



SCIENTIFIC PAPER TITLE: THE JOB SATISFACTION AND ITS IMPACT ON THE PRODUCTIVITY LEVEL OF HEALTHCARE STAFF IN GOVERNMENT HOSPITALS IN RIYADH CITY

**Talal Obaid Salman Alotibi^{1*}, Faisal Hazza Ghazi Alqahtani², Mashaël Mzed Mufleh AlAzmi³,
Gahreeb Munif Matar Alotaibi⁴, Abdulrahman Jahaz Ajab Alotaibi⁵, Fahad Mudarhim
Matar Alotaibi⁶, Talag Mohammad Talag Alharbi⁷, Ahmed Awadh Gazi Alotaibi⁸, Majid
Hamoud Alotibi⁸, Qasem Qaed Rashed Alharbi⁹, Malik Bajad Mafries Al-Dalbahi Al-Otaibe¹⁰,
Fahad Shaag Ibraheem Alotibi¹¹, Malek Saad Kreze Alotaibi¹², Bejad Sattam Alotaibi¹³,
Ahmed Misfer Althabaity¹⁴, Wadha Matlaq Naser Alharthai¹⁵, Amani Kheder Al Brnawy¹⁶.**

Abstract

The study aimed to explore the impact of job satisfaction and its effect on the productivity level of healthcare staff in government hospitals in Riyadh City. The descriptive analytical method was adopted to achieve its objectives. The study included a sample of 173 healthcare staff working at Al-Iman General Hospital, with a questionnaire used as a data collection tool. The study reached several conclusions, where most participants showed agreement on the level of job satisfaction regarding status and appreciation aspects, with averages ranging between 4.42 and 3.78 on a five-point scale, indicating strong agreement. The results also indicated strong agreement among the sample regarding the productivity level of healthcare staff in the hospital, with an average score of 4.43 out of 5.00, indicating their high appreciation for this aspect. The study confirmed a statistically significant positive relationship between job satisfaction and productivity level, emphasizing the importance of focusing on improving job satisfaction to increase productivity among healthcare staff in the hospital. Based on these results, the study recommends focusing on job satisfaction factors to enhance productivity in general, particularly among healthcare staff, along with improving their salaries and implementing a system of incentives covering both monetary and non-monetary aspects to achieve a significant increase in their productivity.

^{1*}Talal Obaid Salman Alotibi, Specialist Nursing, Dawadmi General Hospital, Ministry of Health, Kingdom of Saudi Arabia. Talalxn2@gmail.com

²Faisal Hazza Ghazi Alqahtani, Pediatric consultant, MCH Al-kharj, Ministry of Health, Kingdom of Saudi Arabia. Dr.faisal1407@hotmail.com

³Mashaël Mzed Mufleh AlAzmi, Physiotherapist Physical Therapy Al-Kharj Maternity and Children Hospital, Ministry of Health, Kingdom of Saudi Arabia. Mashaël14111@gmail.com

⁴Gahreeb Munif Matar Alotaibi, Nursing, Rafayaa Al-Jamsh Hospital, Ministry of Health, Kingdom of Saudi Arabia. gareeba@moh.gov.sa

⁵Abdulrahman Jahaz Ajab Alotaibi, Nursing, Rafayaa Al-Jamsh Hospital, Ministry of Health, Kingdom of Saudi Arabia. Aalotaibi248@mot.gov.sa

⁶Fahad Mudarhim Matar Alotaibi, Nursing, Rafayaa Al-Jamsh Hospital, Ministry of Health, Kingdom of Saudi Arabia. falotaibi45@moh.gov.sa

⁷Talag Mohammad Talag Alharbi, Specialist -Health Administration, Ayun Al-Jawaa Hospital, Ministry of Health, Kingdom of Saudi Arabia. talagma@moh.gov.sa

⁸Ahmed Awadh Gazi Alotaibi, Nursing, P.H.C Al-Mizahimia, Ministry of Health, Kingdom of Saudi Arabia. ahaotalotaibi@moh.gov.sa

⁸Majid Hamoud Alotibi, Laboratory Specialist, Al-Iman General Hospital, Ministry of Health, Kingdom of Saudi Arabia. Majidalotibi4@gmail.com

⁹Qasem Qaed Rashed Alharbi, Technician Pharmacy, Uyun Aljawa General Hospital, Ministry of Health, Kingdom of Saudi Arabia. gassima@moh.gov.sa

¹⁰Malik Bajad Mafries Al-Dalbahi Al-Otaibe, Nursing technician, Primary health care center in Shamiya, Ministry of Health, Kingdom of Saudi Arabia. mbalotaibe@moh.gov.sa

¹¹Fahad Shaag Ibraheem Alotibi, Pharmacy Technician, Al-Dawadmi General Hospital, Ministry of Health, Kingdom of Saudi Arabia. fashalotibi@moh.gov.sa

¹²Malek Saad Kreze Alotaibi, Nursing Technician, PHC – Alshamia, Ministry of Health, Kingdom of Saudi Arabia. malaka@moh.gov.sa

¹³Bejad Sattam Alotaibi, Nursing Technician, Al-Rafai General Hospital, Ministry of Health, Kingdom of Saudi Arabia. Bejada@moh.gov.sa

¹⁴Ahmed Misfer Althabaity, Laboratory Specialist, Diriyah Hospital, Ministry of Health, Kingdom of Saudi Arabia. No.6h@hotmail.com

¹⁵Wadha Matlaq Naser Alharthai, Nursing Specialists, Alrfai General Hospital, Ministry of Health, Kingdom of Saudi Arabia.walhartha@moh.gov.sa

¹⁶Amani Kheder Al Brnawy, Medical secretary, Riyadh Third Health Cluster, Ministry of Health, Kingdom of Saudi Arabia. Nani_23des1984@hotmail.com

***Corresponding Author:** Talal Obaid Salman Alotibi

*Talal Obaid Salman Alotibi, Specialist Nursing, Dawadmi General Hospital, Ministry of Health, Kingdom of Saudi Arabia. Talalxn2@gmail.com

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Introduction to the Study

The Kingdom of Saudi Arabia aspires to achieve the goals of its health sector institutions to increase their efficiency and improve the quality of healthcare for all members of society. Supporting the development process in the Saudi Arabian healthcare sector is crucial, aligning with the goals and strategies of Vision 2030.

