



## A SCIENTIFIC PAPER TITLED: WORK PRESSURE AND ITS IMPACT ON JOB SATISFACTION AMONG HEALTHCARE PROFESSIONALS IN GOVERNMENT HOSPITALS IN RIYADH

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### Abstract:

The study aimed to identify work pressure and its impact on job satisfaction among healthcare professionals in government hospitals in Riyadh. To achieve the study's objectives, a descriptive analytical approach was used. The study sample consisted of (33) healthcare professionals in government hospitals in Riyadh. A questionnaire was used as a data collection tool. In light of the results, the study found several important findings. The responses of healthcare professionals in government hospitals in Riyadh generally agreed on the level of work pressure, with an agreement rate of 88.4%, with an arithmetic mean falling in the fourth category of the five-point Likert scale (4.24). As for the level of job satisfaction, the responses indicated a moderate level of agreement, with a contribution rate of 66.2%, and an arithmetic mean falling in the fifth category (3.31). Based on the results, the study recommends the necessity of improving the work environment and reducing work pressure by providing specialized training programs to develop necessary skills and enhance coping with increasing tasks. Increasing communication and interaction between management and employees to address issues of psychological pressure and improve mechanisms for psychological and social support for employees. Conducting periodic evaluations of task distribution and ensuring fairness, which reduces fatigue and enhances job satisfaction.

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**DOI:** 10.53555/ecb/2023.12.4.325

### **Introduction:**

Human resources are the fundamental element in the work environment. Therefore, researchers have focused on studying human resources and how to develop them, providing suitable conditions by creating modern work methods and appropriate working conditions, especially in the face of many problems and obstacles that hinder achieving organizational goals. Among these problems are work pressures, which have raised many questions and caused many problems at the professional competence and job satisfaction levels.

Therefore, work pressure is an important topic that concerns many administrators in all entities, as it is one of the fundamental factors affecting employees' performance in their work. Administrators, consultants, and researchers are all concerned with studying it because of its impact on the entity's or organization's productivity and the society as a whole. Successful entities rely on the performance of their employees and increasing their productivity while constantly striving to neutralize conditions and obstacles that may affect employees and trying to avoid negative effects on them, as this is a direct cause of service and product development, a fundamental determinant of success and development.

The world is currently witnessing significant transformations in all fields and levels. Entities and organizations are not immune to work pressures they face. This has prompted researchers in this field to develop individual and organizational strategies to deal with work pressures in order to minimize their negative effects and thereby increase employee performance through their satisfaction and achievement of their individual and organizational requirements within a good and healthy work environment, thus achieving the organization's goals.

Therefore, this study will focus on understanding the impact of work pressures on satisfaction among healthcare professionals in government hospitals in Riyadh. This is because the researchers are affiliated with the Saudi Ministry of Health, and due to the nature of work in the healthcare system, which faces many difficulties and pressures, this paper attempts to reach results and solutions that can be used to address these issues.

### **Problem Study:**

Work pressure is a social phenomenon that most organizations suffer from today. Whenever organizations exist, work pressure accompanies them, albeit in different forms and from various sources. It has become a common topic of discussion among employees in both public and

private sectors, as well as a subject of scientific research. Work pressure has also become a media topic discussed and disseminated by various media outlets.

Today's life conditions, rapid pace, industrial transformations, and digital developments are all filled with events, problems, and occasions that have created a set of factors and obligations, burdening individuals with pressures, whether related to work and its surrounding environment or personal circumstances. All these factors interact and lead to pressure on individuals in their professional, social, and psychological lives, as observed in the work environment within public organizations. Hence, the idea of addressing this topic and researching to understand the causes and solutions through the main question of the study: What is the impact of work pressure on job satisfaction among healthcare professionals in government hospitals in Riyadh?

### **Significance of the Study:**

The significance of the study can be divided into the following:

#### **Firstly, Scientific Significance:**

Based on the study's results, it may provide an understanding of the relationship between work pressure and job satisfaction among healthcare professionals in government hospitals in Riyadh, specifically, and the healthcare system in Saudi Arabia in general. This study might help in proposing recommendations that could be utilized in the field and offer solutions to address these issues. We hope this study will be an addition and enrichment to the libraries, benefiting in building modern ideas towards addressing pressures and their sources to promote comprehensive societal development in the Kingdom.

