



A SCIENTIFIC PAPER TITLED: THE IMPACT OF JOB SATISFACTION ON THE QUALITY OF HEALTH CARE SERVICES FROM THE POINT OF VIEW OF HEALTH CADRES IN THE GOVERNMENT HEALTH SECTOR IN THE KINGDOM OF SAUDI ARABIA

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Abstract

The degree to which people are satisfied or dissatisfied with their occupations is known as job satisfaction. It characterizes people's overall emotive response to their jobs. Employees' sense of accomplishment and success is also a factor. Most people believe there is a clear correlation between it and both personal happiness and productivity. Any organization should be very concerned about staff nurses' job happiness. Most health care institutions employ a large number of nurses, and replacing licensed professionals is an expensive and time-consuming process. One of the most frustrating issues facing healthcare systems throughout the globe is the scarcity of nurses and the high rate of nurse turnover. Many nations, including the KSA, are now quite concerned about these two challenges. The primary factor that directly affects the health care industry is thought to be both work satisfaction and the quality of the healthcare that is offered. This is because patient discontent increases when nurses fail to provide their patients with high-quality treatment. The purpose of this study was to evaluate Saudi health cadres' job satisfaction levels and the elements that lead to their discontent at KSA's primary healthcare facilities. Additionally, it examines factors that impact health care professionals' perceptions of the quality of health services and links those aspects with their job satisfaction.

Key words: job satisfaction, quality, health care, health cadres.

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Introduction

The degree to which people are satisfied or dissatisfied with their occupations is known as job satisfaction. It characterizes people's overall emotive response to their jobs. Employees' sense of accomplishment and success is also a factor. Most people believe there is a clear correlation between it and both personal happiness and productivity. Any organization should be very concerned about staff nurses' job happiness. Most health care institutions employ a large number of nurses, and replacing licensed professionals is an expensive and time-consuming process. One of the most frustrating issues facing healthcare systems throughout the globe is the scarcity of nurses and the high rate of nurse turnover. Many nations, including the KSA, are now quite concerned about these two challenges. The primary factor that directly affects the health care industry is thought to be both work satisfaction and the quality of the healthcare that is offered. This is because patient discontent increases when nurses fail to provide their patients with high-quality treatment. The purpose of this study was to evaluate Saudi physicians' job satisfaction levels and the elements that lead to their discontent at KSA's primary healthcare facilities. Additionally, it examines factors that impact health care professionals' perceptions of the quality of health services and links those aspects with their job satisfaction (Lohia & Bedi, 2014).

A patient would often contact their primary care physician first for a variety of reasons, including convenience of communication, proximity, familiarity, and growing concerns about costs and managed care obligations. Patients express noticeably higher levels of satisfaction with their care when their doctors report higher levels of practice satisfaction. In patients with serious chronic diseases, the Rand Medical Outcomes Study showed a strong positive association between patient adherence to medical care recommendations and physician satisfaction. In order to optimize an organization's utilization of its resources—including its human capital—it is critical to maximize worker productivity by taking into account and resolving the variables that might negatively impact workers' job satisfaction (Ibrahim & Allebdi, 2020).

Any organization should be very concerned about staff nurses' job happiness. Most health care institutions employ a large number of nurses, and replacing licensed professionals is an expensive and time-consuming process. One of the most frustrating issues facing healthcare systems throughout the globe is the scarcity of nurses and

the high rate of nurse turnover. Many nations, including the KSA, are now quite concerned about these two challenges. The fulfilment, happiness, and delight that come from working is known as employee job satisfaction. The emotions that employees get from their employment itself are just as important as the pay or perks. Locke's definition of "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" is the definition of job satisfaction that is most frequently utilized in research. Both internal and external variables contribute to work happiness. An individual's sense of accomplishment, status, and personal success are examples of intrinsic variables that are internally derived. Resources, working conditions, compensation and benefits, and other aspects of the practice environment are examples of extrinsic influences (Asegid et al., 2014).