Achieving these goals necessitates ensuring job satisfaction among all healthcare sector employees, particularly nurses. Nursing is a profession facing professional pressures and risks that affect the satisfaction of healthcare staff. Additionally, the psychological and occupational pressures experienced by healthcare workers during their duties make it essential to provide occupational safety measures, satisfying their needs, and contributing to their job satisfaction (Rajoub & Al-Khatib, 2018).

The primary motivation for healthcare workers is their level of job satisfaction towards their work in healthcare institutions. It creates a conducive climate and good conditions for workers in the work environment, helping them fulfill their duties and responsibilities and achieve the goals of healthcare institutions (Basfar, 2018).

Job satisfaction is a crucial subject of interest for many psychologists because individuals spend a significant portion of their lives at work. Therefore, it is essential to explore job satisfaction and its role in their personal and professional lives. Additionally, there is a perspective suggesting that job satisfaction may lead to increased productivity, benefiting both institutions and employees (Sabeel, 2020).

Productivity has garnered the interest of many scholars and researchers because it is a key factor contributing to increased economic growth rates and the optimal utilization of available resources. Pursuing increased productivity levels in institutions requires studying and measuring those levels and developing policies that enhance productivity levels, ensuring their alignment and compatibility with the institution's strategic plans and goals (Al-Omari & Hamidat, 2013).

Job satisfaction is one of the crucial barriers contributing to increased productivity. When nurses feel satisfied with their job tasks and belong to the healthcare institution where they work, they experience a sense of satisfaction, stability, and psychological compatibility with their work environment. This enhances their job satisfaction, contributing to increased productivity among healthcare staff. Therefore, healthcare institutions must strive to achieve a high level of job satisfaction among healthcare workers to maintain

high productivity levels and provide healthcare services with the highest possible efficiency. Hence, the importance of the study to understand the impact of job satisfaction on the productivity level of healthcare staff in government hospitals in Riyadh city.

Problem Phrase:

The human factor is one of the most important factors affecting work productivity. It is the backbone of productivity, and its skills determine the efficiency and effectiveness of the organization. Neglecting the human element in some societies and institutions leads to delays and decreased productivity, necessitating research into job satisfaction for its practical and applied importance (Basfar, 2018).

Therefore, management leadership must pay significant attention to employees by researching the factors affecting the efficiency and productivity of workers. Job satisfaction is one of the most important factors affecting employees, and managers seek to provide a suitable work environment and fulfill all the needs and requirements that contribute to their job satisfaction, fulfilling their desires and needs. All of this contributes to driving employees' behavior towards achieving the institution's goals (Al-Moumen, 2018).

Healthcare staff bear the responsibility of serving all segments of society, representing a vital sector in society. Healthcare workers are the largest category of workers in both government and private institutions, requiring significant effort in their work. Therefore, it is necessary to ensure job satisfaction in this broad sector because as job satisfaction increases, effort and performance in work increase as well (Al-Rashidi & Samidah, 2020).

Achieving a high level of production over a long period is difficult in the absence of job satisfaction. Combining increased productivity and job dissatisfaction at the same time inevitably leads to the leakage of highly skilled individuals in the organization, in addition to reducing the quality of its products. Thus, there is an agreement that one of the clearest.

Study Questions:

- What is the level of job satisfaction among healthcare professionals at Al-Iman General Hospital in Riyadh?
- What is the level of productivity among healthcare professionals at Al-Iman General Hospital in Riyadh?

- What is the impact of job satisfaction on the level of productivity among healthcare professionals at Al-Iman General Hospital in Riyadh?

Study Hypothesis:

- There is a statistically significant relationship between job satisfaction and productivity levels among healthcare professionals at Al-Iman General Hospital in Riyadh.

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Study Objectives:

- To identify the level of job satisfaction among healthcare professionals at Al-Iman General Hospital in Riyadh.

- To identify the level of productivity among healthcare professionals at Al-Iman General Hospital in Riyadh.

- To understand the impact of job satisfaction on the level of productivity among healthcare professionals at Al-Iman General Hospital in Riyadh.

Study Importance:

Theoretical Importance:

- The study contributes to understanding the relationship between job satisfaction and improving productivity among healthcare professionals in the healthcare sector.

- The research provides a theoretical framework and concepts about job satisfaction and productivity levels.

- The study enriches Saudi libraries with a modern topic about healthcare management regarding the impact of job satisfaction on productivity levels among healthcare professionals in government hospitals in Riyadh.

Applied Importance:

- The study contributes to improving productivity among healthcare professionals in the healthcare sector, thereby enhancing the quality and efficiency of healthcare services provided.

- The study presents a general overview for healthcare sector officials in the Kingdom about the importance of achieving job satisfaction among healthcare professionals in the healthcare sector to increase their productivity levels and enhance the quality and efficiency of healthcare services.

- The study offers several recommendations and proposals that contribute to enhancing the efficiency of the healthcare system in the Kingdom of Saudi Arabia.

Study Limitations:

- Spatial limitations: The study was conducted at Al-Iman General Hospital in Riyadh.