#### **Secondly, Practical Significance:**

Due to the importance of the healthcare sector and the various pressures healthcare professionals face in it, and considering the accompanying risks in difficult and harsh working conditions, we hope this study will achieve effective and appropriate solutions to address these pressures. Creating a good work environment and a healthy and suitable atmosphere that works to reduce these pressures, increase job satisfaction and productivity, and overcome the conditions and risks associated with the work environment and its nature, will assist healthcare professionals in government hospitals in the healthcare system of the Kingdom of Saudi Arabia in implementing its recommendations.

### **Study Objectives:**

- Identify work pressures among healthcare professionals in government hospitals in Riyadh.
- Determine job satisfaction among healthcare professionals in government hospitals in Riyadh.
- Assess the impact of work pressure on job satisfaction among healthcare professionals in government hospitals in Riyadh.
- Propose recommendations to reduce work pressure among healthcare professionals in government hospitals in Riyadh.

### **Study Questions:**

- What is the level of work pressure among healthcare professionals in government hospitals in Riyadh?
- What is the level of job satisfaction among healthcare professionals in government hospitals in Riyadh?
- To what extent does work pressure affect job satisfaction among healthcare professionals in government hospitals in Riyadh?
- What recommendations might contribute to reducing work pressure among healthcare professionals in government hospitals in Riyadh?

### **Study Limitations:**

The current study's limitations are divided into the following:

1. Objective limitations: The study is limited to understanding the impact of work pressure on job satisfaction.
2. Spatial limitations: The study's spatial boundaries are the government hospitals in Riyadh.
3. Temporal limitations: The study is temporally applied in the year 2023.
4. Human limitations: The study is humanly defined within the healthcare professionals in government hospitals in Riyadh.

### **Terms and Concepts of the Study:**

#### **Work Pressure:**

Work pressure is defined as the internal response to perceived internal or external influences that cause a change in one's current balance (Ismail, 1999). Hegaan defines it as a personal experience resulting from factors within the individual or the environment in which they work, including the organization. These factors lead to physical, psychological, or behavioral effects on the individual, affecting their work performance, which necessitates addressing and managing these

effects properly (Hegaan, 1998). It is also defined as human responses to material and psychological stimuli. Human reactions to these stimuli manifest in behavioral aspects such as fear, disturbance, trembling, increased blood pressure, confusion, pallor, absent-mindedness, in addition to physical and psychological reactions indicating the individual's discomfort with the situation (Al-Adaily, 1995). Ibn Hussein (2018) defines it as a state of emotional and emotional imbalance in the individual due to external factors such as increased workload, work environment characteristics, or the nature of relationships with colleagues, supervisors, and beneficiaries, as well as internal factors such as social status, family problems, education level, training, experience, and personality traits, which cause anxiety and distress for the individual, making them unable to interact, adapt, and accomplish tasks in the organization they work for.

#### **Job Satisfaction:**

Job satisfaction is defined as the state in which the individual integrates with their job and work, becoming absorbed in the job, and interacting with it through their job ambitions and desire for growth, progress, and achievement of their social goals through it (Belkhiri, 2012). It is defined as the individual's feeling of happiness towards their work and their psychological comfort towards that work through achieving and preparing specific reasons that prompted them to it (Marzen, 2000). Al-Qasimiya; Al-Umariyah (2018) define it as the degree to which the individual feels satisfied with their psychological needs, so that they represent their capabilities and inclinations, leading to self-respect and respect for others, and resulting in strong social relationships with colleagues and supervisors, and it generates enthusiasm in oneself and keeps away from threats that may lead to economic, social, or psychological problems. Al-Suhaybani defines it as being concentrated in human relationships, especially internal ones within the institution between the supervisor and their subordinates and among colleagues, and their interdependence and participation in decision-making, as this fosters satisfaction and joy in the subordinate's self, resulting in employee satisfaction with their work (Al-Suhaybani, 2004).