With a rate of 41%, the United States of America (USA) has the highest percentage of job dissatisfaction, followed by Scotland (38%), the United Kingdom (36%), Canada (33%), and Germany (17%). Significant disparities were discovered in the work environment of nurses in rural and urban nursing units, as well as hospital and nursing unit characteristics, by another study conducted in the United States. It was shown that the work environment and a nurse's unit characteristics both significantly impacted the job satisfaction and turnover rates of nurses. According to a study conducted in the United Kingdom, stress and leadership concerns are still factors that affect nurses' work happiness and turnover. Education attainment and income were also shown to be related to job satisfaction (Al-Takroni et al., 2018). To maintain an adequate standard of care while overcoming their nurse turnover rate, managers and administrators in the nursing industry frequently face stress. In addition, the new idea of evidence-based practice has made it necessary for there to be less study on nurse satisfaction, staffing relationships, and preservation in addition to the standard of care provided. Three main areas of assessment include professional work features, organizational characteristics, and implications on patient outcomes and quality of care. work satisfaction is the result of several associated components, including economic, social, and psychological considerations. A nurse's professional job characteristics include things like staffing, hours worked, and workload that have a strong relationship with job satisfaction (Al-Takroni et al., 2018).

The degree to which staff members believe their employer values their work, is concerned about

their welfare, and meets their socioemotional needs is known as perceived organizational support, or POS. Employees with POS systems typically perform better when they receive rewards and favourable treatment. Organizational citizenship behaviours are a novel phrase that has been introduced in the literature in the previous few years. It has been described as adaptable individual behaviour that is not specifically or directly recognized by the formal rewards structure and that, taken as a whole, contributes to the efficient operation of the company. The primary factor that directly affects the health care industry is thought to be both work satisfaction and the quality of the healthcare that is offered. This is because patient discontent increases when nurses fail to provide their patients with high-quality treatment. The degree to which employees are happy with their occupations—whether they enjoy their jobs or certain components of it, including the sort of work or the regulations—is known as job satisfaction (Li et al., 2019).

A company must optimize employee productivity by taking into account and resolving the issues that might negatively impact their work satisfaction if it is to make the most use of all of its resources, including its human resources. In order to help plan corrective actions that would enhance the job satisfaction of Saudi physicians working in primary healthcare (PHC) centres in Jeddah and subsequently contribute to a higher level of work productivity in the future, the purpose of this study is to evaluate the degree of job satisfaction and factors contributing to dissatisfaction (Ibrahim & Allebdi, 2020).

Significance of study

To evaluate the degree of job satisfaction and the elements that lead to Saudi doctors' discontent at KSA's primary healthcare facilities. Additionally, it examines factors that impact health care professionals' perceptions of the quality of health services and links those aspects with their job satisfaction. This study also sought to evaluate the impact of direct and indirect relationships between nurses' work satisfaction and their perception of organizational support and the quality of healthcare they give in Saudi Arabia. Thus, the primary goal of this research is to investigate the variables related to the caliber of the workplace that impact employees' productivity at the public hospital. In particular, this study adds to the body of knowledge by looking into the following queries: First off, is there a connection between employees' performance and their quality of life at work? Second, does the standard of living at work affect

how well employees perform? Thirdly, can personal circumstances affect an employee's knowledge of the quality of life at work and how it affects performance differently? It also sought to investigate the connections between elements of the work settings of healthcare personnel and the feelings of emotional weariness, job satisfaction, and intention to leave Saudi Arabian nursing.

Literature Review

Because an organization's work environment fosters industrial democracy, management must seek to provide an environment that supports the organization's ability to achieve its objectives in order to ensure its survival and prosperity. Undoubtedly, achieving a higher quality of career life will contribute to employees' increased job satisfaction, which will undoubtedly play a part in this success. As an organization's overall well-being, job satisfaction in general, and attaining a high quality of life at work all help the organization grow and improve while also increasing operational effectiveness and efficiency, management must periodically review the enhancement of working life standards. Public hospitals, like other organizations, rely on the effective utilization of human resources to provide high-quality results. Being successful organizations, they are focused on issues that impact their employees and boost their morale, performance, and job satisfaction (Al-Otaibi, 2020).

