



A SCIENTIFIC PAPER TITLED: THE PROFESSIONAL SENIORITY AND ITS IMPACT ON JOB SATISFACTION OF HEALTHCARE PROFESSIONALS IN THE SAUDI HEALTHCARE SECTOR.

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Abstract

The study aimed to explore the level of job satisfaction among healthcare professionals in the Saudi healthcare sector regarding their professional performance and to determine the relationship between professional experience and job satisfaction. The descriptive survey method was used to achieve the study objectives, with the current population including all healthcare professionals in the government sector in the Kingdom of Saudi Arabia during the academic year 2022. The study had 346 participants, and a questionnaire was used to collect data. The results showed statistically significant differences in the level of job satisfaction among healthcare professionals in the Saudi healthcare sector, specifically regarding the level of professional experience, where differences favored those with professional experience ranging from 11-15 years. Based on the results, the study recommends organizing training courses and educational lectures for healthcare professionals in government healthcare institutions, delivered by experts in dealing with the occupational psychological problems they face. The study also encourages further research on the level of job satisfaction among healthcare professionals in other work environments, such as the private sector, through comparative studies. It also calls for further studies to identify the obstacles affecting the improvement of job satisfaction among healthcare professionals in the healthcare environment and to provide suggestions and mechanisms that would enhance their job satisfaction in the Saudi healthcare sector.

Keywords: Professional seniority, job satisfaction, healthcare professionals, healthcare sector.

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DOI: 10.53555/ecb/2023.12.4.316

Introduction:

Saudi Arabia is keen on achieving the goals of the healthcare sector institutions, aiming to enhance their performance efficiency and improve the quality of healthcare for all members of society. This is of great importance in supporting the kingdom's developmental journey and all the goals and strategies of Saudi Vision 2030.

This can only be achieved through ensuring the satisfaction of employees in the healthcare sector in general, and healthcare professionals in particular. Nursing is one of the professions exposed to occupational hazards and pressures, which affect the satisfaction of healthcare professionals with their professions. This is also due to the psychological and occupational pressures faced by healthcare professionals during their nursing duties. Therefore, it is necessary to provide occupational safety for them by providing all means and methods that contribute to increasing their job satisfaction (Al-Rajoub & Al-Khatib, 2018).

Nursing is also among the social assistance professions that impose continuous psychological pressure on practitioners, reaching the level of stress and psychological distress, manifested in the form of the nurse losing interest in their work and patients. They may experience feelings of pessimism, emotional numbness, apathy, neglect, lack of motivation, loss of creativity in the nursing field, as well as frequent and unjustified absences, in addition to physical fatigue, feeling of helplessness, disappointment, negative self-thoughts, and negative attitudes towards work. This puts their satisfaction with their profession in question, as if they express dissatisfaction and aversion and indifference to their job, the consequences could be severe both individually and collectively, especially in providing services to patients (Ben Dhar, 2020).

When nurses have a positive attitude towards their job responsibilities and their affiliation with the healthcare institution, a state of psychological harmony occurs between them and the internal work environment, making them feel satisfied, stable, and fulfilling their desires and needs. This leads to job satisfaction for the nurse, resulting in functional integration between the nurse and their job duties, thus tasks of the nursing profession are performed with the highest possible efficiency and quality. Therefore, it is necessary to encourage healthcare sectors to achieve a high level of job satisfaction for healthcare professionals to ensure the vitality and efficiency of performing nursing duties in healthcare sectors. Hence, the importance of studying the impact of professional seniority on

the job satisfaction of healthcare professionals in the Saudi healthcare sector as a variable that may affect the level of job satisfaction in the healthcare sector in Saudi Arabia.

Problem Statement:

Due to the increasing importance of job satisfaction as both a goal and a means, there is a need to measure it and develop the techniques used in this regard by making them more stable and accurate to better express the true feelings of satisfaction. Knowing the outcomes resulting from it being an independent variable increases the importance of the measurement process and justifies its costs, as well as urging the organization to take necessary measures to avoid unwanted outcomes and enhance desirable ones by improving job satisfaction (Boukhemkhem & Amara, 2011).

Employees in the healthcare sector in general, and healthcare professionals in particular, face many difficulties and challenges, with job satisfaction being at the forefront. This satisfaction not only reflects on the nursing profession in healthcare sectors but extends to the healthcare professionals themselves. When healthcare professionals experience job dissatisfaction, it affects the security and stability of healthcare professionals, shaking their confidence in themselves and their relationships with others around them in the work environment, leading to the phenomenon of job turnover of patients in the healthcare sector due to their job dissatisfaction (Al-Areig, 2017).

Medical professions are among the stressful professions with many sources of pressure, which make some healthcare professionals and nurses unsatisfied and uneasy about their profession, resulting in negative effects on their competence, psychological and professional compatibility (Ben Dhar, 2020).

There are many variables that may affect the level of job satisfaction for healthcare professionals in nursing and all the professional pressures that affect the level of job satisfaction for healthcare professionals. Among these variables are the level of appreciation and treatment of healthcare professionals by healthcare sector administrators and officials, the availability of material, moral, and allowances incentives for healthcare professionals, as well as participation in decision-making, years of experience, and professional seniority.

The study by Ben Dhar and Maki (2020) confirms that healthcare professionals working in public health institutions have a low level of job satisfaction. There are also statistically significant

differences in job satisfaction among healthcare professionals working in public health institutions according to professional seniority.