#### **Study Methodology:**

In this study, the researcher employs the descriptive method, which is defined as "a type of research through which all members of the research community or a large sample of them are queried, with the aim of describing the studied phenomenon

in terms of its nature and degree of existence only, without going beyond that to study the relationship or infer the causes" (Al-Assaf, 2003). This method is suitable for the nature of the study and achieving its objectives, as well as reaching answers that contribute to describing and analyzing the results of the responses of the sample individuals in order to identify the effect of work pressure on job satisfaction.

### Study Population and Sample:

The current study population consists of healthcare professionals in government hospitals in Riyadh, with a total of 33 individuals representing the entire study population.

### Study Instrument:

Based on the nature of the data and the methodology followed in the study, the researcher found that the most appropriate tool to achieve the objectives of this study is the questionnaire. To build it in the required format, the researcher will refer to the literature and previous studies related to the study topic. The tool will consist of two parts:

1. The first part: It includes primary data (age, educational level, years of experience, training courses).
2. The second part: It includes the four study axes, which are:
  - Axis One: Procedures followed in identifying work pressure among healthcare personnel in government hospitals in Riyadh.
  - Axis Two: Identifying job satisfaction among healthcare personnel in government hospitals in Riyadh.
  - Axis Three: Understanding the impact of work pressure on job satisfaction among healthcare personnel in government hospitals in Riyadh.
  - Axis Four: Proposed means to reduce work pressure among healthcare personnel in government hospitals in Riyadh.

The researcher requested study participants to respond to each Phrase by placing a checkmark (✓) next to one of the following options:

1. Strongly Disagree.
2. Disagree.
3. Neutral.
4. Agree.
5. Strongly Agree.

The researcher has determined the categories of the four-point scale as shown in Table (1) as follows:

Strongly Agree.	Agree	Neutral	Disagree	Strongly Disagree
5-4.21	4.20-3.41	3.40-2.61	2.60-1.81	1.80-1

### Assessing the Validity of the Study Tool

Validity of the questionnaire means ensuring that it will measure what it was designed to measure (Al-Asaf, 1995, p. 429). Validity also refers to "the comprehensiveness of the study tool in terms of including all the elements that the study should contain on one hand, and the clarity of its paragraphs and terms on the other hand, so that its meaning is understood by those who use it" (Obaidat et al., 2001, p. 179). The researcher ensured the validity of the questionnaire through the following steps:

#### First: Apparent Validity of the Study Tool (Validity of the Arbitrators):

After completing the construction of the study tool in its initial form, which addresses "the effect of work pressure on job satisfaction," it was presented to a group of arbitrators for consultation. The

arbitrators were kindly asked to express their opinions on the clarity of the Phrases, their appropriateness to the purpose, and their relevance to the axis they belong to. Based on the modifications and suggestions provided by the arbitrators, the researcher made necessary adjustments, including modifying some Phrases and deleting others, until the questionnaire reached its final form.

#### Second: Validity and Stability of the Study Tool:

After confirming the apparent validity of the study tool, the researcher calculated the Pearson correlation coefficient to determine the internal validity of the questionnaire. This involved calculating the correlation coefficient between the score of each Phrase in the questionnaire and the total score of the axis to which the Phrase belongs.

**Table No. (2) Pearson Correlation Coefficients for Axis Items with Total Score for Each Axis**

Level of Work Pressure among Healthcare Staff in Government Hospitals in Riyadh City		Level of Job Satisfaction among Healthcare Staff in Government Hospitals in Riyadh City		Proposed Strategies to Alleviate Work Pressure among Healthcare Staff in Government Hospitals in Riyadh City	
Phrase	Correlation Coefficient	Phrase	Correlation Coefficient	Phrase	Correlation Coefficient
1	0.566**	1	0.613**	1	0.698**
2	0.381**	2	0.630**	2	0.700**
3	0.723**	3	0.648**	3	0.735**
4	0.805**	4	0.681**	4	0.754**
5	0.734**	5	0.864**	5	0.741**
6	0.584**	6	0.763**	6	0.795**
7	0.652**	7	0.718**	7	0.849**
8	0.630**	8	0.661**	8	0.779**
9	0.415**	9	0.630**	9	0.812**
		10	0.687**	10	0.785**
				11	0.745**

\*\*Significant at the 0.01 level

From Table No. (2), it is evident that all Phrases are significant at the 0.01 level. This indicates a high level of internal consistency, suggesting sufficient validity indicators that can be relied upon in the application of the current study.

