



THE RELATIONSHIP BETWEEN THE DIMENSIONS OF THE QUALITY OF WORK LIFE AND THE LEVEL OF JOB SATISFACTION OF WORKERS WITHIN HEALTH INSTITUTIONS: AN APPLIED STUDY ON WORKERS IN AL- RASS GENERAL HOSPITAL

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Abstract

This study aimed to identify the quality of work life at Al-Rass General Hospital, as well as the job satisfaction of the employees at Al-Rass General Hospital, and the impact of work life quality on their job satisfaction. The study employed a descriptive analytical method. The population of the current study consisted of all employees at Al-Rass General Hospital, and due to the difficulty of conducting a comprehensive census, the study used a simple random sampling method. The sample size was 143 individuals who answered the questionnaire. The results showed that there is a moderate level of salaries and benefits at Al-Rass General Hospital with a value of 2.821 and a deviation of 1.110, as well as a moderate level of providing stability and job security requirements at Al-Rass General Hospital with a value of 2.748 and a deviation of 1.084, and a moderate level of work environment at Al-Rass General Hospital with a value of 3.120 and a deviation of 1.087, and a moderate level of work life quality at Al-Rass General Hospital with a value of 2.936 and a deviation of 1.091. In light of these results, the study recommended the need to provide programs and training courses that contribute to increasing the performance levels of employees at Al-Rass General Hospital, as well as the need to provide all the necessary resources and technological methods that contribute to increasing the capacity of employees at Al-Rass General Hospital to perform their tasks efficiently and effectively. Additionally, the study emphasized the importance of providing the material and moral needs of the employees to improve the quality of work life and encouraging researchers to conduct studies and research related to work life quality, job satisfaction, and the factors that affect them and how to increase their levels.

Keywords: Quality of work life, job satisfaction, Al-Rass General Hospital, health institutions, Saudi Arabia

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1. INTRODUCTION

The interest in human resources in business has begun, and it has taken an important side in several fields. When psychologists and administrators found the importance of the human element, which is positively or negatively reflected on the performance and productivity of the institution, it is considered the wealth and the main axis of production. If the human mind that manages material and technological resources efficiently is not available, due to technological, cultural, and social developments in the twenty-first century; It has become necessary to focus on the human resource and develop it.

To achieve the organization's goals, it must achieve a degree of job satisfaction among its workers; which leads to an increase in its productivity, an increase in loyalty to the organization, and contributes to the growth and development of the organization's work. To achieve this degree of satisfaction among workers, organizations provide a comfortable and suitable work environment for workers by providing material, moral, social, and psychological requirements for their employees, and increasing interest in the human element that represents the axis of the organization's work. The quality of work life is one of the elements that make up the good environment that drives employees to give everything they have in order to achieve its goals.

In addition to the role provided by the commitment of workers to perform their tasks and duties towards work, which is positively reflected on the results of the organization's work and performance as a whole, health institutions are therefore among the most important institutions that must have worker satisfaction in order to serve patients and reviewers and satisfy them in a way that positively reflects on the health institution; Therefore, the study came to show the extent of the relationship between the dimensions of work life quality and the level of job satisfaction of workers within health institutions "An applied study on the workers in Al-Rass General Hospital".

The quality of work life is achieved through the organization's commitment to work ethics, and responsiveness to the suggestions of its workers, and the importance of the quality of work life stems from the benefits derived from the application of programs related to improving the quality of work life for workers; in order to face the many challenges that affect the growth and stability of organizations, by searching and investigating tools that help it overcome work obstacles and causes of

failure. This is done by balancing its goals and the goals of its workers at the same time, with many organizations recognizing that their human resources are the most valuable assets they own, and the practices that take place in the actual work prove the opposite; which affects the level of job satisfaction of workers. Hence, the study came to show the reality of the adoption of health institutions for the quality of work life, and its impact on the job satisfaction of workers by applying it to Al-Rass General Hospital. Therefore, this study came to answer the following main questions:

- 1- What is the extent of the relationship between the dimensions of work life quality, and the level of job satisfaction of workers in Al-Rass General Hospital?
- 2- What is the level of adoption of work life quality in Al-Rass General Hospital?
- 3- To what extent is job satisfaction achieved for workers in Al-Rass General Hospital?
- 4- What is the impact of work life quality on job satisfaction for workers in Al-Rass General Hospital?

The importance of the study emerges from the importance of the subject, which is the impact of work life quality on job satisfaction in Al-Rass General Hospital, which helps improve the performance and efficiency of the organization, in addition to enhancing the profitability and growth of hospitals and health facilities, by creating the appropriate climate to increase the efficiency, performance, and productivity of employees.