From this perspective, the study idea came to measure the impact of the variable of professional seniority on the job satisfaction of nurses. Therefore, the problem of the study is summarized in the following main question:

What is the impact of professional seniority on the job satisfaction of healthcare professionals in the Saudi healthcare sector?

Study Questions:

From the main question, several sub-questions branch out as follows:

1. What is the level of job satisfaction among healthcare professionals in the Saudi healthcare sector?
2. Are there statistically significant differences in job satisfaction among healthcare professionals in the Saudi government healthcare sector, based on the variable of professional seniority?

Study Hypotheses:

- Nurses working in the Saudi government healthcare sector have a low level of job satisfaction due to differences in their professional seniority.
- There is a negative relationship between the level of job satisfaction and professional seniority among healthcare professionals in the Saudi government healthcare sector.

Study Objectives:

The study aims to identify the following objectives:

- Identify the level of job satisfaction among healthcare professionals in the Saudi healthcare sector.
- Identify the relationship between job satisfaction among healthcare professionals in the Saudi government healthcare sector and the variable of professional seniority.

Study Importance:

The importance of the study branches out into:
Theoretical importance: It provides a theoretical framework on the study topic and identifies the relationship between the level of job satisfaction and professional seniority among healthcare professionals in the Saudi healthcare sector. It enriches the Saudi library with a new topic on healthcare management related to the study topic.
Practical importance: It stands to determine the extent of the impact of the professional seniority variable on job satisfaction and provide a number

of recommendations to officials in the healthcare sector that contribute to increasing the level of job satisfaction for nurses in the healthcare sector and thus contribute to improving the efficiency and quality of performance in the Saudi healthcare sector.

Study Limits:

- Spatial limits: The study will be applied in Riyadh, Saudi Arabia.
- Temporal limits: The study will be conducted in 2023.
- Human limits: The study will be conducted on a sample of healthcare professionals working in government hospitals in Riyadh.
- Subject limits: Limited to studying "professional seniority and its impact on the job satisfaction of healthcare professionals in the Saudi healthcare sector."

Study Terminology:

- Professional Seniority: It is the number of years of service spent by healthcare professionals in practicing the nursing profession and represents years of experience.
- Job Satisfaction: It is the state of satisfaction and inclination of healthcare professionals towards effectively performing nursing duties, resulting in a complete state of satisfaction between healthcare professionals.\

Literature Studies

Study (Bin Dharr and Maki, 2020); titled "Job Satisfaction among Healthcare Personnel in the Context of Professional Seniority Variation." The study aimed to identify the level of job satisfaction among healthcare personnel in the context of professional seniority variation. The study used a descriptive approach to achieve its objectives, and the study sample consisted of 225 healthcare personnel working in public health institutions in the province of Mostaganem (128 males and 97 females) who were selected randomly. The Job Satisfaction Questionnaire for Healthcare Personnel was used to collect data. In light of this, the study reached several results, the most important of which is that healthcare personnel working in public health institutions have a low level of job satisfaction. Also, there are statistically significant differences in job satisfaction among healthcare personnel working in public health institutions based on the variable of professional seniority. Conducting training courses and educational lectures for healthcare personnel in public health institutions by specialists on how to deal with professional psychological problems

they encounter, providing psychological support for healthcare personnel experiencing psychological problems, conducting studies on job satisfaction among healthcare personnel according to job ownership and professional rank, as well as conducting a comparative study on job satisfaction between healthcare personnel working in public health institutions and those working in private health institutions.

Study (Issa and Abdul Aziz, 2017); titled: "Measuring Levels of Job Satisfaction among Physical Education Teachers in Secondary Education in Tiaret Province." The study aimed to identify the level of job satisfaction among physical education teachers in secondary education. The study used a descriptive approach to identify the study objectives, and the study sample consisted of 54 physical education teachers in secondary education in Tiaret province, selected randomly. The Job Satisfaction Scale containing six dimensions was applied as a tool for data collection. In light of the above, the study found that the degree of job satisfaction for physical education teachers came negatively. Also, there were no statistically significant differences in the degree of job satisfaction for physical education teachers attributed to variables of academic qualification and professional experience. In light of the results, the study recommends the necessity of improving working conditions for physical education teachers, reconsidering teachers' salaries and ensuring their compatibility with social and economic variables to increase their job satisfaction.

Study (Alshmemri, 2016); titled "Job Satisfaction of Saudi Nurses Working in Public Hospitals in the Mecca Region, Saudi Arabia." The study aimed to identify the levels of job satisfaction among Saudi nurses working in three major public hospitals in the Mecca region, Saudi Arabia. The study used a descriptive approach to achieve its objectives, and the study sample consisted of 272 Saudi national nurses. The study used a questionnaire as a tool for data collection. In light of the above, the study reached several results, the most important of which is that Saudi healthcare professionals working in public hospitals are dissatisfied with their jobs. The results of this study indicated that Saudi female nurses are more dissatisfied with their jobs than male nurses. Nurses who depend on adults and have worked in public hospitals for 5-10 years are dissatisfied with their jobs. Additionally, nurses with 4-10 years of nursing experience are also dissatisfied. In light of the results, the study recommends encouraging nurses who perform well by providing them with official recognition at

work, job promotion, high job opportunities, educational incentives, continuous educational programs, and financial incentives. The necessity of adopting a new strategic plan to increase the number of highly qualified Saudi nurses. Improving the overall image of nursing as a profession in the Kingdom of Saudi Arabia will increase the number of Saudi nurses.