**Tool Stability:**

To measure the stability of the tool means ensuring that the response will be approximately the same if applied to the same individuals at different times. The researcher measured the stability of the study tool using the Cronbach's alpha coefficient, and the following table demonstrates the validity and stability of the tool:

**Table No. (3) Demonstrating the Stability of the Study Axes**

Axes	No. Phrases	Reliability of the Instrument
Level of Work Pressure among Healthcare Staff in Government Hospitals in Riyadh City	9	0.775
Level of Job Satisfaction among Healthcare Staff in Government Hospitals in Riyadh City	10	0.873
Proposed Strategies to Alleviate Work Pressure among Healthcare Staff in Government Hospitals in Riyadh City	11	0.923
Total Score	30	0.865

The results from the table above indicate that the study tool demonstrates statistically acceptable reliability. The overall reliability of the tool reached 0.865, which is statistically acceptable. Additionally, the reliability coefficients of the study tool's dimensions ranged between 0.775 and 0.923, indicating high reliability coefficients that can be trusted for the current study's application.

**Statistical Methods:**

The researcher employed appropriate statistical methods using the Statistical Package for the Social

Sciences (SPSS), abbreviated as (SPSS), as follows:

- Frequencies and Percentages.
- Mean calculation to determine the extent of increase or decrease in responses from study participants regarding questions (mean of item means). This aids in arranging study items according to the highest weighted mean.
- Standard deviation to identify the dispersion of responses from study participants for each item of the study variables and for each main axis from their arithmetic mean. It should be noted that the standard deviation indicates the dispersion in

study responses for each item of the study variables and each main axis, and the closer its value to zero, the more concentrated the responses and the lower their dispersion.

- Pearson correlation coefficient to understand the degree of correlation between each question of the study.

- Cronbach's alpha coefficient to select the extent of stability of the study tool.

### Results of the Study and Their Discussion:

Firstly, the results related to the primary data:

#### \*\*Age:

**Table No. (4) Distribution of the study sample according to the variable of age.**

Age	Frequency	Percentage
Less than 25 years	0	0
25 to less than 35 years	20	60.6
35 to less than 45 years	8	24.2
45 years and above	5	15.2
<b>Total</b>	<b>33</b>	<b>100</b>

Table No. (4) shows the distribution of individuals in the study sample according to the age variable. It indicates that 20 individuals from the study sample, representing 60.6%, were aged between 25 and less than 35 years old. Meanwhile, 8

individuals, comprising 24.2% of the total study sample, were aged between 35 and less than 45 years old. Additionally, 15.2% of the sample were aged 45 years and above.

#### \*\*Educational Qualification:

**Table No. (5) shows the distribution of the study sample according to the educational qualification variable.**

Educational Qualification	Frequency	Percentage
Bachelor's Degree	29	87.9
Postgraduate Studies	4	12.2
<b>Total</b>	<b>33</b>	<b>100</b>

Table No. (5) illustrates the distribution of individuals in the study sample according to the educational qualification variable. It was found that 29 individuals from the study sample, representing

87.9%, held a Bachelor's degree, while 4 individuals, comprising 12.2% of the sample, held postgraduate qualifications.

#### \*\*Occupation:

**Table No. (6) presents the distribution of the study sample according to the occupation variable.**

Occupation	Frequency	Percentage
Doctor/Pharmacist	3	9
Technician	15	45
Specialist	10	30
Administrator	5	15
<b>Total</b>	<b>33</b>	<b>100</b>

Table No. (6) displays the distribution of individuals in the study sample according to the occupation variable. It reveals that 9% of the

participants were physicians/pharmacists, while 45% were technicians, 30% were specialists, and finally, 15% held administrative positions.