- Temporal limitations: The study was conducted in 2023.

- Human limitations: The study was conducted on a sample of healthcare professionals at Al-Iman General Hospital in Riyadh.

- Subject limitations: It focused on studying the "impact of job satisfaction on productivity levels among healthcare professionals in government hospitals in Riyadh."

Study Terminologies:

- Job satisfaction: It refers to a state of psychological and emotional satisfaction in which an individual integrates positively with their work.

- Productivity: It is a measure of the efficiency of resource utilization to achieve outputs, expressed as the ratio of outputs to inputs, representing the relationship between outputs and effectiveness.

Literature Review:

Study (Sabeel, 2020) titled: "The Role of Job Satisfaction in Enhancing Productivity: Applied to the Sudanese Thermal Power Generation Company in Khartoum State" aimed to investigate the relationship between job satisfaction and productivity in the Sudanese Thermal Power Generation Company. The study utilized the descriptive analytical method to achieve its objectives. The sample consisted of 65 employees of the Sudanese Thermal Power Generation Company in Khartoum State, and a questionnaire was used as a data collection tool. Based on the results, the study recommends paying attention to job satisfaction factors as they play an effective role in improving productivity within the company. It also emphasizes the importance of involving employees in decision-making to boost morale and improve productivity, as well as the significance of material and moral incentives in enhancing employee productivity.

Study (Ali, 2019) titled: "Work Design and its Relation to Productivity among Staff Nurses" aimed to explore the productivity of nursing to the effectiveness of nursing care related to quality, appropriateness, and efficiency of care. The purpose of this study was to verify the work design and its relationship with productivity among nursing staff. The study used the descriptive analytical method to achieve its objectives, with a sample of 400 nurses from the University Hospital of Menoufia in Shibin El Kom. Two instruments were used for data collection: a work design questionnaire and a productivity questionnaire. The study found several significant results,

including a positive statistically significant relationship between work design and the productivity of nurse educators. Most of the nurses in the study had moderate levels of work design personalities. Furthermore, more than two-thirds of the nursing staff had low levels of productivity, while about one-fifth had moderate levels of productivity. Moreover, the study revealed a positive statistically significant relationship between work design and the productivity of nursing staff. Based on the results, the study recommends nursing managers to improve nurses' opportunities for personal and professional growth by creating an educational environment conducive to reflective practice and shared accountability, demonstrating trust in others through effective delegation, coaching, mentoring, and guidance, and providing opportunities for knowledge and skill development. Hospital managers should provide nursing with resources to design the nursing work environment and care processes to reduce errors that affect their productivity. Nursing managers should also provide a supportive physical and psychological environment for working nurses to reduce work problems and increase their productivity levels.

Study (Andrioti, 2017), titled: "Job Satisfaction of Nurses in Various Clinical Practices". The study aimed to identify the levels of job satisfaction among nurses in Cyprus working in three different areas of clinical practice (mental health, drug addiction, and general nursing), and to investigate the impact of demographic, professional, and personal variables on job satisfaction. The study used the descriptive analytical method to achieve its objectives, and the study sample consisted of 144 nurses from Greece. The study utilized the "Job Satisfaction Scale" questionnaire to achieve its objectives. Based on the findings, the study concluded several results, the most important of which was that the nursing staff was dissatisfied with an overall score of 51.88. Self-growth and responsibility were identified as the main reasons for satisfaction, scoring slightly above 16. The other three dimensions scored interaction and recognition (15.2), leadership style and organizational policies (13.52), and rewards and nature of work (7.2) indicating this dimension as the most significant reason for nurses' dissatisfaction. In light of the results, the study recommends the necessity of providing the best possible care to increase service quality and the importance of implementing necessary interventions by nursing services. This would encourage nursing staff satisfaction and consequently improve service performance and

quality. Leadership must consider nurses' job satisfaction and plan and implement relevant proactive policies.

Study (Tahraoui & Boufassa, 2016), titled: "The Importance of Job Satisfaction in Improving Productivity: A Case Study of the Antibiotic Branch of the Sidal Pharmaceutical Company - Medea Unit". The study aimed to identify the explanatory trends of the relationship governing job satisfaction and productivity. The study used the descriptive analytical method to achieve its objectives, and the study sample consisted of 68 employees of the antibiotic branch of Sidal Pharmaceutical Company - Medea Unit. The study used a questionnaire as a data collection tool. Based on the findings, the study concluded that there is a strong reciprocal relationship between job satisfaction and productivity. The study also found no statistically significant differences in the level of attitudes towards productivity among antibiotic branch workers, attributed to personal variables, with the calculated significance level (0.318) greater than the significance level (0.005). In light of the results, the study recommends the necessity of paying special attention to the role of material and moral incentives, as well as linking individual programs focusing on recruitment, training, incentives, and promotions to human needs and the aspirations of working individuals to increase job satisfaction.

Study (Abu Asneena, 2015), titled: "The Level of Scientific Productivity and its Relationship with the Job Satisfaction of Faculty Members in the Faculties of Educational Sciences at the University of Jordan and the Middle East University from Their Perspective". The study aimed to identify the level of scientific productivity and its relationship with the job satisfaction of faculty members in the Faculties of Educational Sciences at the University of Jordan and the Middle East University from their perspective, and to identify differences in their level of productivity and job satisfaction regarding university variables, academic rank, and years of experience. The study used the descriptive analytical method to achieve its objectives, and the study sample consisted of 50 faculty members. The study used a questionnaire as a data collection tool. Based on the findings, the study concluded that the level of scientific productivity and job satisfaction of faculty members in the Faculties of Educational Sciences at the University of Jordan and the Middle East University was low, reaching (2.30) and (2.40) respectively. The results also showed differences in the level of scientific productivity among faculty members regarding the university variable, with the difference in favor of the Faculty of Education

at the Middle East University, and no differences were found regarding the variables of academic rank and experience between the Faculties of Educational Sciences at both universities. In light of the results, the study recommends the necessity for the administrations of the Faculties of Educational Sciences and the governmental and private universities to provide sources of job satisfaction by improving working conditions and providing material and moral incentives to increase job satisfaction and motivation of faculty members towards more scientific productivity.

