balance, and job performance.

1.5 Research Questions

Specifically, research questions of this study are:

1. Does organizational communication satisfaction have a significant influence on employee engagement in Jordanian public hospitals?
2. Does employee engagement have a significant influence on job performance in Jordanian public hospitals?
3. Does employee engagement significantly mediate the relationship between organizational communication satisfaction and job performance in Jordanian public hospitals?
4. Does quality of work life significantly moderate the relationship between organizational communication satisfaction and employee engagement in Jordanian public hospitals?

1.6 Research Objectives

The general objective of this study is to investigate the organizational communication satisfaction and their influences on job performance in the Jordanian public hospitals. The following are the specific objectives of this study.

1. To determine the influence of organizational communication satisfaction on employee engagement in Jordanian public hospitals.
2. To determine the influence of employee engagement on job performance in Jordanian public hospitals.
3. To determine the mediating role of employee engagement on the relationship between organizational communication satisfaction and job performance in Jordanian public hospitals.
4. To determine the moderating role of quality of work life on the relationship between organizational communication satisfaction and employee engagement in Jordanian public hospitals.

1.7 Significant of Study

As mentioned earlier in the present study, the objective of the study was to explore the influence of organizational communication satisfaction factors on hospital nurses' performance, the mediating effect of employee engagement on the relationships, and the moderating impact of quality of work life in buffering job stress. If the findings of the study turn out to be true and valid, the study will contribute to both theory and practice.

1.7.1 Theoretical Significance

From a theoretical standpoint, the current research adds to previous literature by investigating the drivers of hospital nurses' performance from an individual's viewpoint, as well as the implications of employee engagement and work-life quality. Specifically, the present study is in the first few studies that carry out an examination of the effects of job satisfaction on hospital nurses' performance because many of the Prior research solely focused on the relationship between work demands and job resources "JD-R model". The present study linked these separate studies in the hope of offering a better understanding of the process involved in the relationship between job demands-resources and job performance. In this respect, the current research is particularly relevant to JD-R and social exchange theory (SET) by empirically incorporating both the mediation and moderation effects, which was not considered previously. This study proposes an original model testing the mediated effect of organisational communication satisfaction on nurses' job performance via employee engagement. Considering this context and the frameworks of the resource-based view, which covered organisational communication satisfaction (CS), quality of work life (QWL), and the job demands-resources (JD-R) model, which covered job performance and employee engagement, the study tests the hypothesised relationship between organisational communication satisfaction and nurses' job performance.

In addition to that, this model investigates how the quality of the work-life balance moderates the effect that the satisfaction with corporate communication has on employee engagement. In addition, the purpose of the current research is to make a contribution to the existing body of knowledge concerning the performance of hospital nurses by achieving the following points: (a) providing empirical evidence regarding determinants of effectiveness in hospital nurses; (b) explaining the relationship

between job demands-resources factors, organisational communication satisfaction, employee engagement, and quality of work life, as well as nurses' job performance; and (c) determining the extent to which job demands and resources factors influence nurses' job performance; and (c) providing a Jordanian perspective on the above problem relating to job performance among public hospital nurses in Jordan.

1.7.2 Practical Significance

An important practical benefit of this research is that it aims to shed light on one of the most pressing problems in Jordan's healthcare system - job quality. According to Al-Hawary and Banat (2017), due to the increasing awareness of quality improvement in Jordan, an interest regarding this particular issue has been growing. In addition, the stakeholders in the Ministry of Health can also take advantage from the research by expending it to identify, Analyse and evaluate the potential variables that have been discovered to affect job performance.

The present study sheds light on issues of job performance in the Jordanian context. The research framework can be invaluable for practitioners in developing healthcare strategies. The study also contributes to the establishment of a new policy to minimize the information gap concerning the Jordanian public hospitals' industry in light of the adopted best practices.

The present study provides important insights for hospital managers and administrators on the relationship between organizational communication, job satisfaction, and job performance among nurses in Jordanian public hospitals. The findings suggest that improving organizational communication and job satisfaction can have a positive impact on job performance among nurses. Hospital managers can use

this information to enhance and build significant aspects of the hospital, such as the management or strategic plan, to respond to the expressed and latent needs of patients.

For hospitals and the government, the findings of this study would be highly relevant to policy and decision making. Finally, it is anticipated that the findings would provide valuable insights for the growth, development, and performance of public hospitals in Jordan.

1.8 Scope of Study

The study focuses on the public hospitals in Jordan since it seeks to analyse the impact of a variety of hospital performance implementation factors in the Jordanian healthcare system. Therefore, the population of the present study comprises all public hospitals in Jordan, as represented by their nurses.

1.9 Operational Definitions

The operational definitions of the key terms used in the study are presented in this section:

- **Job Performance (JP):** It is defined as Behaviours and activities that are used to meet the organization's objectives. (Motowidlo & Schmit, 1999). Job performance will be evaluated as a dependent variable in this study, and will be measured from the perspective of Jordanian public hospital nurses.
- **Employee Engagement (EE):** Defined as An employee's favourable attitude toward the job and organization. An engaged employee is familiar with the climate and collaborates with co-workers to enhance job

performance for the improvement of the organization. Engagement involves a reciprocal relationship between employer and employee, which must be fostered by the business (Robinson et al., 2004a). In this study, the quality of work life (QWL) will be evaluated as a moderating variable and measured from the perspective of Jordanian public hospital nurses.