This study came to identify the relationship between the dimensions of work life quality and the level of job satisfaction of workers in Al-Rass General Hospital. The hypotheses of the study are: Based on the objectives and questions of the study, and the review of theoretical literature and previous studies, the hypotheses of the study can be formulated as follows: Main hypothesis: There is a statistically significant effect at a significance level ($0.05 \geq \alpha$) for the quality of work life on job satisfaction in Al-Rass General Hospital. From it, the following hypotheses are derived:

- There is a statistically significant effect at a significance level ($0.05 \geq \alpha$) for job stability and security on job satisfaction in Al-Rass General Hospital.
- There is a statistically significant effect at a significance level ($0.05 \geq \alpha$) for the balance between work life quality and the job-on-job satisfaction in Al-Rass General Hospital.
- There is a statistically significant effect at a significance level ($0.05 \geq \alpha$) for the leadership

and supervisory style on job satisfaction in Al-Rass General Hospital.

- There is a statistically significant effect at a significance level ($0.05 \geq \alpha$) for participation in decision-making on job satisfaction in Al-Rass General Hospital.

2. LITERATURE REVIEW

2.1. Studies Related to the Quality of Work Life

Study by Zakaria et al. (2022) titled: "The mediating role of psychological capital in the relationship between work life quality and organizational creativity: A case study on the employees of the African Union Commission in Addis Ababa". This study aims to identify the relationship between work life quality and organizational creativity through psychological capital as a mediating variable. The researcher prepared a questionnaire and distributed it to a random sample of senior staff from the Ministry of Economic Development, Trade, Industry and Mines, which amounted to (82), affiliated with the African Union Commission in Addis Ababa. The study concluded that the quality of work life has a statistically significant effect on organizational creativity; there is a statistically significant effect of work life quality on psychological capital, and there is a statistically significant effect of psychological capital on organizational creativity, in the presence of psychological capital as a mediating variable.

A study conducted by Hajem et al. (2022) titled: "The analytical relationship between work life quality and job satisfaction: A survey study in a number of Salahuddin Education Schools". The study aims to show the relationship between work quality and job satisfaction in Salahuddin Educational Institute to determine the theoretical basis, and to determine work quality and job satisfaction. Relying on the descriptive side, the questionnaire was distributed to a random sample consisting of 51 individuals. The study reached a set of conclusions, including: that the general elements of work quality have a significant impact on job satisfaction, and this impact means that the higher the quality of work in educational schools, the more capable they are of achieving job satisfaction. The study presented a series of recommendations that agree with these conclusions, including: the necessity for Salahuddin School management to focus on work life quality, and to create suitable working conditions that lead to job satisfaction.

Study by Barkat (2022) titled: "The role of work life quality in enhancing organizational commitment: A field study in the Syrian Ministry of Transport "Central Administration"". The study aimed to study the relationship between work life quality and organizational commitment to the Syrian Ministry of Transport, and using questionnaires as a tool to collect data on a simple sample of workers, which included 70 individuals, and retrieved 60 questionnaires, of which 57 questionnaires were analyzable, and came out with some results, including: the answers of the sample members tended to agree on the existence of organizational commitment and remained neutral about the quality of Syrian transport work, that there is a somewhat strong positive ethical relationship between organizational commitment, and the actual work environment, while the relationship with the remaining studied dimensions is a direct ethical relationship, but it is weak with the Syrian Ministry of Transport.

Study by Al-Amiri (2021) titled: "The factors affecting work life quality at Hafr Al-Batin University from the perspective of faculty members". The study aimed to identify the factors affecting the quality of work life at Hafr Al-Batin University from the perspective of faculty members and employees, and used the questionnaire as a tool to collect data from a representative sample of the community of faculty members at Hafr Al-Batin University, which numbered (266) members in the first semester (1441). The study revealed that the factors affecting work quality were moderate, where (the effect of building relationships and cooperation with colleagues on work quality) ranked first in length, and the effect of my salary and reward system on work quality) ranked second. The study recommended making efforts to enhance and improve a set of factors affecting work quality at Hafr Al-Batin University.

A study conducted by Ibn Siddiq and Yahya (2021) titled: "Work life quality under some demographic variables: A field study". The study aims to reveal the differences in work life quality, based on a number of demographic variables represented by gender in education and seniority. To achieve the research objectives, the descriptive approach was adopted, and a work quality scale consisting of 52 items was developed. The results showed no statistically significant differences in work life quality, and the dimensions attributed to gender, but there was a difference between men and women in the balance between life and work in favor of men. The study concluded that there are

statistically significant differences in the total degree of work life quality due to educational qualifications, and three dimensions (sufficiency of salaries and justice, social climate, relationship with management).

2.2. Studies Related to Job Satisfaction

Study (Al-Sayed and Abdel Rahman, 2022) titled: "Internal Marketing and Its Impact on Job Satisfaction Applied to Public Sector Institutions in Sudan". This study aims to clarify the impact of internal marketing and its dimensions as independent variables on achieving job satisfaction as dependent variables. The researchers used descriptive analysis methods to test the research hypotheses. The study results showed the application of internal marketing and its dimensions mentioned in the study, and job satisfaction appears for employees of state-owned institutions. The study also showed -according to the research model- that there is a relationship between internal marketing and job satisfaction. The researchers recommend applying the internal marketing dimension in the research model to a greater extent to increase job satisfaction and ensure high performance.