Study Methodology:

The researcher employed the descriptive analytical approach, as it is suitable for the nature and objectives of the study. Al-Asaf (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, 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."

Study Population:

The current study population consists of all healthcare professionals at Al-Iman General Hospital in Riyadh in the year 2023.

Study Sample:

"The principle in scientific research is to be conducted on all members of the research community; because that leads to the truthfulness of the results, but researchers resort to selecting a sample of them if it is not possible due to their large number" (Al-Asaf, 2003, p.96). Therefore, the researcher chose a random sample, and the total sample size of the study was (173) healthcare professionals at Al-Iman General Hospital in Riyadh.

Characteristics of Study Participants:

Table (1) illustrates the distribution of study participants according to the study variable.

	Frequency	Percentage
Gender		
Male	69	40
Female	104	60
Educational Qualification		
Postgraduate Diploma	21	12
Bachelor's Degree	130	75
Master's Degree	22	13
Occupation		
Administrator	39	23
Doctor	15	9
Specialist	52	30
Nurse	55	32
Technician	12	7
Years of Experience		
1-5 years	29	17
6-10 years	24	14
11-15 years	97	56
16-25 years	23	13
Number of Training Courses Completed		
None	33	19
1-3 training courses	85	49
4-7 training courses	25	15
8-10 training courses	30	17
Total	346	%100

The table above illustrates the distribution of study participants, indicating that (60%) of the study participants were females, making them the largest category in the study. Additionally, (75%) of the study sample held a Bachelor's degree as their highest educational qualification, while (55%) of the study sample were nurses. Moreover, (56%) of the study sample had 11-15 years of experience,

and finally, (49%) had obtained 1-3 training courses related to their field of work.

Study Instrument:

Based on the nature of the data and the methodology adopted in the study, the researcher found that the most suitable tool for achieving the objectives of this study is the questionnaire. The study tool was constructed by referring to relevant

literature and previous studies related to the study topic. The researcher designed the preliminary questionnaire and distributed it to the study sample to determine the data sought by this tool. The researcher ensured the validity and reliability procedures for this tool. The following is a detailed explanation of how the tool was prepared and the procedures taken by the researcher to verify the validity and reliability of the tool.

Validity of the Study Instrument:

Al-Asaf (2003, p.387) defined the validity of the tool as "ensuring that it will measure only what it was prepared to measure." The researcher ensured the validity of the questionnaire through the following:

A. Apparent Validity of the Study Instrument (Validity of Reviewers):

After the researcher prepared the questionnaire on the impact of job satisfaction on the productivity

level of healthcare professionals in government hospitals in Riyadh, in its initial form, he distributed it to a group of specialists in the study topic. After the procedures and steps taken by the researcher, he reached the apparent validity of the questionnaire items, the validity of its content, its ability to measure what it was prepared for, and the extent to which the items belong to the axes they were classified into after the modifications, deletions, and additions that the tool underwent in response to the reviewers' opinions. The questionnaire became ready and suitable for application to the sample.

B. Internal Consistency Validity of the Instrument:

To ensure the validity of internal consistency, the Pearson correlation coefficient was calculated between the score of each item of the questionnaire and the total score of the axis to which the item belongs, as shown in the following table.

The level of job satisfaction among healthcare staff at Al-Iman General Hospital in Riyadh.												Axis of Productivity	
No. phrase	Correlation coefficient	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		Working conditions		Promotion and incentive systems		Salaries and bonuses		Relationship with colleagues and supervisors		Status and appreciation		No. phrase	Correlation coefficient
1	0.894**	1	0.894**	1	0.933**	1	0.919**	1	0.917**	1	0.782**	1	0.613**
2	0.854**	2	0.906**	2	0.940**	2	0.919**	2	0.924**	2	0.685**	2	0.736**
3	0.882**	3	0.939**	3	0.946**	3	0.937**	3	0.933**	3	0.874**	3	0.808**
4	0.893**	4	0.854**	4	0.918**	4	0.943**	4	0.865**	4	0.685**	4	0.743**
5	0.879**	5	0.907**	5	0.903**	5	0.933**	5	0.909**	5	0.782**	5	0.746**
6	0.940**	6	0.870**			6	0.684**	6	0.748**	6	0.753**	6	0.727**
7	0.946**	7	0.642**					7	0.685**			7	0.812**
8	0.840**		0.751**									8	0.735**
												9	0.863**
												10	0.661**
												11	0.658**
												12	0.741**

At a significance level of 0.01 or less**

From Table (2), it is evident that all the Phrases are statistically significant at a significance level of (0.01), indicating a high internal consistency coefficient. This suggests high and sufficient reliability indicators that can be trusted in the application of the study instrument.

Reliability of the Study Instrument:

To measure the reliability of the study instrument (the questionnaire), the Cronbach's alpha coefficient was used. Table (3) illustrates the reliability coefficient for the axes of the study instrument.

Table (3) Cronbach's Alpha Coefficient for Measuring the Reliability of the Study Instrument

Survey Axes	No. phrases	Axis stability
Axis 1: What is the level of job satisfaction among healthcare staff at Al-Iman General Hospital in Riyadh?	39	0.973
Axis 2: What is the level of productivity among healthcare staff at Al-Iman General Hospital in Riyadh?	12	0.910
Overall Reliability	51	0.941

Table (3) illustrates that the study instrument exhibits statistically acceptable reliability, where the overall reliability of the study is (0.941). This is a high reliability coefficient that can be trusted in the application of the study instrument.