Study (Al Blehed, 2014); titled: "The Level of Job Satisfaction among Administrative Employees at Princess Nourah bint Abdulrahman University and Its Relationship with Some Demographic Variables." The study aimed to identify the level of job satisfaction among administrative employees at Princess Nourah bint Abdulrahman University and its relationship with some demographic variables. The study used a descriptive approach to achieve its objectives, and the study sample consisted of 146 administrative employees. The study used a Job Satisfaction Scale as a tool for data collection on the study topic. In light of the foregoing, the study reached several results, the most important of which is that job satisfaction among employees was generally at a moderate level. The highest-ranking statements were those revolving around the axis of human relationships and personal relationships within the university. The study results also showed that there were no statistically significant differences in job satisfaction and demographic variables (age group, job type, job rank, educational qualification, or years of experience). Based on the results, the study recommends providing opportunities for participation in training courses that count towards promotion, such as courses at the Institute of Management. The university can also enter into a memorandum of understanding with the Institute of Management to conduct courses for university employees on-campus, establishing an effective incentive system for administrative employees based on their needs, explaining methods and mechanisms for job promotion, and ensuring transparency with employees. Establishing an effective incentive system for administrative employees based on their needs.

Study (Al Otaibi, 2012) titled "Study and Analysis of Factors Affecting the Level of Job Satisfaction of Faculty Members at King Khalid University." The study aimed to identify the level of job satisfaction of faculty members at King Khalid University, understand the factors influencing job satisfaction among faculty members in general, and measure the degree of difference between satisfied and dissatisfied faculty members in terms of (academic rank, experience, age, and nationality). The study used a descriptive-

analytical approach to identify the study objectives, and the study sample consisted of 377 faculty members at King Khalid University. The questionnaire was used as a tool for data collection. In light of the foregoing, the study reached several results, the most important of which is that there was no significant difference between faculty members (Saudi nationals, contract-based) in terms of job satisfaction based on their distinctive demographic characteristics (academic rank, educational level, work experience, age, nationality). Based on the results, the study recommends achieving a sense of security and job satisfaction so that faculty members can focus on their mission and avoid being driven to engage in other activities. Attention should be paid to promotion opportunities, with promotion based on criteria characterized by equality, fairness, and efficiency. Attention should be paid to job security guarantees and achieving stability for employees.

Third Axis: Study Methodology and Procedures

Introduction: This chapter addresses the study methodology, where the researchers identified the methodology used in the study, the study population and sample, the tool used in data collection with a detailed presentation of calculating the reliability and validity coefficients of the study tool, in addition to the statistical methods used in data analysis.

Study Methodology: The researchers used the survey descriptive method, as it suits the nature and objectives of the study. Al-Assaf (2003, p. 178) defined it as "the type of research in which all members of the research community or a large sample of them are questioned, aiming to describe the phenomenon under study in terms of its nature and degree of existence only, without going beyond that to study the relationship or infer the causes." **Study Population:** The current study population consists of all healthcare professionals

in the government health sector in Saudi Arabia in the academic year 2022. **Study Sample:** "The principle in scientific research is to conduct it on all members of the research community because this claims the truthfulness of the results, but researchers resort to selecting a sample of them if this is not possible due to their large number, for example" (Al-Assaf, 2003, p. 96). Therefore, the researchers chose a random sample, and the total study sample was (346) individuals. **Characteristics of Study Subjects:** Table No. (1) shows the distribution of study subjects according to the study variable.

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Characteristics of Study Subjects:

Table No. (1) shows the distribution of study subjects according to the study variable.

	Frequency	Percentage
Gender		
Male	138	39.9
Female	208	60.1
Educational qualification		
Diploma after undergraduate	42	12.2
Bachelor's degree	259	74.9
Master's degree	45	13
Professional seniority		
1-5 years	58	16.8
6-10 years	48	13.9
11-15 years	195	56.3

16-25 years	45	13
The number of training sessions you have received.		
None	66	19.1
3-1 training sessions	170	49.1
7-4 training sessions	49	14.2
8-10 training sessions	61	17.6
Total	346	%100
Total	346	%100

يبين الجدول أعلاه توزيع أفراد الدراسة حيث تبين أن (60.1%) من أفراد الدراسة كان كانوا من فئة الإناث وهم الفئة الأكبر في الدراسة، بينما تبين أن (74.9%) من عينة الدراسة كان مؤهلهم العلمي بكالوريوس، بينما أتضح أن (56.3%) كان أقدميتهم المهنية من 1-11 سنة، وأخيراً تبين أن (49.1%) كان قد تحصلوا على 3 دروات تدريبية في مجال العمل.

أداة الدراسة:

بناء على طبيعة البيانات، وعلى المنهج المتبع في الدراسة، وجد الباحثين أن الأداة الأكثر ملاءمة لتحقيق أهداف هذه الدراسة هي (الاستبانة)، وقد تم بناء أداة الدراسة بالرجوع إلى الأدبيات والدراسات السابقة ذات العلاقة بموضوع الدراسة، حيث قام الباحثين بتصميم الاستبانة الأولية وتوزيعها على عينة الدراسة لمعرفة البيانات التي تسعى هذه الأداة لتحصيلها، وتم التأكد من إجراءات الصدق والثبات لهذه الأداة، وفيما يأتي تفصيل لكيفية إعداد الأداة والإجراءات التي اتخذها الباحثين للتحقق من صدق وثبات الأداة.