A high degree of performance was made possible by organizations creating policies and strategies to foster trust with their employees and provide them with motivation and reassurance in the face of rapidly changing local business conditions, growing competition, and transparency among health care providers. Encouraging quality performance and enhancing the hospital's competitiveness may be achieved by offering a career framework and a safe and healthy work environment (Al-Otaibi, 2020).

Health care professionals' job happiness may be correlated with their degree of human relations and work organization. It significantly impacted their output, the standard of care they delivered, and occasionally the expense of medical treatment. The majority of healthcare professionals experienced health issues that might have affected their job satisfaction. As a result, many of them made the decision to quit the company, which put additional strain on the remaining employees and reduced the quality of treatment they could deliver. Work

happiness has several dimensions and is influenced by various circumstances (Lu et al., 2016).

For healthcare professionals, job happiness is a critical factor that influences both their output and caliber of work. The following variables are linked to health care practitioners' work satisfaction: sociodemographic factors (job type, age, sex, and duration of employment). In addition, the freedom to express oneself and get recognition, the quantity of working hours, promotions, and pay. Health care workers deal with difficult shift work and burnout, which lowers their level of satisfaction. Physician job satisfaction was also affected by the tension between work and family and the doctor-patient connection. Patient satisfaction as shown in professional treatment was positively impacted by nurses' job satisfaction. Workplace stress, staff scheduling, and other job satisfaction characteristics have an impact on the quality of treatment given in hospitals (Farman et al., 2017).

Factors affect job satisfaction.

The two main aspects thought to be in charge of boosting the organization's performance and improving the effectiveness of the health service are the job satisfaction of healthcare professionals and the caliber of treatment they deliver. Saudi Arabia, a nation that is rapidly developing, has a scarcity of medical personnel in its hospitals, which may be caused by a lack of job satisfaction among medical personnel (Farman et al., 2017).

The variables influencing the satisfaction and unhappiness of health care workers (HCWs) have been the subject of several research carried out in Saudi Arabia. Studies have looked at nationality as a potential factor affecting satisfaction because of Saudi Arabia's unique situation with a predominance of expatriate HCW; however, the results of this research have shown inconsistent results regarding the relationship between nationality and job satisfaction among the health staff (AbdulatifBahnassy et al., 2014).

While dissatisfaction was associated with hospital policies, work conditions, pay, fringe benefits, lack of recognition for achievement, as well as personal and relationship factors, satisfaction tended to be related to intrinsic factors like salary, motivation, the impact of leadership style, achievement, relationships with peers and supervisors, and challenging career opportunities. According to research, when work conditions improved, employees were more satisfied with their jobs. The study also showed that connections with peers and supervisors, the work itself, pay, work conditions, achievement, hospital rules and administration, and recognition all contributed to participants' job

satisfaction. Furthermore, complaints about hospital rules and administration, work conditions, status, relationships with supervisors, security, and personal lives were made in relation to job unhappiness (AbdulatifBahnassy et al., 2014).

Maintaining a qualified and capable personnel is essential to any organization's improved operation. It might be challenging to identify the causes of higher employee turnover at times. Employee dissatisfaction is positively correlated with intention to quit, as seen by higher rates of employee turnover. Research indicates that work happiness may serve as a preventive measure against circumstances that encourage higher employee turnover. If workers' job happiness receives the attention it deserves, personnel shortages and psychological stress may be avoided. It is more challenging to encourage professional job satisfaction in light of the growing demand and insufficient supply of medical professionals. Studies show that there are four main sources of professional stress: patients' expectations and the responsibilities of the job, which come with less compensation; disruptions to family life; and administration of the practice. Doctors' mental health is impacted by job discontent in addition to the quality of treatment they provide to patients. Patient satisfaction declined as a result of an increase in medical blunders, eventually placing patients at danger (Bawakid et al., 2018).

Particularly in the healthcare industry and the nursing profession, work satisfaction is regarded as a critical element influencing the advancement of project performance. As in other professional categories, there is a strong correlation between job happiness and performance in the nursing industry, and this association has been shown all over the world. Task performance is, of course, a complicated attribute that depends on several other, difficult-to-determine factors in addition to overall work satisfaction. These requirements, which include work values and organizational dedication, are either psychological or operational. Consequently, it is simple to see why efforts are undertaken to analyze and evaluate this connection scientifically, even if it frequently incorporates nurses' personal beliefs (Platis et al., 2015).