Statistical Processing Methods:

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

done after encoding and entering the data into the computer.

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

Table (4): Distribution of Means According to the Gradation 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 frequencies and percentages were calculated to identify the personal and job-related characteristics of the study sample and determine their responses to the key Phrases included in the study instrument. Subsequently, the following statistical measures were calculated:

- Mean: This was calculated to determine the extent of elevation or reduction in the responses of the study participants to the study questions (average of the means of the Phrases). It helps in arranging the study Phrases according to the highest weighted average mean.
- Standard Deviation: This was used to identify the extent of deviation or dispersion of the study participants' responses to each Phrase of the study variables and for each axis of the main axes from their arithmetic mean. It is noted that the standard deviation indicates the dispersion in the responses of the study sample to each Phrase of the study variables for the main axes. The closer its value to zero, the more concentrated the responses are, and the lower their dispersion across the scale.
- Pearson Correlation Coefficient: This was used to determine the degree of correlation between each question of the study questions.

- The researcher used the Cronbach's alpha coefficient to test the reliability of the study instrument.

Analysis and Interpretation of Study Results:

This chapter addresses the presentation and discussion of the field study results by showcasing the responses of the study sample to the questionnaire Phrases. This is achieved by answering the study's questions through calculating frequencies, percentages, means, standard deviations, and ranks for the study sample's responses to the questionnaire items. The results are as follows:

Question 1: What is the level of job satisfaction among healthcare professionals at Al-Iman General Hospital in Riyadh?

To determine the level of job satisfaction among healthcare professionals at Al-Iman General Hospital in Riyadh, arithmetic means, standard deviations, and ranks were calculated for the study participants' responses regarding the dimensions of job satisfaction from the perspective of healthcare professionals at Al-Iman General Hospital in Riyadh. 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

No.	The Dimension	The Arithmetic Mean	The Standard Deviation	Arrangement
1	Dimension 1: Nature of work	3.91	0.95	1
3	Dimension 3: Promotion and incentive systems	3.72	1.1	2
5	Dimension 5: Relationship with colleagues and supervisors	3.67	1.03	3
6	Dimension 6: Status and appreciation	3.55	1.06	4

4	Dimension 4: Salaries and bonuses	3.66	1.11	5
2	Dimension 2: Working conditions	3.45	1.1	6
Job satisfaction level		3.69	1.01	----

The results above indicate that healthcare professionals at Al-Iman General Hospital generally agree to a moderate extent with the level of job satisfaction, with an arithmetic mean of 3.69. The most prominent dimension of job satisfaction appears to be the nature of the work, with an arithmetic mean of 3.91, indicating a moderate level of agreement. Following this, promotions and incentives rank second among the dimensions of job satisfaction, with an arithmetic mean of 3.72, also indicating a moderate level of agreement. The dimension of relationships with colleagues and supervisors from the perspective of healthcare professionals in the Saudi healthcare sector received an arithmetic mean of 3.67, indicating a moderate level of agreement. The dimension of salaries and bonuses ranked fourth with an arithmetic mean of 3.66, again indicating a

moderate level of agreement. Finally, working conditions ranked last among the dimensions of job satisfaction, with an arithmetic mean of 3.45, also indicating a moderate level of agreement.

Below are detailed results regarding the level of job satisfaction from the perspective of healthcare professionals at Al-Iman General Hospital in Riyadh:

Firstly: Nature of work:

To understand the level of job satisfaction regarding the nature of work, frequencies, percentages, arithmetic means, standard deviations, and ranks were calculated for the study participants' responses to Phrases about the nature of work. The results are presented in the following table:

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

No	Phrases	Average	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 provides me with opportunities for professional development.	3.97	1.02	3
8	My job earns me a good social status and position.	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 the work procedures.	3.90	1	6
1	My job provides me with opportunities for creativity and advancement 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
Average Overall		3.92	1.06	

Based on the results above, it is evident that the study participants agree to a moderate extent with the level of job satisfaction in the dimension of the nature of work, with an arithmetic mean of 3.92. However, there is variability in the agreement among the study participants regarding the level of job satisfaction in the dimension of the nature of work. The mean agreement scores ranged from 4.15 to 3.71, falling within the "Agree" category of the five-point scale, indicating agreement with the study tool and demonstrating variability in the agreement among the study participants regarding the level of job satisfaction in the dimension of the nature of work.

The results also indicate that the study participants agree with Phrases regarding the dimension of the nature of work, which were ranked in descending order according to the participants' agreement levels as follows:

- Phrase number (6), "My job provides opportunities for me to acquire new skills and experiences," ranked first in terms of participants' agreement, with a mean agreement score of 4.15.

- Phrase number (5), "My job allows me independence in work and decisions," ranked second in terms of participants' agreement, indicating agreement with a mean agreement score of 3.99.

- Phrase number (7), "My job provides opportunities for professional development," ranked third in terms of participants' agreement, indicating agreement with a mean agreement score of 3.97.

- Phrase number (1), "My job allows me opportunities for innovation and development in the field of work," ranked second to last in terms of participants' agreement, indicating agreement with a mean agreement score of 3.74.

- Phrase number (4), "My job allows me opportunities to participate in scientific courses and conferences," ranked last in terms of participants' agreement, indicating agreement with a mean agreement score of 3.71.