Study (Abu Kreisha, 2022) titled: "Job Satisfaction and Its Relationship with Workers' Performance: A Comparative Study of Governmental and Non-Governmental Universities". The study sought to shed light on the relationship between job satisfaction and workers' performance in governmental universities, represented by Cairo University and non-governmental universities, represented by the Sixth of October University, and to determine the quality of job performance in them, and use the electronic questionnaire on a purposive sample consisting of (235) individuals. The study results showed a substantial relationship between the availability of job satisfaction for workers and the rise in their job performance level, and organizational justice has a significant role in achieving job satisfaction, and raising the performance level of workers in universities. The study also emphasized the importance of the incentive, reward, and wage system in raising the performance level of workers, and achieving their job satisfaction.

Study (Mazian, 2022) titled: "Study of the Importance of Ethical Leadership in Achieving Job Satisfaction: A Case Study of Bank Al Salam, Algeria". This paper aims to study the nature of ethical leadership, and its impact on achieving job satisfaction in order to clarify the importance of these two concepts, and their impact on the

organization; as this will be reflected on the performance of the employees. The study relies on the descriptive analytical approach, and the questionnaire was used as a tool for the study. The results concluded that the application of the principles of ethical leadership to those in charge had an impact on achieving job satisfaction for the subordinates, but to a lesser than average degree. The study recommended -based on these results- the necessity of giving more attention to the importance of ethical leadership practices in all aspects: personal traits, administrative and functional behavior, guiding behavior, and its positive impact on all levels of the bank, in addition to the efforts made to enhance the concept of justice and professional support for the bank's subordinates.

Study (Kilani and Al-Asmari, 2022) titled: "The Impact of Visionary Leadership in Achieving Job Satisfaction Among School Principals in Asir Region". The study aims to identify the impact of wise leadership in achieving job satisfaction for school principals in the Development School in the Asir region, and to determine the level of availability of the insightful leadership dimension and its impact on job satisfaction. In order to achieve the objectives of the study, the descriptive and analytical approach was used to determine the extent of this impact. The study uses questionnaires as a tool to collect the necessary data about the subject of the study. The results showed that the level of the wise leadership dimension among the principals of the Development School in the Asir region was very high (92%). The results also showed that job satisfaction among the principals of the Development School in the Asir region was very high (90%). The study concludes with a set of recommendations, the most important of which is to continue to enhance the dimension of visionary leadership, raise awareness of the importance of visionary leadership, and its role in achieving job satisfaction, and encourage new educational administrations and regions and principals to adopt visionary leadership methods; due to its significant and effective impact on job satisfaction.

2.3. Studies Related to the Relationship Between Work Life Quality and Job Satisfaction

Study (Osman and Al-Rees, 2022) titled: "The Degree of Job Satisfaction Among Faculty Members at the Deanship of the Preparatory Year and Supporting Studies at Imam Abdulrahman Bin Faisal University in Light of Some Variables". This study aimed to determine the job satisfaction among faculty members at the Deanship of the

Preparatory Year and Supporting Studies at Imam Abdulrahman Bin Faisal University, based on a number of variables, which are: (gender, age, years spent at the university, grade, academic degree, differences in faculty members' affiliation to the university or education and training company). The results showed that the job satisfaction among faculty members at Imam Abdulrahman Bin Faisal University, Deanship of Preparatory Studies and Supporting Studies was "high" on all dimensions of the scale, as it showed a statistically significant difference (0.05) in the overall dimension of the job satisfaction scale compared to faculty members affiliated with the education and training company.

Study (Khalifi and Bou Kedron, 2021) titled: "The Role of Work Life Quality in Enhancing Job Satisfaction Among Faculty Members of the Faculty of Economic Sciences, Commerce and Management Sciences at Khamis Miliana University in Algeria". This study aims to determine the role of work life quality in improving job satisfaction among university professors through (supervision style, wages and incentives, participation in decision-making, workplace and job characteristics), based on hypothetical models that explain the nature of the relationship between the two variables. The results of a field study of a sample of 69 permanent professors in the Faculty of Economics, Business and Administrative Sciences at the University (Khamis Miliana) showed that in addition to determining the most influential aspects, the aim is to determine the current level of job satisfaction. There are statistically significant differences in the dimension of work quality for the faculty in the study sample attributed to age and years of experience variables, and that the dimension of participation in decision-making had the greatest impact on the satisfaction of the sample individuals. This allows us to say that the overall satisfaction of the study sample with work life quality is estimated at 2.914, an average level of satisfaction.