Opportunities for Promotion and Advancement

The reallocation of a person to a higher level and a position with more tasks, responsibilities, and authority than their present one is known as promotion. One of the most significant things that inspire employees to raise their game, develop their skills, and attain functional stability is the possibility of advancement. As a result, these are

factors related to job satisfaction that have a big influence on worker morale and performance. They also provide a strong incentive to advance and grow, which boosts productivity and helps the organization accomplish its goals. Opportunities for promotion are regarded as one of the primary factors determining the quality of one's working life (Al-Otaibi, 2020).

Work Environment

Employees in excellent health are more productive, which means they are extremely important to the company. The workplace offers a range of secure, healthy, and psychologically sound working environments, as well as appropriate work schedules, personal care time, opportunities for professional growth, and access to work-related data. The company should aim to lower medical risks and physical injuries while also fostering a safe and healthy work environment so that staff members may work without fear of illness or injury (Al-Otaibi, 2020).

Evaluating the Performance of Workers

Actual performance is compared to intended performance through the performance assessment process, which is used at all job levels, from senior management to employees. It is a crucial instrument for ineffective administration. Through constant performance monitoring by supervisors, it encourages departments to operate with vigor and spirit. It motivates subordinates to work hard and productively to look good in front of their superiors and to be assessed at a level that qualifies for rewards and allowances. The process must be carried out methodically and accurately, with participation from all parties who stand to gain from the outcome. Performance evaluations have been shown to be crucial for identifying competencies and attempting to increase capabilities; they can also serve as indicators of the motivation, employee satisfaction, and organizational climate. Performance evaluation, according to researchers, is the process of determining how closely a worker adheres to the behaviors necessary to do the task within a given amount of time. It was described by researchers as an evaluation of performance in relation to historical or benchmark performance rates. In order to assess a worker's technical, practical, and scientific competence to perform tasks related to his current and future work, performance evaluation entails gathering specific facts or data that aid in the analysis, understanding, and judgment of the worker's performance of his work, within a specific time period. According to the

Ministry of Civil Service, performance evaluation is defined as the process of measuring an employee's performance based on how well they complete given duties and meet predetermined standards. Typically, the line manager conducts an annual performance evaluation (Al-Otaibi, 2020).

Aim of the study:

The purpose of this study was to evaluate Saudi health cadres' job satisfaction levels and the elements that lead to their discontent at KSA's primary healthcare facilities. Additionally, it examines factors that impact health care professionals' perceptions of the quality of health services and links those aspects with their job satisfaction.

Objectives:

- 1) Evaluating job satisfaction in the government health sector in the Kingdom of Saudi Arabia.
- 2) Evaluating the health cadres in the government health sector in the Kingdom of Saudi Arabia.
- 3) The effect of job satisfaction on the quality of health care services from the point of view of health cadres.

Research Questions:

The current study will answer the following question:

1. What is job satisfaction in the government health sector in the Kingdom of Saudi Arabia?
2. What is the evaluation of the health cadres in the government health sector in the Kingdom of Saudi Arabia?
3. What is the effect of job satisfaction on the quality of health care services from the point of view of health cadres?

Methods

Research design:

Descriptive analytic cross sectional study design to discuss the effect of job satisfaction on the quality of health care services from the point of view of health cadres. This design is a systematic and structured technique to collecting data from a sample of persons or entities within a broader population, with the primary purpose of producing a thorough and accurate description of the features, behaviours, views, or attitudes that exist within the target group.

Research Setting:

The study will be conducted in King Faisal Specialist Hospital in Madinah in Saudi Arabia.

Subject:

Purposive sample of 400 of health cadres, The sample will be selected according to certain inclusion criteria health cadres who working in King Faisal Specialist Hospital in Madinah, male and female.

Sample size:

Study sample was selected via the systematic random sampling method.

The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. In practice, the sample size used in a study is determined based on the expense of data collection and the need to have sufficient statistical power.

Inclusion Criteria:

The inclusion criteria were set as follows:

- (1) health cadres who working in King Faisal Specialist Hospital in Madinah.
- (2) female and male.
- (3) from Saudi Arabia.