صدق أداة الدراسة:

عرف العساف (2003م، ص 387) صدق الأداة بأنها: "التأكد من أنها سوف تقيس ما أعدت لقياسه فقط"، ولقد قام الباحثين بالتأكد من صدق الاستبانة من خلال ما يأتي:

أ/ الصدق الظاهري لأداة الدراسة (صدق المحكمين):

بعد أن انتهى الباحثين من إعداد استبانة أثر الأقدمية المهنية على الرضا الوظيفي لدى الكوادر الصحية في القطاع الصحي الحكومي بالسعودية، في صورتها الأولية قام بتوزيعها على مجموعة من المتخصصين في موضوع الدراسة، بعد الإجراءات والخطوات التي قام بها الباحثين يكون قد توصل إلى الصدق الظاهري لعبارات الاستبانة، وصدق محتواها، وقدرتها على قياس ما وضعت لقياسه، وعلى مدى انتماء العبارات للمحاور التي صُنفت فيها بعد التعديل والحذف والإضافة التي خضعت لها الأداة، استجابةً لآراء المحكمين، وأصبحت الاستبانة جاهزة، وصالحة للتطبيق على العينة.

ب - صدق الاتساق الداخلي للأداة:

للتأكد من صدق الاتساق الداخلي تم حساب معامل الارتباط (بيرسون) بين درجة كل عبارة من عبارات الاستبانة بالدرجة الكلية للمحور الذي تنتمي إليه العبارة، كما يوضح ذلك ما جاء في الجدول التالي.

جدول رقم (2) معاملات ارتباط بيرسون لعبارات أداة الدراسة

The impact of professional seniority on job satisfaction											
No. Phrase	Correlation coefficient	No. Phrase	Correlation coefficient	No. Phrase	Correlation coefficient	No. Phrase	Correlation coefficient	No. Phrase	Correlation coefficient	No. Phrase	Correlation coefficient
Nature of work		Work conditions		Promotion and incentive systems		Salaries and bonuses		Relationship with colleagues and supervisors		Status and appreciation	
1	0.894**	1	0.894**	1	0.933**	1	0.919**	1	0.917**	1	0.782**
2	0.854**	2	0.906**	2	0.940**	2	0.919**	2	0.924**	2	0.685**
3	0.882**	3	0.939**	3	0.946**	3	0.937**	3	0.933**	3	0.874**
4	0.893**	4	0.854**	4	0.918**	4	0.943**	4	0.865**	4	0.685**
5	0.879**	5	0.907**	5	0.903**	5	0.933**	5	0.909**	5	0.782**
6	0.940**	6	0.870**			6	0.684**	6	0.748**	6	0.753**
7	0.946**	7	0.642**					7	0.685**		
8	0.840**		0.751**								

Significance Level of 0.01 or Less**

From Table No. (2), it is evident that all statements are statistically significant at a significance level of 0.01, indicating high internal consistency coefficients. This suggests high and sufficient reliability indicators that can be trusted in applying the study tool.

Reliability of the Study Instrument:

To measure the reliability of the study instrument (the questionnaire), Cronbach's alpha coefficient was used. Table No. (3) illustrates the reliability coefficient for the dimensions of the study instrument.

Table No. (3): Cronbach's Alpha Coefficient for Measuring the Reliability of the Study Instrument

	No. Phrases	Axis stability
Overall stability	39	0.973

Table (3) indicates that the study instrument enjoys statistically acceptable reliability, with an overall reliability coefficient of (0.973), which is a high reliability coefficient that can be trusted in the application of the study tool.

Statistical Processing Methods:

To achieve the study objectives and analyze the collected data, various appropriate statistical methods were used using the Statistical Package for Social Sciences (SPSS) software, abbreviated

as (SPSS). This was done after the data was coded and entered into the computer.

To determine the length of the cells of the pentagonal scale (lower and upper bounds) used in the study dimensions, the range was calculated (5-1=4), then divided by the number of scale cells to obtain the correct cell length, which is (4/5= 0.80). Afterward, this value was added to the lowest value on the scale (or the starting point, which is 1) to determine the upper limit of this cell. Thus, the length of the cells is as shown in the following table:

Table (4): Distribution of Means According to the Gradient Used in the Study Instrument

Category	Range of means	Degree of agreement
First	From 1.00 to 1.80	Strongly disagree
Second	From 1.81 to 2.60	Disagree
Third	From 2.61 to 3.40	Neutral
Fourth	From 3.41 to 4.20	Agree
Fifth	From 4.21 to 5.00	Strongly agree

The table number (3) demonstrates that the study instrument exhibits statistically acceptable reliability, with an overall reliability coefficient of (0.973), indicating a high reliability coefficient that can be trusted in the application of the study instrument.

Statistical Processing Methods:

To achieve the study objectives and analyze the collected data, various statistical methods were employed using the Statistical Package for Social Sciences (SPSS) software. The data was coded and entered into the computer before applying these methods.