Study (Abu Jumaa and Al-Tal, 2021) titled: "The Impact of Remote Work as One of the Elements of Work Life Quality on the Performance of the Public Employee Based on Job Satisfaction at the National Center for Human Rights - Jordan". The study aimed to determine the impact of remote work on the performance of employees at the Jordanian National Center for Human Rights on various dimensions based on job satisfaction, as one of the factors of work life quality. To achieve the objectives of the study, the study relied on the descriptive analytical approach, as the study

community included all employees working at the Jordanian National Center for Human Rights, and the study resulted in a series of results, the most important of which was the positive impact of the presence of remote work as one of the elements of work life quality for the dimension of job performance chosen for this study, in the Jordanian National Center for Human Rights. The study recommended the need to find an emergency strategy and work plan that enables the National Center for Human Rights and its cadres to work remotely by providing the necessary technology, training and communication networks to enable the center to work remotely; for rapid response and readiness to switch to remote work in exceptional circumstances; to enable the center to withstand current and future challenges.

Study (Al-Najjar, 2020) titled: "The Impact of Work Life Quality Dimensions on the Level of Job Satisfaction: A Field Study on Working Women in the Entrepreneurship Sector in the Northern Border Region". This study aimed to analyze the impact of work life quality on the level of job satisfaction for working women in the entrepreneurship sector, one of the tributaries of the private sector, through conducting a field study on workers in the entrepreneurship sector in the Northern Border region of the Kingdom of Saudi Arabia, using descriptive methods, and collecting data through a questionnaire distributed to (191) respondents. The most important results of the study were the workers' orientation towards the level of work life quality on average, which was obtained at a rate of 66.73%. The rise in their level of orientation towards the dimension of balance between professional life and family life, where it gets a relative weight of 75.75%, and there is a statistically significant relationship between the dimension of professional quality and job satisfaction for working women in the entrepreneurship sector, considering it one of the tributaries of the private sector in the Northern Border region.

Study (Soweis, 2018) titled: "The Reality of Quality of Work Life in Achieving Job Satisfaction: An Applied Study on Palestinian Universities". The study aimed to identify the quality of professional life in Palestinian universities, as well as to reveal job satisfaction in Palestinian universities. To achieve the objectives of the study, descriptive analytical methods were used, and questionnaires were used as a main tool to collect the necessary data, where a random sample consisting of (60 university administrators) was selected. The study resulted in a number of

results, the most important of which are: 1. The fairness of the salary and reward system ranked first with a relative weight (80.4). 2. The axis of regulatory commitment ranked fourth and first from the bottom with a relative weight of (76.6). 3. The arithmetic mean of all paragraphs of the job satisfaction axis (3.92), and the relative arithmetic mean equals 0.81%. Based on the results of the study, the following recommendations were made: improving the work environment and conditions, adopting a healthy organizational climate, and strengthening the relationship between administrative and academic workers to achieve job satisfaction.

3. THEORITICAL FRAMEWORK

3.1. QUALITY OF WORK LIFE (QWL)

3.1.1. DEFINITION

Quality of work life (QWL) is a term that has been defined in various ways in writings, studies, and research. It is known to facilitate the satisfaction of individuals' needs and the achievement of goals. It also means caring for the material and intellectual life of workers in the work environment, whether it is an office, factory, or any other field of work.

QWL is also defined as a set of systems and programs related to improving and developing various aspects of an organization's human capital. These can affect an individual's professional life, social, cultural, and health environment, which in turn positively reflects on the performance level of employees, contributing to the achievement of the organization's goals, individuals, and entities related to the organization.

QWL is also known as the degree of excellence that arises in work and work conditions, and determines, in addition to the human aspect, the relationship between its environment, which contributes fully to general satisfaction, and the ability to improve work performance at the individual level, and then the performance level of the organization as a whole¹².

Work-life balance refers to the extent to which an individual can deal with work and family commitments.

QWL is a process by which employees of organizations and stakeholders have a keen insight into how to work together better; to improve the quality of life for employees and organizational effectiveness at the same time.

The researcher defines QWL as efficiency, and the organization's ability to deal with employees with the ability to absorb their problems, and organize their productive capacity, which contributes to the development of the organization, and is represented by a set of dimensions that contribute to QWL¹².

3.1.2. IMPORTANCE OF QWL

The importance of QWL has become one of the important and main factors that seek to improve and develop the performance of employees in organizations, where individuals working in organizations enjoy a comfortable professional quality of life, perform highly, and have the ability to achieve the organization's goals.

Through the analysis of many previous research and studies, the scientific importance of applying QWL programs appeared, as there is a positive constructive impact for applying QWL dimensions, and its importance lies in the following:

1. Developing the human capital working in the organization, which is referred to as the most important thing the organization owns.
2. The application and achievement of QWL programs within the organization will effectively lead to the achievement of the goals of individuals in particular and the goals of the organization in general, in addition to the parties related to the organization.
3. QWL contributes significantly to determining the success of human resource management within the organization, and the safety of its programs that it works to prepare and use in the organization.
4. QWL effectively works to identify the strengths of the workforce in business organizations, and work to invest them; in order to face the related challenges and difficulties in the external work environment.
5. QWL helps those responsible for the organization to find reward, promotion, and incentive systems that suit the different levels of performance in the organization, and work effectively in reforming those systems when these systems are discovered at the performance level of workers within the organization.
6. Satisfying the needs of individuals and achieving their goals, in addition to achieving the goals of the organization.
7. Reducing conflicts and disputes between workers and management, by developing and improving the climate of relations; in order to reveal more productive work, and settle various latent grievances through a work environment that helps solve problems.