**\*\*Years of Experience:**

**Table No. (7) presents the distribution of the study sample according to the variable of years of experience.**

Years of Experience	Frequency	Percentage
Less than 5 years	4	12.1
5 to less than 10 years	4	12.1
10 to less than 15 years	10	30.3
More than 15 years	15	45.5
<b>Total</b>	<b>33</b>	<b>100</b>

Table No. (7) illustrates the distribution of individuals in the study sample according to the variable of years of experience. It was found that 4 participants, representing 12.1% of the sample, had less than 5 years of experience. Additionally, 4 participants, accounting for 12.1% of the sample, had 5 to less than 10 years of experience. Moreover, 10 participants, comprising 30.3% of the sample, had 10 to less than 15 years of experience. Finally, 15 participants, representing 45.5% of the sample, had 15 years of experience or more.

**Secondly, addressing the study questions:**

**Question 1: What is the level of work pressure among healthcare professionals in government hospitals in Riyadh?**

To answer this question, frequencies, percentages, and means were calculated for the responses of the study participants regarding the level of work pressure among healthcare professionals in government hospitals in Riyadh. These responses were then arranged according to their arithmetic mean. Table No. (8) demonstrates this.

No.	phrase	The response of the sample individuals					Mean	Standard Deviation	Total Rank
		F	Strongly Agree	Agree	Neutral	Disagree			
9	Distance between home and workplace.	F	23	8	2	0	4.64	0.60	1
		%	69.7	24.2	6.1	0			
6	The job requires a high degree of responsibility compared to the job position.	F	19	12	2	0	4.52	0.61	2
		%	57.6	36.4	6.1	0			
1	Mismatch between the number of employees and the required tasks causes pressure.	F	21	8	4	0	4.52	0.71	3
		%	63.6	24.2	12.1	0			
3	Skills and abilities not adequately matched affect the nature of the work.	F	17	11	5	0	4.36	0.74	4
		%	51.5	33.3	15.2	0			
4	There is a strong impact of insufficient training courses for assigned tasks.	F	16	12	4	1	4.30	0.81	5
		%	48.5	36.4	12.1	3			
5	Existence of significant occupational hazards due to the nature of the work.	F	12	15	5	1	4.15	0.79	6
		%	36.4	45.5	15.2	3			
2	Work requirements interfere with fulfilling family duties.	F	13	10	6	4	3.97	1.04	7
		%	39.4	30.3	18.2	12.1			
7	Ambiguity of roles and overlapping competencies related to job performance.	F	9	15	7	1	3.91	0.94	8
		%	27.3	45.5	21.2	3			
8	Slow access to necessary information to complete work tasks as required.	F	11	12	6	3	3.88	1.08	9
		%	33.3	36.4	18.2	9.1			
The average for the axis = 4.24									
Standard deviation = 0.49									

Based on the results presented in Table (8), it is evident that the responses of the study participants, who are healthcare professionals in government hospitals in Riyadh, indicate a high level of agreement regarding the work pressure among healthcare professionals in these hospitals, with an

agreement percentage of 88.4%. The standard deviation was 0.49, and the arithmetic mean was 4.24, placing it in the fourth category of the pentavalent scale.

There is variation in the agreement among the study participants regarding the Phrases about the level of



work pressure among employees. The mean agreement scores ranged from 4.64 to 3.88, falling within the fourth and fifth categories of the pentavalent scale, indicating strong agreement to agreement. These Phrases were arranged in descending order based on the agreement of the study participants. They are as follows:

- Phrase No. (9), "Distance from home to workplace," ranked first among the Phrases regarding the level of work pressure among healthcare professionals in government hospitals in Riyadh, with an arithmetic mean of 4.64, indicating strong agreement.
- Phrase No. (6), "Work requires a high level of responsibility compared to the job position," ranked second, with an arithmetic mean of 4.52, indicating strong agreement.
- Phrase No. (1), "Mismatch between the number of workers and the required tasks causes pressure," ranked third, with an arithmetic mean of 4.52, indicating strong agreement.

- Phrase No. (8), "Ambiguity of roles and overlap of responsibilities related to work performance," ranked second to last, with an arithmetic mean of 3.91, indicating agreement.
- Phrase No. (9), "Delay in obtaining necessary information to complete work tasks as required," ranked last, with an arithmetic mean of 3.88, indicating agreement.

**Second Question: What is the level of job satisfaction among healthcare professionals in government hospitals in Riyadh?**

To answer this question, frequencies, percentages, and means were calculated for the responses of the study participants regarding the level of job satisfaction among healthcare professionals in government hospitals in Riyadh. These responses were then arranged according to their arithmetic mean. Table No. (9) illustrates this.