Secondly: Working conditions:

To understand the level of job satisfaction in the dimension of working conditions, frequencies, percentages, arithmetic means, standard deviations, and ranks were calculated for the study participants' responses to Phrases about working conditions. The results are presented in the following table:

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

No	Phrases	Average	Standard deviation	Rank
3	All necessary tools for work are available.	3.68	1.19	1
5	The on-call room for healthcare staff is equipped with all its requirements.	3.65	1.24	2
1	The lighting is suitable for the nature of the work.	3.53	1.12	3
2	There is appropriate ventilation and heating in the workplace.	3.50	1.17	4
7	The rest days and holidays I receive are appropriate.	3.42	1.32	5
6	I believe that my weekly working hours are suitable.	3.38	1.29	6
4	The hospital rooms are suitable for the number of patients.	2.97	1.02	7
	Average Overall	3.44	1.19	

Based on the above results, it is evident that the study participants agree to a moderate extent with the level of job satisfaction in the dimension of working conditions, with an arithmetic mean of 3.44. However, there is variability in the agreement among the study participants regarding the level of job satisfaction in the dimension of working conditions. The mean agreement scores ranged from 3.68 to 2.97, falling within the fourth and third categories of the five-point scale, indicating agreement to a moderate extent and neutrality towards the study tool, demonstrating variability in the agreement among the study participants regarding the level of job satisfaction in the dimension of working conditions. These were ranked in descending order based on the participants' agreement as follows:

- Phrase number (3), "All necessary work tools are available," ranked first in terms of participants' agreement, indicating agreement with a mean agreement score of 3.68.
- Phrase number (5), "The on-call room is equipped with all the necessary requirements for healthcare staff," ranked second in terms of

participants' agreement, indicating agreement with a mean agreement score of 3.65.

- Phrase number (1), "The lighting is suitable for the nature of work," ranked third in terms of participants' agreement, indicating agreement with a mean agreement score of 3.53.
- Phrase number (6), "I believe my weekly working hours are appropriate," ranked second to last in terms of participants' agreement, indicating agreement with a mean agreement score of 3.42.
- Phrase number (4), "Hospital rooms are suitable for the number of patients," ranked last in terms of participants' agreement, indicating agreement with a mean agreement score of 2.97.

Third dimension: Promotion and Incentive Systems:

The results regarding the level of job satisfaction in the dimension of promotion and incentive systems, including frequencies, percentages, arithmetic means, standard deviations, and ranks, for the study participants' responses to Phrases about promotion and incentive systems, are presented in the following table:

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

No	Phrases	Average	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 advancement in my career.	3.78	1.20	2
2	The promotion standards and systems in the hospital are clear.	3.66	1.29	3
5	The retirement system at the hospital is suitable.	3.64	1.23	4
3	Promotion at the hospital is linked to competence and effectiveness in performance.	3.59	1.32	5
	Average Overall	3.72	1.15	

Based on the results outlined above, it is evident that the study participants agree to a moderate extent with the level of job satisfaction in the dimension of promotion and incentive systems, with an arithmetic mean of 3.72. Furthermore, there is consistency in the agreement among the study participants regarding the dimension of promotion and incentive systems. The mean agreement scores ranged from 3.97 to 3.59, falling within the fourth and third categories of the five-point scale, indicating a moderate level of agreement with Phrases in this dimension. These were ranked in descending order based on the participants' agreement as follows:

- Phrase number (1), "My job in the hospital provides me with opportunities for advancement and promotion," ranked first in terms of participants' agreement, indicating strong agreement with an arithmetic mean of 3.97.
- Phrase 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 participants' agreement, indicating agreement with an arithmetic mean of 3.78.

- Phrase number (2), "Promotion criteria and systems in the hospital are clear," ranked third in terms of participants' agreement, indicating agreement with an arithmetic mean of 3.66.
- Phrase number (5), "The retirement system in the hospital is suitable," ranked fourth in terms of participants' agreement, indicating agreement with an arithmetic mean of 3.64.
- Phrase number (3), "Promotion at the hospital is linked to efficiency and performance effectiveness," ranked last in terms of participants' agreement, indicating agreement with an arithmetic mean of 3.59.

Fourth dimension: Salaries and Bonuses:

To assess the level of job satisfaction in the dimension of salaries and bonuses, frequencies, percentages, arithmetic means, standard deviations, and ranks were calculated for the study participants' responses to Phrases about salaries and bonuses from the perspective of healthcare staff at Al-Iman General Hospital in Riyadh city. The results are presented in the following table:

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

No	Phrases	Average	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 volume of work I perform.	3.67	1.16	4
2	The salary I receive is in line with living expenses.	3.65	1.15	5
5	The hospital management ensures that all my financial entitlements are met.	3.61	1.20	6
	Average Overall	3.66	1.16	

Based on the results outlined above, it is evident that the study participants agree to a moderate extent with the level of job satisfaction in the dimension of salaries and bonuses, with an average of 3.66. Furthermore, there is consistency in the agreement among the study participants regarding the dimension of salaries and bonuses. The mean agreement scores ranged from 3.68 to 3.61, falling within the fourth category of the five-point scale, indicating agreement with the study tool. These were ranked in descending order based on the participants' agreement as follows:

- Phrase number (3), "My salary is considered appropriate compared to my colleagues in the profession," ranked first in terms of participants' agreement, indicating agreement with an average score of 3.68.

- Phrase number (4), "What I earn is commensurate with the importance of the work I do," ranked second in terms of participants' agreement, indicating agreement with an average score of 3.68.
- Phrase number (6), "The infectious allowance I receive is adequate," ranked third in terms of participants' agreement, indicating agreement with an average score of 3.67.
- Phrase number (2), "The salary I receive is commensurate with the cost of living," ranked fourth in terms of participants' agreement, indicating agreement with an average score of 3.65.
- Phrase number (5), "The hospital management ensures that all my financial entitlements are met," ranked last in terms of participants' agreement,

indicating agreement with an average score of 3.61.