3.1.3. GOALS OF QWL

There are many goals that the organization seeks to achieve through QWL development programs, which are as follows:

1. Working to create a work environment that harmonizes and agrees with the importance of

- human resources, and the superior role it plays with competitors.
2. Working effectively, and making the work environment a source of attraction for good and distinguished employees, striving to increase the sense of belonging and loyalty among employees, achieving interaction and integration between organizational goals and personal goals, and reducing the size, number, and type of incidents to the lowest possible level.
 3. The effective contribution to enhancing creativity, quality, and education.
 4. Working distinctively to achieve interaction and integration between the goals of workers and the goals of the organization.
 5. Working positively to solve many of the challenges and difficulties facing the group of individuals working in the organization.

3.2. JOB SATISFACTION

3.2.1. DEFINITION

job satisfaction refers to the degree to which an individual enjoys or dislikes their work. It reflects the alignment between an individual's expectations for the job and the rewards they receive. Job satisfaction also encompasses a range of positive or negative feelings about an employee's work, which are influenced by various factors affecting the job. Job satisfaction is defined as a set of attitudes toward work by individuals, but with varying degrees of satisfaction with different aspects of the work (Alshaib & Weiss, 2023).

Some believe that job satisfaction reflects personal feelings and emotions, which can be considered a reflection of the level of satisfaction derived from the work, the team they work with, their manager's behavior towards them, and the internal work environment.

Job satisfaction can be defined, in the context of this study, as a position or attitude that reflects the happiness and well-being of the worker or employee, which is the result of their work in this position.

It can be said that the more a person satisfies their needs through their work, the more satisfied they are, and the less satisfied when their needs are not met adequately. Therefore, the job satisfaction of employees in any organization is an indicator and measure of the overall effectiveness of the organization.

3.2.2. THE IMPORTANCE OF JOB SATISFACTION

It is widely acknowledged that employee satisfaction is very important because, in most

cases, it is a measure of the effectiveness of employee performance. If employee satisfaction is high, it will lead to desirable results similar to those expected by the organization. This can be achieved by raising employee wages or by having an effective system of incentives and motivational rewards.

Studying the importance of job satisfaction among hospital workers stems from the increasing awareness of the significance of job satisfaction, which may have an impact on their performance levels during their duties, especially in terms of quality. Additionally, human resources are a critical factor in the success or failure of organizations, including hospitals, which require meeting the needs and desires of their employees to improve their performance, enhance their quality, and boost their morale. Moreover, job satisfaction is not limited to the hospital's work and its internal environment but extends to its external environment. Therefore, the importance of job satisfaction in the hospital arises from the fact that the higher the employees' satisfaction with their work, the higher their performance levels, and the better the quality of healthcare services they provide (Abdullah & Alqarni, 2022).

3.2.3. THE ELEMENTS OF JOB SATISFACTION

Job satisfaction includes seventeen aspects for measuring job satisfaction, the most prominent of which are promotion, training, opportunities for independence, work groups, supervision, senior management, salaries, job security, work organization style, and organizational commitment.

The basic element of job satisfaction is salary, which prevents dissatisfaction from controlling the individual. Other factors include the content of the work, the responsibilities embodied in the work and the nature of its activities, the achievement opportunities provided by the work, the degree of task diversity, the degree of self-control available to individuals, the use of personal capabilities, the choice of success and failure in work, and the method of supervision. This includes the sensitivity of the manager to the needs and feelings of the subordinates, the personal characteristics of the subordinates themselves, in addition to the degree of delegation, and the degree of participation in decision-making.

3.3. THEORITICAL FRAMEWORK

3.3.1. RESEARCH POPULATION

The study population consists of all employees at Al-Rass General Hospital. Due to the difficulty of

conducting a comprehensive census, the study used a simple random sampling method. The study sample consisted of 143 individuals who responded to the questionnaire.

3.3.2. RESEARCH TOOL

The research used a questionnaire as a tool for the field study. The questionnaire consisted of two sections: the first section includes personal data, and the second section includes statements related to the study's axes (dimensions of work-life

quality, job satisfaction). A five-point Likert scale was used to respond to the study's statements (Appendix A).

3.3.3. DATA ANALYSIS

The research used the SPSS statistical program to analyze the data using Cronbach's alpha coefficient, Pearson's correlation coefficient, ratios and frequencies, arithmetic mean and standard deviation, and simple linear regression equation.