- **Intellectual Engagement (IE):** Defined ““is a consuming, creatively stimulated involvement that results in a profound personal commitment to study, research, problem-solving, and inquiry over a prolonged length of time,”” (Jacobsen et al., 2013).
- **Social Engagement (SE):** refers to the experience of connectivity with other individuals who might be co-workers but may be anybody that the job function gives an interaction with". (Kahn, 1990).
- **Affective Engagement (AE):** "Denotes emotional responses associated with work engagement. The greater the student's degree of interest, positive affect, good attitude, positive values held, inquisitiveness, and task absorption, the better (Boykin & Noguera, 2011).
- **Quality of Work Life (QWL):** Defined as attaining satisfaction and status of the individual to reside in a society that has linkage to one’s own goals and aspects based on the society’s culture and values which include characteristics of political affairs. As well as a sense of well-being and security in one's day-to-day routine, quality of work life also includes a sense of freedom and happiness in one's existence (Breukink et al., 2017). Quality of work life (QWL) will be evaluated as a moderating variable in this study and will be assessed from the viewpoint of nurses working in a Jordanian public hospital.

- **Organizational Communication Satisfaction (OCS):** Defined communication as an interaction between humans that involves the process of sharing ideas through experience or information from one person to another person (Sualman et al., 2019). In this study, job satisfaction will be evaluated and measured as an independent variable using the perspective of nurses working in a Jordanian public hospital.
- **Communication Climate (CC):** a relationship's social tone and how individuals feel about each other as they go about their day-to-day activities. communication climate are shaped by the degree to which individuals value their own contributions (Lantara, 2019).
- **Superior Subordinate Communication (SSC):** referred to as a procedure and collaboration done by a superior toward a subordinate in order to accomplish their work goals and sustain a connection (Miles et al., 1996).
- **Organizational Integration (OI):** Defined as the degree to which multiple interdependent organisational components react and/or adapt swiftly and effectively while attaining organisational objectives (Barki & Pinsonneault, 2005).
- **Media Quality (MQ):** Explores the degree to which meetings are well-organized, written directions are concise and clear, and the level of communication is appropriate (Alam, 2016).
- **Horizontal Communication (HC):** Deals with the extent to which informal and horizontal communication are both accurate and able to flow freely. One more factor of this measure is satisfaction with the level of activity of the grapevine. (Alam, 2016).

- **General Organizational Perspective (GOP):** Concerns the goals, performance, and external impacts on the organization (Keach, 2016).
- **Feedback (FB):** Defines as the employees need to identify how they are being evaluated and their performance reviews (Alam, 2016).

1.10 Organization of Thesis

This study contains five chapters altogether. All chapters begin with a general overview to facilitate reader's comprehension of the contents of respective chapters. Below are the brief outlines of the five chapters.

Chapter 1 presented the introduction, the study background, and talked about the state and significance of hospital in Jordan. This chapter also focused on the purpose and significance of the study by introducing the objectives of the investigation and describing its questions. The chapter finished with a quick overview of the structure of the thesis after discussing the study scopes.

Chapter 2 provides a comprehensive review of the conceptual framework guiding the study. The chapter discusses the theories employed in the study, as well as a literature review of the variables included in the ongoing study. It discusses concepts about organisational communication satisfaction (CS), quality of work life, employee engagement, and job performance, relative to the findings of previous studies. Furthermore, the hypothetical framework adopted for the present study is introduced and clarified with emphasise the relationship of various constructs.

Chapter 3 will focus on the methodology embraced for the method of this study. The chapter also clarified the research design, sampling procedure, the utilized research instruments, the sampling design and the data collection procedures, pilot test, and the method used in analysing the data.

Chapter 4 will focus on the results and findings from the study. The chapter will present and discuss the main findings and provide a summary of the applicable statistics derived from the survey method. The chapter will display and discuss the results of the hypotheses and conclude with the discussion of the research findings.

Chapter 5 The study's conclusion will confirm the results and implications of the study's outcomes and illustrate its contribution to the existing corpus of knowledge. The chapter finishes with suggestions for additional research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the second part of achieving the study's primary objective, which is to identify the elements that influence JP. Accordingly, the chapter evaluates the literature pertaining to the study variables, namely organisational CS, EE, and QWL, as well as the moderating effect of QWL and the mediating role of EE between the interactions among the aforementioned variables. Furthermore, the chapter gives an overview of studies that have examined the relationship between organisational CS, QWL, EE and JP.

Work performance are management practices designed to improve organizational performance through enhanced employee capabilities, motivation, and commitment. Work performance is a concept that was initially developed for the private sector but has been applied to the public sector as well. The concept is based on the idea that employee performance and productivity can be improved through effective HR practices, such as training and development, employee involvement, performance management, and reward systems. The goal is to create a work environment that motivates employees to perform at their best and achieve the organization's objectives.

The main domains of work performance include the following: (1) recruitment and selection, (2) training and development, (3) performance management, (4) employee involvement and participation, and (5) reward systems. Recruitment and selection aim to identify and hire the best-qualified candidates for the job. Training