Fifth dimension: Relationship with Colleagues and Superiors:

To assess the level of job satisfaction in the dimension of the relationship with colleagues and

superiors, the researcher calculated frequencies, percentages, arithmetic means, standard deviations, and ranks for the study participants' responses to Phrases about the relationship with colleagues and superiors. The results are presented in the following table:

Table (10): Study Participants' Responses to Phrases of the Fifth Dimension (Relationship with Colleagues and Superiors) Ranked in Descending Order According to Agreement Means

No	Phrases	Average	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 deal with me is characterized by appreciation and respect.	3.65	1.1	3
2	The relationship among healthcare staff is characterized by friendliness and love.	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 to solve some work-related problems.	3.44	1.02	7
	Average Overall	3.61	1.08	

Based on the results provided above, it is evident that the study participants agree to a moderate extent with the level of job satisfaction in the dimension of relationships with colleagues and superiors, with an average score of 3.61. Furthermore, there is consistency in the agreement among the study participants regarding the dimension of relationships with colleagues and superiors. The mean agreement scores ranged from 3.80 to 3.44, falling within the fourth category of the five-point scale, indicating agreement with the study tool. These were ranked in descending order based on the participants' agreement as follows:

1. Phrase number (5), "I receive an appropriate level of motivation and encouragement from colleagues at work," ranked first in terms of participants' agreement, indicating agreement with an average score of 3.80.
2. Phrase number (1), "My supervisor accepts my suggestions for developing the nursing profession," ranked second in terms of participants' agreement, indicating agreement with an average score of 3.75.

3. Phrase number (3), "The managers treat me with appreciation and respect," ranked third in terms of participants' agreement, indicating agreement with an average score of 3.65.

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

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

Sixth dimension: Status and Appreciation:

To assess the level of job satisfaction in the dimension of status and appreciation, the researcher calculated frequencies, percentages, arithmetic means, standard deviations, and ranks for the study participants' responses to Phrases about status and appreciation. The results are presented in the following table:

Table (11): Study Participants' Responses to Phrases of the Sixth Dimension (Status and Appreciation) Ranked in Descending Order According to Agreement Means

No	Phrases	Average	Standard deviation	Rank
4	The nurse earns the respect and appreciation of the patient.	4.42	0.94	1
5	The nurse receives respect and appreciation from the patient's family members.	4.11	0.94	2
6	The nurse earns the respect and appreciation of the hospital's 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 nurses receive appreciation and respect from others in society.	4.02	0.93	5
1	I see that those responsible for nursing care about nurses a lot.	3.78	1.08	6
	Average Overall	4.08	0.99	

Based on the results provided above, it is evident that the study participants agree to a high extent

with the level of job satisfaction in the dimension of status and appreciation, with an average score of

4.08. Furthermore, there is consistency in the agreement among the study participants regarding the dimension of status and appreciation. The mean agreement scores ranged from 4.42 to 3.78, falling within the fourth and fifth categories of the five-point scale, indicating strong agreement to agreement with the study tool. These were ranked in descending order based on the participants' agreement as follows:

1. Phrase number (4), "The nurse receives respect and appreciation from patients," ranked first in terms of participants' agreement, indicating strong agreement with an average score of 4.42.
2. Phrase number (5), "The nurse receives respect and appreciation from the patient's family," ranked second in terms of participants' agreement, indicating strong agreement with an average score of 4.11.
3. Phrase number (6), "The nurse receives respect and appreciation from hospital doctors," ranked third in terms of participants' agreement, indicating strong agreement with an average score of 4.10.
4. Phrase number (3), "Working in the nursing profession is a source of pride and appreciation from the family," ranked fourth in terms of

participants' agreement, indicating agreement with an average score of 4.05.

5. Phrase number (2), "I feel that the nurse is respected and appreciated by others in society," ranked fifth in terms of participants' agreement, indicating agreement with an average score of 4.02.

6. Phrase number (1), "I see that those responsible for nursing care are very concerned about the nurse," ranked sixth in terms of participants' agreement, indicating agreement with an average score of 3.78.

7.

Thirdly: Answering the second question: What is the level of productivity among healthcare staff at Al-Iman General Hospital in Riyadh?

To determine the level of productivity among healthcare staff at Al-Iman General Hospital in Riyadh, frequencies, percentages, arithmetic means, standard deviations, and ranks were calculated for the study sample's responses to productivity level Phrases among healthcare staff at Al-Iman General Hospital in Riyadh. The results are as follows:

Table (12): Study Sample Responses to Phrases of the Third Axis Ranked in Descending Order According to Agreement Means

No	Phrases	Average	Standard deviation	Rank
1	I strive to provide healthcare services with the highest efficiency, productivity, and high quality.	4.57	0.74	1
4	I am ready and willing to work outside official working hours if necessary. I have sufficient experience to solve the problems encountered while working in the hospital.	4.52	0.72	2
5	I engage in self-improvement, acquire new experiences, and work on enhancing my performance to achieve the highest efficiency in completing my work tasks.	4.50	0.75	3
10	I perform my duties in the hospital according to the highest global quality standards. I can communicate effectively with patients, staff, and employees working in the hospital.	4.48	0.65	4
2	I have the ability and sufficient readiness to take on responsibility. I carry out my work duties in the hospital according to the national quality standards.	4.48	0.71	5
7	The performance indicator evaluation system contributes to determining the financial and morale-based incentive system.	4.43	0.82	6
6	A good incentive system contributes to my desire to accomplish more tasks with higher productivity.	4.41	0.84	7
3	I complete all assigned tasks within the specified time and with the highest efficiency in productivity.	4.40	0.83	8
12	I adhere to the rules, procedures, and policies applicable in the hospital.	4.39	0.85	9
11	I strive to provide healthcare services with the highest efficiency, productivity, and high quality.	4.37	0.79	10
9	I am ready and willing to work outside official working hours if necessary. I have sufficient experience to solve the problems encountered while working in the hospital.	4.31	0.77	11
8	I engage in self-improvement, acquire new experiences, and work on enhancing my performance to achieve the highest efficiency in completing my work tasks.	4.29	0.89	12
	Average Overall	4.43	0.78	