3.3.4. VALIDITY

Table 1: Correlation coefficients for the terms of the study tool

Paragrap h	Correlation coefficient	Significance	Paragrap h	Correlation coefficient	Significance	Paragrap h	Correlation coefficient	Significance
QWL								
Wages and Rewards			Stability and Job Security Requirements			Work Environment		
1	0.528**	0.000	1	0.564**	0.000	1	0.631**	0.000
2	0.511**	0.000	2	0.665**	0.000	2	0.727**	0.000
3	0.338**	0.000	3	0.567**	0.000	3	0.643**	0.000
----	----	----	4	0.704**	0.000	4	0.660**	0.000
----	----	----	5	0.716**	0.000	5	0.746**	0.000
----	----	----	----	----	----	6	0.690**	0.000
----	----	----	----	----	----	7	0.641**	0.000
Job Satisfaction								
1	0.783**	0.000	3	0.856**	0.000	5	0.795**	0.000
2	0.861**	0.000	4	0.685**	0.000	6	0.708**	0.000

It appears that all the statements in the study tool are statistically significant at 0.01, indicating that

the tool has a high level of validity and is valid for the purposes of the study.

3.3.5. RELIABILITY

3.3.6.

Table 2: Reliability of the research tool using Cronbach's alpha method

Axis	N	Cronbach's alpha
QWL	15	0.902
Job Satisfaction	6	0.872
Total	21	0.934

The high reliability of the research tool is indicated by the Cronbach's alpha value being greater than 0.70.

4. RESULTS AND DISCUSSION

4.1. SAMPLE CHARACTERISTICS:

Table 3: Distribution of study sample individuals according to their characteristics

Personal characteristics	Categories	N	Percentage (%)
Gender	Male	122	85.3
	Female	21	14.7
Career age	Less than 5 years	14	9.8
	From 5-10 years	33	23.1
	10-15 years	38	26.6
	15 years or more	58	40.6
Job position	Doctor	6	4.2
	Specialist	64	44.8
	Technician	48	33.6
	Administrative staff	25	17.5

4.2. ANALYSIS OF STUDY TOOL

4.2.1. QWL

4.2.1.1. WAGES AND REWARDS

Table 4: Wages and rewards phrases

Phrase	1		2		3		4		5		Mean	Deviation	Agreement
	N	%	N	%	N	%	N	%	N	%			
1	14	9.8	42	29.4	35	24.5	43	30.1	9	6.3	2.937	1.115	Medium
2	11	7.7	45	31.5	33	23.1	47	32.9	7	4.9	2.958	1.074	Medium
3	28	19.6	47	32.9	33	23.1	29	20.3	6	4.2	2.566	1.142	Low

It was found that the statement number (2) ranked first with a value of 2.958, while statement number (3) ranked last with a value of 2.566. It was also found that there were two statements related to salaries and benefits, both of which were moderate,

and one statement was low. This indicates that there is a moderate level of salaries and benefits at Al-Rass General Hospital, with a value of 2.821 and a deviation of 1.110.

4.2.2. STABILITY AND JOB SECURITY REQUIREMENTS

Table 5: Statements on Stability and Job Security Requirements.

Phrase	1		2		3		4		5		Mean	Deviation	Agreement
	N	%	N	%	N	%	N	%	N	%			
1	11	7.7	22	15.4	31	21.7	60	42.0	19	13.3	3.378	1.131	Medium
2	22	15.4	48	33.6	48	33.6	21	14.7	4	2.8	2.559	1.011	Low
3	28	19.6	33	23.1	55	38.5	21	14.7	6	4.2	2.608	1.088	Medium
4	39	27.3	45	31.5	37	25.9	18	12.6	4	2.8	2.322	1.092	Low
5	17	11.9	36	25.2	47	32.9	34	23.8	9	6.3	2.874	1.100	Medium

It is shown that statement number (1) is ranked first with a value of 3.378, while statement number (4) is ranked last with a value of 2.322. It is also shown that the statements of providing stability and job security requirements came with three average

statements and two low statements. This indicates that there is an average level of providing stability and job security requirements at Al-Rass General Hospital with a value of 2.748 and a deviation of 1.084.

4.2.3. WORK ENVIRONMENT

Table 6: Work Environment Phrases

Phrase	1		2		3		4		5		Mean	Deviation	Agreement
	N	%	N	%	N	%	N	%	N	%			
1	14	9.8	36	25.2	31	21.7	52	36.4	10	7.0	3.056	1.137	Medium
2	11	7.7	36	25.2	37	25.9	51	35.7	8	5.6	3.063	1.070	Medium
3	9	6.3	16	11.2	26	18.2	72	50.3	20	14.0	3.545	1.066	High
4	9	6.3	25	17.5	43	30.1	52	36.4	14	9.8	3.259	1.060	Medium
5	26	18.2	38	26.6	44	30.8	28	19.6	7	4.9	2.664	1.132	Medium
6	10	7.0	36	25.2	44	30.8	42	29.4	11	7.7	3.056	1.067	Medium
7	11	7.7	24	16.8	48	33.6	46	32.2	14	9.8	3.196	1.076	Medium

It is shown that statement number (3) is ranked first with a value of 3.545, while statement number (5) is ranked last with a value of 2.664. It is also shown that the work environment statements came with one high statement and six average statements. This indicates that there is an average level of the work

environment at Al-Rass General Hospital with a value of 3.120 and a deviation of 1.087. There is also an average level of quality of work life at Al-Rass General Hospital with a value of 2.936 and a deviation of 1.091.