Analysis and Interpretation of Study Results

This chapter presents the field study results and discusses them by presenting the responses of the study sample to the survey statements. This is

achieved by answering the study questions through the computation of frequencies, percentages, means, standard deviations, and ranks of the study sample responses to the survey questions. The results are as follows:

Question One: What is the level of job satisfaction among healthcare professionals in the Saudi healthcare sector?

To ascertain the level of job satisfaction among healthcare professionals in the Saudi healthcare sector, the mean scores, standard deviations, and ranks of the study participants' responses were calculated. This was done regarding the dimensions of job satisfaction from the perspective of healthcare professionals in the Saudi healthcare sector. The results are presented in the following table:

Table (5): Study Participants' Responses to Dimensions of Job Satisfaction from the Perspective of the Study Sample

Rank	Standard deviation	Mean	Dimension	Rank
1	0.95	3.91	First Dimension: Nature of work	1
2	1.1	3.72	Third Dimension: Promotion and incentive systems	3
3	1.03	3.67	Fifth Dimension: Relationship with colleagues and supervisors	5
4	1.06	3.55	Sixth Dimension: Status and appreciation	6
5	1.11	3.66	Fourth Dimension: Salaries and bonuses	4
6	1.1	3.45	Second Dimension: Work conditions	2
----	1.01	3.69	Level of job satisfaction	

Based on the results provided above, it is evident that healthcare professionals in the Saudi healthcare sector generally agree to a moderate extent on the level of job satisfaction, with an average mean of (3.69). The results further indicate that the most prominent dimension of job satisfaction is the nature of work, with an average mean of (3.91) indicating agreement. Following this, promotions and incentives rank second among the dimensions of job satisfaction, with an average mean of (3.72) indicating agreement. Subsequently, the dimension of relationships with colleagues and supervisors from the perspective of healthcare professionals in the Saudi healthcare sector has an average mean of (3.67) indicating agreement. In contrast, salaries and bonuses rank fourth among the dimensions of job satisfaction,

with an average mean of (3.66) indicating agreement. Finally, working conditions rank last among the dimensions of job satisfaction, with an average mean of (3.45) indicating agreement.

Below are the detailed results regarding the level of job satisfaction from the perspective of healthcare professionals in the Saudi healthcare sector:

First: Nature of Work:

To assess the level of job satisfaction regarding the nature of work dimension, frequencies, percentages, means, standard deviations, and ranks were computed for the study participants' responses to statements regarding the nature of work. The results are presented in the following table:

Table (6): Study Participants' Responses to Statements of the First Dimension (Nature of Work) Ranked in Descending Order According to Agreement Means

	phrases	Mean	Standard deviation	Rank
6	My job provides me with opportunities to acquire new skills and experiences.	4.15	0.98	1
5	My job allows me independence in work and decision-making.	3.99	1.16	2
7	My job offers me opportunities for professional development.	3.97	1.02	3
8	My job achieves a good social status and position for me.	3.97	1.05	4
3	The tasks assigned to me are clear and suitable.	3.93	0.98	5
2	There is clarity in work procedures.	3.90	1	6
1	My job allows me opportunities for creativity and development in the field of work.	3.74	1.2	7
4	My job provides me with opportunities to participate in scientific courses and conferences.	3.71	1.1	8
	Overall Average	3.92	1.06	

From the results provided above, it is evident that the study participants agree to a moderate extent on the level of job satisfaction regarding the nature of work, with an average mean of (3.92). The results also indicate variations in the agreement among the study participants regarding the level of job satisfaction regarding the nature of work. The means of their agreement ranged from (4.15 to 3.71), falling into the fourth category of the five-point scale, indicating agreement with the study tool. This demonstrates the variation in agreement among the study participants regarding the level of job satisfaction concerning the nature of work.

The results reveal that the study participants agree with statements regarding the nature of work, which were ranked in descending order according to the participants' agreement as follows:

1. Statement number (6), "My job provides opportunities to acquire new skills and experiences," ranked first in terms of agreement among the study participants, with an average mean of (4.15).

2. Statement number (5), "My job allows me to work and make decisions independently," ranked second in terms of agreement among the study participants, with an average mean indicating agreement of (3.99).

3. Statement number (7), "My job provides opportunities for professional development," ranked third in terms of agreement among the study participants, with an average mean indicating agreement of (3.97).

4. Statement number (1), "My job allows me opportunities for creativity and development in the field of work," ranked second to last in terms of agreement among the study participants, with an average mean indicating agreement of (3.74).

5. Statement number (4), "My job provides opportunities to participate in scientific courses and conferences," ranked last in terms of agreement among the study participants, with an average mean indicating agreement of (3.71).