In Table (7), it is evident that the study participants strongly agree with the level of productivity among healthcare staff at Al-Iman General Hospital in Riyadh, with an average score of 4.43 out of 5.00. the study participants strongly agree with all Phrases in the axis of productivity among healthcare staff at Al-Iman General Hospital in Riyadh. These Phrases were arranged in

This average falls within the fifth category of the five-point scale (ranging from 4.21 to 5.00), indicating strong agreement with the study tool.

Furthermore, the results in Table (7) indicate that

descending order based on the participants' agreement as follows:

- Phrase number (1), "I strive to provide healthcare services with the highest efficiency, productivity, and quality," ranked first in terms of strong agreement from the study participants, with an average score of 4.57 out of 5.

- Phrase number (4), "I am ready and willing to work outside official working hours if necessary," ranked second in terms of strong agreement from the study participants, with an average score of 4.52 out of 5.

- Phrase number (9), "I complete all assigned tasks within the specified time and with the highest productivity," ranked second to last in terms of strong agreement from the study participants, with an average score of 4.31 out of 5.

- Phrase number (8), "I adhere to the rules, procedures, and policies in place at the hospital," ranked last in terms of strong agreement from the study participants, with an average score of 4.29 out of 5.

Through the above results, it is evident that the most prominent level of productivity among healthcare staff at Al-Iman General Hospital in Riyadh lies in their commitment to providing

healthcare services with the highest efficiency, productivity, and quality. Additionally, they exhibit readiness and willingness to work beyond official hours if required. They also possess sufficient experience to solve problems encountered during work at the hospital. Furthermore, healthcare staff at Al-Iman General Hospital engage in self-improvement, acquire new skills, and work towards enhancing their performance to achieve the highest efficiency in completing their tasks, adhering to the highest international quality standards.

Study Hypothesis Testing:

• Is there a statistically significant relationship between job satisfaction and productivity levels among healthcare staff at Al-Iman General Hospital in Riyadh?

To answer this question, the Pearson correlation coefficient will be used to determine the statistically significant relationship between electronic management and enhancing the efficiency of government healthcare institutions in Riyadh, as shown in the following table:

Table (13): Pearson Correlation Coefficient

"The productivity level of healthcare staff at Al-Iman Hospital in Riyadh city"		
Job satisfaction	correlation coefficient (R)	probability value
	0.889	**0.00

From Table (9), it is evident that the Pearson correlation coefficient reached (0.889), which is statistically significant at a significance level of (0.01). This result indicates a positive linear relationship between job satisfaction and productivity. This relationship suggests that paying attention to job satisfaction increases the productivity level among healthcare professionals at Al-Iman General Hospital in Riyadh.

Summary of Study Results and Recommendations:

▪ Results of the first question: What is the level of job satisfaction among healthcare professionals at Al-Iman General Hospital in Riyadh?

Study participants strongly agreed on the level of job satisfaction in terms of status and appreciation dimension with an average of (4.08). There is homogeneity in the agreement of the study participants on status and appreciation dimension, with agreement averages ranging between (4.42 to 3.78), falling within the fourth and fifth categories of the five-point scale, indicating strong agreement to agreement with the study tool, demonstrating homogeneity in the agreement of the study

participants on the status and appreciation dimension.

▪ Results of the second question: What is the level of productivity among healthcare professionals at Al-Iman General Hospital in Riyadh?

The study sample strongly agreed on the level of productivity among healthcare professionals at Al-Iman General Hospital in Riyadh with an average of (4.43 out of 5.00), which falls within the fifth category of the five-point scale (from 4.21 to 5.00), indicating strongly agreeing with the study tool.

▪ Study hypothesis results: Is there a statistically significant relationship between job satisfaction and productivity among healthcare professionals at Al-Iman General Hospital in Riyadh?

There is a statistically significant positive linear relationship at a significance level of (0.01) between job satisfaction and productivity. This relationship suggests that focusing on job satisfaction increases productivity levels among healthcare professionals at Al-Iman General Hospital in Riyadh.

Study Recommendations:

Based on the results, the study has reached several recommendations as follows:

1. It is essential to pay attention to all factors of job satisfaction as they play an effective role in enhancing the productivity levels of employees in general, and healthcare staff in particular.
2. Involving healthcare staff in decision-making processes is necessary as it plays an active role in boosting morale among them, thereby contributing to improving productivity levels.
3. Improving the salaries of healthcare staff, establishing a specific system and mechanism for material and moral incentives, has a significant impact on increasing productivity levels among them.
4. Developing human relationships between healthcare staff, their superiors, and among themselves is crucial to improving the work environment, which reflects positively on increasing productivity levels.
5. Healthcare institutions, in general, and Al-Iman General Hospital, in particular, should focus on training programs that contribute to training and developing healthcare staff from all aspects of knowledge, professionalism, and technical skills related to the nursing profession, which helps increase productivity levels.

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Scientific Paper Title: The Job Satisfaction And Its Impact On The Productivity Level Of Healthcare Staff In Government Hospitals In Riyadh City

Section A-Research Paper

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