4.3. JOB SATISFACTION

Table 7: Statements for job satisfaction

Phrase	1		2		3		4		5		Mean	Deviation	Agreement
	N	%	N	%	N	%	N	%	N	%			
1	9	6.3	25	17.5	42	29.4	54	37.8	13	9.1	3.259	1.053	Medium
2	16	11.2	19	13.3	47	32.9	46	32.2	15	10.5	3.175	1.140	Medium
3	15	10.5	18	12.6	46	32.2	49	34.3	15	10.5	3.217	1.127	Medium
4	16	11.2	34	23.8	37	25.9	41	28.7	15	10.5	3.035	1.183	Medium
5	13	9.1	26	18.2	31	21.7	54	37.8	19	13.3	3.280	1.177	Medium
6	4	2.8	12	8.4	24	16.8	63	44.1	40	28.0	3.860	1.011	High

It is shown that statement number (6) is ranked first with a value of 3.860, while statement number (4) is ranked last with a value of 3.035. It is also shown that the job satisfaction statements came with one

high statement and five average statements. This indicates that there is an average level of job satisfaction at Al-Rass General Hospital with a value of 3.304 and a deviation of 1.115.

4.4. TESTING STUDY HYPOTHESIS

Table 8: Study Hypothesis

Significance level	Effect coefficient (B)	t-value	Computed F-test	Correlation coefficient (R ²)	Correlation coefficient (R)	Sig
Main	0.393	15.736**	247.615**	0.637	0.798	0.000
Primary heading 1	1.018	7.271**	52.866**	0.273	0.522	0.000
Primary heading 2	0.839	9.993**	99.856**	0.415	0.644	0.000
Primary heading 3	0.723	15.159**	229.781**	0.620	0.787	0.000

The results of the study hypotheses show that there is a statistically significant positive effect of the level of quality of work life on the level of job satisfaction at 0.01. There is a positive correlation between the quality of work life and job satisfaction with a correlation coefficient of 0.798. It was found that for every 1% increase in the quality of work life, job satisfaction at Al-Rass General Hospital increases by 0.393%, confirming the main hypothesis.

There is a statistically significant positive effect of the level of wages and rewards on the level of job satisfaction at 0.01. There is a positive correlation between wages, rewards, and job satisfaction with a correlation coefficient of 0.522. It was found that for every 1% increase in wages and rewards, job satisfaction at Al-Rass General Hospital increases by 1.018%, confirming the first sub-hypothesis.

There is a statistically significant positive effect of the level of providing stability and job security requirements on the level of job satisfaction at 0.01. There is a positive correlation between providing stability, job security requirements, and job satisfaction, with a correlation coefficient of 0.644. It was found that for every 1% increase in providing stability and job security requirements, job satisfaction at Al-Rass General Hospital increases by 0.839%, confirming the second sub-hypothesis. There is a statistically significant positive effect of the level of the work environment on the level of job satisfaction at 0.01. There is a positive

correlation between the work environment and job satisfaction with a correlation coefficient of 0.787. It was found that for every 1% increase in the work environment, job satisfaction at Al-Rass General Hospital increases by 0.839%, confirming the third sub-hypothesis.

4. DISCUSSION

- There is an average level of wages and rewards at Al-Rass General Hospital with a value of 2.821 and a deviation of 1.110.
- There is an average level of providing job stability and security requirements at Al-Rass General Hospital with a value of 2.748 and a deviation of 1.084.
- There is an average level of the work environment at Al-Rass General Hospital with a value of 3.120 and a deviation of 1.087.
- There is an average level of work-life quality at Al-Rass General Hospital with a value of 2.936 and a deviation of 1.091.
- There is an average level of job satisfaction at Al-Rass General Hospital with a value of 3.304 and a deviation of 1.115.
- There is a statistically significant positive effect of the level of work-life quality on the level of job satisfaction. It was found that for every 1% increase in the level of work-life quality, the level of job satisfaction at Al-Rass General Hospital increases by 0.393%.