Second Dimension: Working Conditions:

To assess the level of job satisfaction regarding working conditions, frequencies, percentages,

means, standard deviations, and ranks were computed for the study participants' responses to

statements regarding working conditions. The results are presented in the following table:

Table (7): Study Participants' Responses to Statements of the Second Dimension (Working Conditions) Ranked in Descending Order According to Agreement Means

	phrases	Mean	Standard deviation	Rank
3	All necessary tools for work are available.	3.68	1.19	1
5	Allocating a duty room for healthcare staff with all its requirements.	3.65	1.24	2
1	The lighting is suitable for the nature of work.	3.53	1.12	3
2	There is adequate ventilation and heating in the workplace.	3.50	1.17	4
7	My days off and holidays are appropriate.	3.42	1.32	5
6	I believe that my weekly working hours are suitable.	3.38	1.29	6
4	Hospital rooms are suitable for the number of patients.	2.97	1.02	7
	Overall Average	3.44	1.19	

From the results provided above, it is evident that the study participants agree to a moderate extent on the level of job satisfaction regarding working conditions, with an average mean of (3.44). Furthermore, there is variation in the agreement among the study participants regarding the dimension of working conditions, as their agreement means ranged from (3.68 to 2.97), falling into the fourth and third categories of the five-point scale, indicating a level of agreement ranging from agree to neutral with the study tool. This demonstrates the variation in agreement among the study participants regarding the dimension of working conditions, which were ranked in descending order according to the participants' agreement as follows:

- Statement number (3), "All necessary work tools are available," ranked first in terms of agreement among the study participants, with an average mean indicating agreement of (3.68).
- Statement number (5), "Allocation of the duty room for healthcare staff with all its requirements," ranked second in terms of agreement among the study participants, with an average mean indicating agreement of (3.65).

3. Statement number (1), "The lighting is suitable for the nature of the work," ranked third in terms of agreement among the study participants, with an average mean indicating agreement of (3.53).

4. Statement number (6), "I believe my weekly working hours are suitable," ranked second to last in terms of agreement among the study participants, with an average mean indicating agreement of (3.42).

5. Statement number (4), "Hospital rooms are proportionate to the number of patients," ranked last in terms of agreement among the study participants, with an average mean indicating agreement of (2.97).

Third Dimension: Promotion and Incentive Systems:

The results pertaining to assessing the level of job satisfaction regarding promotion and incentive systems were analyzed for frequencies, percentages, means, standard deviations, and ranks for the study participants' responses to statements regarding promotion and incentive systems. The results are presented in the following table:

Table (8): Study Participants' Responses to Statements of the Third Dimension (Promotion and Incentive Systems) Ranked in Descending Order According to Agreement Means

	phrases	Mean	Standard deviation	Rank
1	My job at the hospital provides me with opportunities for advancement and promotion.	3.97	1.14	1
4	The hospital management provides me with opportunities for continuous training that qualifies me for promotion in my work.	3.78	1.20	2
2	The promotion criteria and systems at the hospital are clear.	3.66	1.29	3
5	The retirement system at the hospital is appropriate.	3.64	1.23	4
3	Promotion at the hospital is linked to competency and effective performance.	3.59	1.32	5
	Overall Average	3.72	1.15	

Based on the results provided above, it is evident that the study participants agree to a moderate extent on the level of job satisfaction regarding promotion and incentive systems, with an average mean of (3.72). Moreover, there is consistency in

agreement among the study participants regarding the dimension of promotion and incentive systems, as their agreement means ranged from (3.97 to 3.59), falling within the fourth category of the five-point scale, indicating agreement with the

statements. This demonstrates the consistency in agreement among the study participants regarding the dimension of promotion and incentive systems, which were ranked in descending order according to the participants' agreement as follows:

1. Statement number (1), "My job at the hospital provides me with opportunities for advancement and promotion," ranked first in terms of agreement among the study participants, with an average mean indicating agreement of (3.97).
2. Statement number (4), "The hospital management provides me with opportunities for continuous training that qualifies me for promotion in my job," ranked second in terms of agreement among the study participants, with an average mean indicating agreement of (3.78).
3. Statement number (2), "The promotion criteria and systems at the hospital are clear," ranked third in terms of agreement among the study participants, with an average mean indicating agreement of (3.66).

4. Statement number (5), "The retirement system at the hospital is suitable," ranked fourth in terms of agreement among the study participants, with an average mean indicating agreement of (3.64).

5. Statement number (3), "Promotion at the hospital is linked to efficiency and performance effectiveness," ranked last in terms of agreement among the study participants, with an average mean indicating agreement of (3.59).

Fourth Dimension: Salaries and Allowances:

To assess the level of job satisfaction regarding salaries and allowances, frequencies, percentages, means, standard deviations, and ranks were calculated for the study participants' responses to statements regarding salaries and allowances from the perspective of healthcare professionals in the Saudi healthcare sector. The results are presented in the following table:

Table (9): Study Participants' Responses to Statements of the Fourth Dimension (Salaries and Allowances) Ranked in Descending Order According to Agreement Means

	phrases	Mean	Standard deviation	Rank
3	My salary is considered appropriate compared to my colleagues in the profession.	3.68	1.19	1
4	What I earn is commensurate with the importance of the work I do.	3.68	1.20	2
6	The infection allowance I receive is suitable.	3.67	1.10	3
1	I receive a salary that is commensurate with the amount of work I perform.	3.67	1.16	4
2	The salary I receive is in line with the cost of living.	3.65	1.15	5
5	The hospital management ensures that all my financial entitlements are met.	3.61	1.20	6
	Overall Average	3.66	1.16	

Based on the above results, it is evident that the study participants agree to a moderate extent on the level of job satisfaction regarding the dimension of salaries and bonuses, with an average of (3.66). Additionally, the results indicate homogeneity in the agreement of study participants on the dimension of salaries and bonuses, with their agreement averages ranging between (3.68 to 3.61), falling into the fourth category of the quintile scale, indicating agreement with the study instrument. This illustrates the variation in the agreement of study participants on the dimension of salaries and bonuses, as they are ranked in descending order according to the degree of agreement as follows:

1. Statement number (3) "I consider my salary appropriate compared to my colleagues in the profession." ranked first in terms of study participants' agreement with an average agreement score of (3.68).
2. Statement number (4) "What I earn is commensurate with the importance of the work I do" ranked second in terms of study participants'

agreement with an average agreement score of (3.68).