**Table No. (9) Frequencies, percentages, and arithmetic means of study participants' responses regarding the Phrases of the second axis.**

No.	phrase	The response of the sample individuals					Mean	Standard Deviation	Total Rank	
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree				
3	Leaders are concerned about their subordinates and assist them with work tasks.	F	9	12	10	2	0	3.85	0.90	1
		%	27.3	36.4	30.3	6.1	0			
10	The relationship among colleagues is good and free from psychological tension.	F	7	14	11	0	1	3.79	0.89	2
		%	21.2	42.4	33.3	0	3			
4	The job description is clear and precise.	F	4	15	10	3	1	3.55	0.93	3
		%	12.1	45.5	30.3	9.1	3			
8	There are opportunities available for everyone to be promoted to higher positions at work fairly.	F	6	13	8	5	1	3.55	1.06	4
		%	18.2	39.4	24.2	15.2	3			
5	Leaders appreciate the efforts made in the workplace.	F	7	9	12	2	3	3.45	1.17	5
		%	21.2	27.3	36.4	6.1	9.1			
7	There is fairness in distributing tasks among employees based on specialization and experience.	F	2	15	10	5	1	3.36	0.92	6
		%	6.1	45.5	30.3	15.2	3			
6	The workplace is comfortable for performing work tasks as required.	F	4	10	8	8	3	3.12	1.19	7
		%	12.1	30.3	24.2	24.2	9.1			
2	Adequate break times are available for the nature of the work.	F	3	8	12	5	5	2.97	1.18	8
		%	9.1	24.2	36.4	15.2	15.2			
9	There are both material and moral incentive rewards available.	F	1	9	8	14	1	2.85	0.97	9
		%	3	27.3	24.2	42.4	3			
1	The nature of my work aligns with my academic specialization.	F	5	2	11	6	9	2.64	1.3	10
		%	15.2	6.1	33.3	18.2	27.3			
<b>The average for the axis = 3.31</b> <b>Standard deviation = 0.73</b>										

Based on the results presented in Table (3.31), it is evident that the responses of healthcare professionals in government hospitals in Riyadh indicate a moderate level of agreement regarding

professionals in government hospitals in Riyadh indicate a moderate level of agreement regarding

job satisfaction among healthcare professionals in these hospitals, with a contribution percentage of 66.2%. The arithmetic mean was 3.31, falling within the fifth category of the pentavalent scale, and the standard deviation was 0.73, indicating some variability in the responses to the study's items regarding job satisfaction among healthcare professionals in government hospitals in Riyadh. Furthermore, there is variation in the agreement among the study participants, with mean agreement scores ranging from 3.85 to 2.64, falling within the third and fourth categories of the pentavalent scale, indicating agreement to moderate agreement. These Phrases were arranged in descending order based on the agreement of the study participants as follows:

- Phrase No. (3), "Attention of leaders to their subordinates and assistance with work tasks," ranked first among the Phrases regarding job satisfaction among healthcare professionals in government hospitals in Riyadh, with an arithmetic mean of 3.85, indicating agreement.
- Phrase No. (10), "Good relationship among colleagues, free from psychological tension," ranked second, with an arithmetic mean of 3.79, indicating agreement.

- Phrase No. (4), "Job description is clear and accurate," ranked third, with an arithmetic mean of 3.55, indicating agreement.
- Phrase No. (8), "Equal opportunities for advancement to higher positions at work are available fairly," ranked fourth, with an arithmetic mean of 3.55, indicating agreement.
- Phrase No. (9), "Incentives, both monetary and moral, are available," ranked second to last, with an arithmetic mean of 2.85, indicating agreement to some extent.
- Phrase No. (1), "My academic specialization fits the nature of my work," ranked last, with an arithmetic mean of 2.64, indicating agreement to some extent.

**Third Question: What are the proposed suggestions that may contribute to reducing work pressure among healthcare professionals in government hospitals in Riyadh?**

To answer this question, frequencies, percentages, and means were calculated for the responses of the study participants regarding the suggestions that may contribute to reducing work pressure among healthcare professionals in government hospitals in Riyadh. These responses were then arranged according to their arithmetic mean. Table No. (10) illustrates this.