- There is a statistically significant positive effect of the level of wages and rewards on the level of job satisfaction at 0.01. It was found that for every 1% increase in the level of wages and rewards, the level of job satisfaction at Al-Rass General Hospital increases by 1.018%.
- There is a statistically significant positive effect of the level of providing job stability and security requirements on the level of job satisfaction at 0.01. It was found that for every 1% increase in the level of providing job stability and security requirements, the level of job satisfaction at Al-Rass General Hospital increases by 0.839%.
- There is a statistically significant positive effect of the level of the work environment on the level of job satisfaction at 0.01. It was found that for every 1% increase in the level of the work environment, the level of job satisfaction at Al-Rass General Hospital increases by 0.839%.

5. CONCLUSIONS

Ultimately, the research carried out at Al-Rass General Hospital yielded significant insights into the work-life quality and job satisfaction of its personnel. The results revealed a modest degree of contentment with remuneration and perks, stability and job assurance, work atmosphere, and general quality of work life. These findings emphasize significant areas for improvement in the hospital's operational milieu and levels of staff contentment. The study's suggestions are vital for effectively resolving the identified areas of concern. It is crucial to have programs and training courses that improve employee performance, as they may help increase work satisfaction and overall productivity. Furthermore, it is crucial to provide essential resources and apply advanced technological ways in order to boost the capabilities of employees, hence guaranteeing efficient and successful job execution.

Moreover, placing emphasis on addressing both the tangible and ethical requirements of workers is crucial for enhancing the overall quality of work life. This includes elements like as equitable remuneration, conducive work conditions, and prospects for individual and career growth. By taking into account these aspects, the hospital may establish a work environment that is more favorable and satisfying for its staff.

The study highlights the significance of doing more research in the domain of work-life quality and job satisfaction. Promoting further study endeavors may result in a more profound comprehension of the variables that impact employee contentment and strategies to augment it. This continuing study may provide significant insights for companies,

such as Al-Rass General Hospital, that want to enhance employee well-being and overall performance.

Ultimately, the study's results and suggestions provide a beneficial roadmap for the hospital's leadership to undertake strategic measures that seek to improve the quality of work life and job satisfaction among its staff. To cultivate a more favorable and efficient work atmosphere, the hospital should focus on rectifying the identified areas of improvement and allocating resources towards staff growth and well-being.

6. RECOMMENDATIONS

- Provide training programs and courses that contribute to increasing the performance levels of the employees at Al-Rass General Hospital.
- Pay attention to providing all the possibilities and technological methods that contribute to increasing the ability of the employees at Al-Rass General Hospital to perform their tasks efficiently and effectively.
- Work on providing the material and moral needs of the workers, which contributes to improving the levels of work-life quality.
- Encourage researchers to conduct studies and research related to work-life quality, how to achieve it, as well as related to job satisfaction, the factors affecting it, and how to increase its levels.

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APPENDIX A

Questionnaire

Peace be upon you and God's mercy and blessings Dear colleagues, greetings ... This questionnaire aims to identify the extent of the relationship between the dimensions of the quality of work life and the level of job satisfaction of employees within health institutions (an applied study on the employees of Al-Rass General Hospital). Given that you work within this establishment, I hope that you answer the questionnaire accurately and objectively. Please note that the data that will be obtained through your answers will be used for scientific research purposes only and will be kept completely confidential. Thank you very much,

Researcher/ Ali Salem S Alalawla

Firstly - Personal characteristics (demographic variables)

1. Gender

- Male
- Female

2. Career Age

- Less than 5 years
- From 5-10 years
- 10-15 years
- 15 years or more

3. Job Position

- Doctor
- Specialist
- Technician
- Administrative staff

Second - Study Axis

4. Quality of work life

N	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Section 1: Wages and Rewards						
1	The salary is sufficient to satisfy the needs of the workers.					
2	The salary is commensurate with the nature and tasks of the work.					
3	There is a clear system of rewards and incentives in the hospital.					
Section 2: Stability and Job Security Requirements						
4	The workers in the hospital feel stable and do not suffer from the risk of dispensing with their services.					
5	The hospital has the necessary financial resources to meet all the needs of the hospital and the workers.					
6	The hospital provides insurance for workers in old age and disability.					

7	The hospital provides social welfare programs for workers.					
8	The hospital's policy makes workers not look for another job.					
Section 3: Job Environment						
9	The hospital's equipment is commensurate with the nature of the work.					
10	The hospital provides all the facilities for workers to accomplish their work.					
11	The hospital administration provides a job description for the tasks assigned to the employee.					
12	The work environment in the hospital is characterized by being healthy and free from pollution.					
13	The hospital administration provides material and moral support to work teams to increase their effectiveness and efficiency.					
14	The hospital administration encourages workers to participate in decision-making.					
15	The hospital administration responds to the ideas and opinions put forward by the workers.					
Section 4: Job Satisfaction						
16	The hospital administration is interested in providing all my job rights.					
17	The regulations and laws governing work within the hospital are applied to everyone without exception.					
18	The hospital administration works to achieve justice among all workers.					
19	My current job provides features that are hard to find elsewhere.					
20	I feel psychologically stable in the work environment and do not want to move to another facility.					
21	I feel loyalty and belonging to the hospital.					