3. Statement number (6) "The bonus I receive is appropriate" ranked third in terms of study participants' agreement with an average agreement score of (3.67).

4. Statement number (2) "The salary I receive is commensurate with the cost of living" ranked fourth in terms of study participants' agreement with an average agreement score of (3.65).

5. Statement number (5) "The hospital management ensures that all my financial entitlements are met" ranked last in terms of study participants' agreement with an average agreement score of (3.61).

The fifth dimension: Relationship with Colleagues and Superiors:

To assess the level of job satisfaction regarding the dimension of the relationship with colleagues and superiors, the researchers calculated frequencies, percentages, mean scores, standard deviations, and ranks for the responses of study participants to

statements related to this dimension. The results are presented in the following table:

Table (10): Study Participants' Responses to Statements of the Fifth Dimension (Relationship with Colleagues and Superiors) Ranked in Descending Order by Agreement Averages.

	phrases	Mean	Standard deviation	Rank
5	I receive an appropriate level of motivation and encouragement from colleagues at work.	3.80	1.05	1
1	My supervisor accepts my suggestions for developing the nursing profession.	3.75	1.1	2
3	The way officials treat me is characterized by appreciation and respect.	3.65	1.1	3
2	The relationship among healthcare staff is characterized by warmth and affection.	3.64	1.1	4
4	My work allows me opportunities to form friendships within the hospital.	3.55	1.2	5
6	Nurses care about each other's well-being.	3.50	0.99	6
7	I consult with my colleagues in solving some work-related problems.	3.44	1.02	7
	Overall Average	3.61	1.08	

Based on the above results, it is evident that the study participants agree to a moderate extent on the level of job satisfaction regarding the dimension of the relationship with colleagues and superiors, with an average of (3.61). Additionally, the results indicate homogeneity in the agreement of study participants on statements related to the dimension of the relationship with colleagues and superiors, with their agreement averages ranging between (3.44 to 3.80), falling into the fourth category of the quintile scale, indicating agreement with the study instrument. This illustrates the consistency in the agreement of study participants on the dimension of the relationship with colleagues and superiors, which are ranked in descending order according to the degree of agreement as follows:

- Statement number (5) "I receive an appropriate level of motivation and encouragement from colleagues at work" ranked first in terms of study participants' agreement with an average agreement score of (3.80).
- Statement number (1) "My supervisor accepts my suggestions for developing the nursing profession" ranked second in terms of study

participants' agreement with an average agreement score of (3.75).

3. Statement number (3) "Officials treat me with appreciation and respect" ranked third in terms of study participants' agreement with an average agreement score of (3.65).

4. Statement number (2) "The relationship among healthcare staff is characterized by friendliness and affection" ranked fourth in terms of study participants' agreement with an average agreement score of (3.64).

5. Statement number (4) "I consult my colleagues in solving some work-related problems" ranked fifth in terms of study participants' agreement with an average agreement score of (3.44).

The sixth dimension: Status and Appreciation:

To assess the level of job satisfaction regarding the dimension of status and appreciation, the researchers calculated frequencies, percentages, mean scores, standard deviations, and ranks for the responses of study participants to statements related to this dimension. The results are presented in the following table:

Table (11): Study Participants' Responses to Statements of the Sixth Dimension (Status and Appreciation) Ranked in Descending Order by Agreement Averages.

	phrases	Mean	Standard deviation	Rank
4	The nurse earns the respect and appreciation of the patient.	4.42	0.94	1
5	The nurse receives the respect and appreciation of the patient's family.	4.11	0.94	2
6	The nurse receives the respect and appreciation of the hospital doctors.	4.10	0.88	3
3	Working in the nursing profession is a source of pride and appreciation from the family.	4.05	1.2	4
2	I feel that the nurse earns the respect and appreciation of others in society.	4.02	0.93	5
1	I see that those responsible for nursing care greatly value the nurse.	3.78	1.08	6
	Overall Average	4.08	0.99	

Based on the above results, it is evident that the study participants agree to a high extent on the level of job satisfaction regarding the dimension of status and appreciation, with an average of (4.08). Additionally, the results indicate homogeneity in the agreement of study participants on statements related to the dimension of status and appreciation, with their agreement averages ranging between (4.42 to 3.78), falling into the fourth and fifth categories of the quintile scale, indicating strong agreement to agreement with the study instrument. This illustrates the consistency in the agreement of study participants on the dimension of status and appreciation, which are ranked in descending order according to the degree of agreement as follows:

1. Statement number (4) "Nurses receive respect and appreciation from patients" ranked first in terms of study participants' agreement with an average agreement score of (4.42).
2. Statement number (5) "Nurses receive respect and appreciation from patients' families" ranked second in terms of study participants' agreement with an average agreement score of (4.11).
3. Statement number (6) "Nurses receive respect and appreciation from hospital physicians" ranked third in terms of study participants' agreement with an average agreement score of (4.10).
4. Statement number (3) "Working in the nursing profession is a source of pride and appreciation

from the family" ranked fourth in terms of study participants' agreement with an average agreement score of (4.05).