**Table No. (10) Frequencies, percentages, and arithmetic means of study participants' responses regarding the Phrases of the third axis.**

No.	phrase	The response of the sample individuals					Mean	Standard Deviation	Total Rank	
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree				
8	Strengthening the relationship between leaders and subordinates to influence them.	F	11	14	5	3	0	4	0.93	1
		%	33.3	42.4	15.2	9.1	0			
2	Organizing work tasks daily in a systematic manner.	F	9	13	9	1	1	3.85	0.97	2
		%	27.3	39.4	27.3	3	3			
1	Clarity of the strategic plan for the required goals to be achieved.	F	8	15	8	1	1	3.85	0.93	3
		%	24.2	45.5	24.2	3	3			
9	Holding regular meetings to educate employees about the risks and impact of work pressures.	F	6	18	6	2	1	3.79	0.92	4
		%	18.2	54.5	18.2	6.1	3			
10	Providing appropriate incentive rewards in line with the effort exerted.	F	9	11	9	4	0	3.76	1	5
		%	27.3	33.3	27.3	12.1	0			
4	Paying attention to employees' affairs to solve their problems.	F	7	12	12	2	0	3.73	0.87	6
		%	21.2	36.4	36.4	6.1	0			
7		F	8	9	13	2	1	3.64	1.02	7

No.	phrase	The response of the sample individuals					Mean	Standard Deviation	Total Rank	
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree				
	Creating an atmosphere characterized by good human relations among employees.	%	24.2	27.3	39.4	6.1	3			
6	Fairly distributing tasks among employees.	F	5	9	15	2	2	3.39	1.02	8
		%	15.2	27.3	45.5	6.1	6.1			
11	Providing recreational facilities for use during break times.	F	8	6	12	3	4	3.33	1.2	9
		%	24.2	18.2	36.4	9.1	12.1			
3	Providing specialized training courses that are suitable for the nature of the work.	F	4	8	10	7	4	3.03	1.21	10
		%	12.1	24.2	30.3	21.2	12.1			
5	Ensuring that the number of employees matches the tasks required to be executed.	F	7	5	5	10	6	2.91	1.44	11
		%	21.2	15.2	15.2	30.3	18.2			
<b>The average for the axis = 3.57</b>										
<b>Standard deviation = 0.80</b>										

Based on the results shown in Table (10), it is evident that the responses of the study participants showed a high level of agreement with the proposals that may contribute to reducing work pressures among healthcare professionals in government hospitals in Riyadh, with an agreement rate of (71.4%) and an arithmetic mean of (3.57), which falls in the fourth category of the five-point scale categories, and a standard deviation (0.80) indicating a dispersion of study responses. Through the above-mentioned results, it is clear that there is homogeneity in the agreement of the study participants regarding the axis Phrases among healthcare professionals in government hospitals in Riyadh. Their agreement averages ranged between (4 to 2.91), which fall within the fourth and third categories of the five-point scale, indicating (Agree - Agree to some extent) on the study tool, arranged in descending order according to the study participants' agreement on them, as follows:

- Phrase number (5), "Strengthening the relationship between leaders and subordinates to influence them," ranked first among the proposals that may contribute to reducing work pressures among healthcare professionals in government hospitals in Riyadh, with an arithmetic mean of (4) and an agreement degree indicating agreement.
- Phrase number (6), "Organizing daily work tasks regularly," ranked second among the proposals that may contribute to reducing work pressures among healthcare professionals in government hospitals in Riyadh, with an arithmetic mean of (3.85) and an agreement degree indicating agreement.

- Phrase number (1), "Clarity of the strategic plan for the required goals to be achieved," ranked third among the proposals that may contribute to reducing work pressures among healthcare professionals in government hospitals in Riyadh, with an arithmetic mean of (3.85) and an agreement degree indicating agreement.
- Phrase number (9), "Holding regular meetings to raise awareness among workers about the risks and impact of work pressures," ranked fourth among the proposals that may contribute to reducing work pressures among healthcare professionals in government hospitals in Riyadh, with an arithmetic mean of (3.79) and an agreement degree indicating agreement.
- Phrase number (3), "Providing specialized training courses appropriate to the nature of the work," ranked second to last among the proposals that may contribute to reducing work pressures among healthcare professionals in government hospitals in Riyadh, with an arithmetic mean of (3.03) and an agreement degree indicating agreement to some extent.
- Phrase number (5), "Matching the number of workers with the tasks to be implemented," ranked last among the proposals that may contribute to reducing work pressures among healthcare professionals in government hospitals in Riyadh, with an arithmetic mean of (2.91) and an agreement degree indicating agreement to some extent.