5. Statement number (2) "I feel that nurses receive appreciation and respect from others in society" ranked fifth in terms of study participants' agreement with an average agreement score of (4.02).

6. Statement number (1) "I see that nursing administrators care a lot about nurses" ranked sixth in terms of study participants' agreement with an average agreement score of (3.78).

Second Question: Are there statistically significant differences in job satisfaction among healthcare professionals in the Saudi governmental healthcare sector, based on the variable of professional seniority:

To determine whether there are statistically significant differences between the means of responses of the study sample regarding the level of job satisfaction among healthcare professionals in the Saudi healthcare sector based on the variable of professional seniority, the researchers used the one-way ANOVA test to illustrate the statistically significant differences between the means of responses of the study sample attributed to the difference in the variable of professional seniority as shown in the following table:

Table (12): Results of One-Way ANOVA Test for Differences in Responses of the Study Participants Based on Professional Seniority.

Statistical Significance Level	Value (F)	Mean sum of squares	Degrees of Freedom	Sum of Squares	Variation Sources	Axis
0.001	2.801	0.108	3	0.325	Between groups	Job satisfaction level
		1.037	342	354.818	Within groups	
			345	355.143	Total	

Through the results in the table above, it becomes evident that there are statistically significant differences at the 0.05 level of significance in the means of responses of the study sample regarding the level of job satisfaction among healthcare professionals in the Saudi healthcare sector with respect to the variable of professional seniority.

This is indicated by the F-value of 2.801, which is statistically significant at the 0.05 level. To determine the validity of the differences between the categories of professional seniority, the Least Significant Difference (LSD) test was used to identify the direction of statistically significant differences, as illustrated in Table (13).

Table (13): LSD Test Results to Determine the Direction of Differences Between Categories of Professional Seniority.

Professional seniority				Average	Number	Professional seniority
16-25 years	11-15 years	6-10 years	1-5 years			
-	-	*	-	3.98	58	1-5 years
-	*	-	*	3.66	48	6-10 years
-	*	*	-	4.20	195	11-15 years
-	-	-	-	3.89	45	16-25 years

The table above indicates statistically significant differences (at a 0.05 level) in the obstacles impacting job satisfaction in the educational process based on professional seniority. It is noted that the average level of job satisfaction for professionals with 11-15 years of experience is higher than that of professionals in each of the categories (1-5 years, 6-10 years, and 16-25 years). This suggests that their level of job satisfaction is higher, thus the differences favor individuals with 11-15 years of professional experience.

Study Results:

In light of the data analysis in Chapter Four, several findings were reached according to the study questions as follows:

Results of Question One: What is the level of job satisfaction among healthcare professionals in the Saudi government healthcare sector?

The results indicate that healthcare professionals in the Saudi healthcare sector agree to a significant extent with the level of job satisfaction, with an average of (3.69). It became evident from the results that the most prominent dimensions of job satisfaction were in the nature of work, with an average score of (3.91), ranked as agreeable. Following that, the dimension of promotion systems and incentives ranked second among the dimensions of job satisfaction with an average score of (3.72), also considered agreeable. Then, the dimension of relationships with colleagues and supervisors, from the perspective of healthcare professionals in the Saudi healthcare sector, was with an average score of (3.67), considered agreeable. The dimension of salaries and bonuses came in fourth place with an average score of (3.66), also considered agreeable. Lastly, the working conditions dimension was ranked last among the dimensions of job satisfaction with an average score of (3.45), considered agreeable.

Question Two: Are there statistically significant differences in job satisfaction among healthcare professionals in the Saudi government healthcare sector, based on professional seniority?

Statistically significant differences at the 0.05 level were found in the means of responses of the study community regarding the level of job satisfaction among healthcare professionals in the Saudi healthcare sector attributed to professional seniority. The differences were found to favor those with professional seniority of 11-15 years.

Recommendations:

Based on the study results, the researchers have made several recommendations that could contribute to increasing job satisfaction levels among healthcare professionals in the Saudi government healthcare sector, including:

- It is imperative to improve the work environment and provide developmental and motivational opportunities for employees by diversifying tasks and providing necessary support to enhance the quality of healthcare services.

- Promotion and incentive systems should be motivating and based on performance and effort. It is recommended to evaluate these systems, ensure their fairness and transparency, and provide motivational rewards that reflect the efforts made by healthcare professionals.

- Enhancing relationships between colleagues and supervisors in the Saudi government healthcare sector is essential.

- A comprehensive review of the salary and bonus system should be conducted to ensure its alignment with current requirements and the professional aspirations of healthcare professionals.

- Salaries and bonuses should be commensurate with the efforts exerted and reflect the value of the work performed by individuals in delivering healthcare services.

- Special support should be provided to experienced staff, including providing professional development opportunities and appropriate promotions, as well as offering psychological and social support programs to help them cope with work challenges.

- Conducting training courses and educational lectures for healthcare professionals in healthcare institutions in the government sector by specialists on how to deal with professional psychological problems they face.

- Conducting more studies on the level of job satisfaction in other work environments, such as the private sector, for comparative studies.

- Conducting more studies on the obstacles that contribute to increasing job satisfaction in the healthcare environment and the means, proposals, and mechanisms that could enhance job satisfaction among healthcare professionals in the Saudi healthcare sector.

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