This result indicates that the most important proposals to mitigate the impact of work pressures on job satisfaction are: strengthening the

relationship between leaders and subordinates to influence them, organizing daily work tasks regularly, clarity of the strategic plan for the required goals to be achieved, holding regular meetings to raise awareness among workers about the risks and impact of work pressures, providing appropriate incentive rewards for the effort exerted, and addressing workers' concerns to solve their problems.

#### **Study Results Summary:**

##### **First Question: What is the level of work pressure among healthcare professionals in government hospitals in Riyadh?**

The responses of the study participants from healthcare professionals in government hospitals in Riyadh indicate a high level of agreement regarding the level of work pressure among them. The agreement rate reached 88.4%, with a mean score of 4.24, placing it in the fourth category of the five-point scale. The responses ranged between 4.64 and 3.88, indicating strong agreement with the study tool. Some factors contributing to work pressure include distance between home and work, high responsibility levels compared to job status, mismatch between staff numbers and required tasks, insufficient non-technical skills affecting work nature, inadequate training courses for assigned tasks, significant occupational hazards, work requirements conflicting with family duties, ambiguous roles and overlapping responsibilities, and delayed access to necessary information.

##### **Second Question: What is the level of job satisfaction among healthcare professionals in government hospitals in Riyadh?**

The responses of healthcare professionals in government hospitals in Riyadh indicate moderate agreement regarding job satisfaction, with a contribution rate of 66.2% and a mean score of 3.31. The responses ranged from 3.85 to 2.64, indicating agreement to some extent with the study tool. Factors contributing to job satisfaction include leaders' concern for subordinates and assistance with work tasks, good relationships among coworkers, clear and precise job descriptions, equal promotion opportunities based on fairness, appreciation of efforts by leaders, fair task distribution based on specialization and experience, comfortable work environment, adequate break times, availability of motivational incentives, and alignment of work with academic specialization.

##### **Third Question: What are the proposed solutions to reduce work pressure among healthcare professionals in government hospitals in Riyadh?**

The responses suggest agreement with proposed solutions to reduce work pressure among healthcare professionals in government hospitals in Riyadh, with an agreement rate of 71.4% and a mean score of 3.57. Proposed solutions include strengthening relationships between leaders and subordinates, organizing daily work tasks regularly, clarifying the strategic plan for desired goals, holding regular meetings to raise awareness of work pressure risks, providing appropriate motivational incentives, addressing employees' concerns to solve their problems, fostering good human relationships among employees, fair task distribution, providing recreational facilities for use during break times, offering specialized training programs tailored to work nature, and matching staff numbers with required tasks.

#### **Study Recommendations:**

Based on the study's findings, the following recommendations are suggested:

- Improve the work environment and alleviate work pressure by providing specialized training programs to develop necessary skills and cope with increasing tasks.
- Increase communication and interaction between management and employees to address psychological pressure issues and improve psychological and social support mechanisms for employees.
- Conduct periodic assessments of task distribution to ensure fairness, reduce fatigue, and enhance job satisfaction.
- Develop clear strategic work plans that define goals and expectations precisely, and enhance transparency in administrative processes.
- Promote organizational culture that values employees' efforts and fosters a sense of belonging and appreciation.
- Provide motivational programs through financial and non-financial rewards to enhance team spirit and increase job satisfaction.
- Promote work-life balance by providing family support services and flexible time arrangements for employees.
- Encourage leadership to build strong relationships with subordinates and provide necessary support in their daily tasks.
- Enhance continuous dialogue between management and employees through regular meetings and discussions about work issues and existing pressures.

- Provide a comfortable and suitable work environment to effectively perform tasks, along with providing necessary tools and equipment to facilitate patient care.

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