Sampling Technique:

Participants submitted data through a survey. Data will be collected by questionnaire.

Tools for data collection:

It will concern with Participants demographic data as age, gender, marital status and educational level. Questions to determine the level of satisfaction and effect of satisfaction on quality of health care services.

Validity:

The revision of the tools were ascertained by a panel of experts to measure the content validity of

the tools and the necessary modification was done accordingly.

Administrative design:

An official permission was obtained from the directors of the hospital. The official permission included the aim of the study, the tools of data collection and the characteristics of the study.

Ethical considerations

Data was provided by participants via surveys. Participants were advised that participation in the study would be optional and that their privacy would be maintained. Data will be gathered by a self-reported questionnaire. The ethics committee will provide approval for this project. Before the questionnaire was administered, each participant provided written informed permission.

Results

Validity and Reliability Tests:

Internal Consistency Reliability Calculation:

Pearson's Coefficient Correlation was calculated to verify the validity of the internal consistency between the statements of each goal and the total score for the belonging axis. This was done after the study tool had been constructed and its apparent validity had been established by presenting it to a group of arbitrators who were both specialized and experienced in the field.

The questionnaire was given to a pilot sample consisting of thirty members of the healthcare staff in order to verify its internal reliability. The researchers then calculated correlation coefficients in order to evaluate the study tool's internal validity, as the following tables demonstrate:

Table (1): Correlation coefficients of items in the first axis with the total score.

Statement number	r	Statement number	r
1	0.661**	11	0.737**
2	0.807**	12	0.586**
3	0.795**	13	0.621**
4	0.646**	14	0.460**
5	0.509**	15	0.669**
6	0.694**	16	0.590**
7	0.689**	17	0.576**
8	0.616**	18	0.825**
9	0.568**	19	0.624**
10	0.623**	20	0.755**

****:** p value <0.001

It is clear from the previous table that all of the statements are significant at the 0.01 level, as the values of the dimensional correlation coefficients ranged between (0.460 - 0.825), which are

excellent correlation coefficients, and this offers a hint of strong internal consistency coefficients as well. It provides strong validity indications that may be relied in utilizing the present research

technique.

we utilized Cronbach's alpha coefficient, and the accompanying table illustrates the reliability axis of the research instrument as follows:

Reliability of the study tool:

As for testing the reliability of the questionnaire,

Table (2): Cronbach's alpha coefficient reliability coefficient for the total score of the questionnaire

	No. of statements	Cronbach's alpha
comprehensive quality standards questionnaire	20	0.895

The table showed that the Cronbach's alpha reliability coefficient for the total score of the questionnaire was (0.895), which is a high reliability coefficient suitable for the study.

Application Method of the Study Tool:

After collecting the study data, the researchers reviewed it in preparation for inputting it into the computer for statistical analysis. Subsequently, they transcribed it onto appropriate tables, provided commentary, and linked it to previous studies. Responses were given five levels: strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2 points), and strongly disagree (1 point). To determine the length of the pentavalent scale cells used in the study Phrases, the range (5-1=4) was calculated and divided by the number of questionnaire cells to obtain the correct cell length (4/5=0.80). This value was then added to the lowest value on the scale (or the beginning of the scale, which is one) to determine the upper limit of the cell. The following table illustrates the method for correcting the Likert pentavalent scale.

Table (3): Method for correcting the scale.

Scale	The weight	The average arithmetic mean value ranges
Strongly Disagree	1	From 1 to less than 1.80
Disagree	2	From 1.81 to less than 2.60
Neutral	3	From 2.61 to less than 3.40
Agree	4	From 3.41 to 4.20
Strongly agree	5	From 4.21 to 5.

Table (4): Socio demographic characteristics of the studied participants

Sociodemographic variables	Cases (n=400)	
	No.	%
Age category (years)		
Less than 25 years	70	17.5%
From 26 to 35 years	145	36.25%
From 36 to 47 years	129	32.25%
More than 47 years	56	14%
Gander		
Male	235	58.75%
Female	165	41.25%
Marital status		
single	133	33.25%
married	150	37.5%
absolute	117	29.25%
Job		
doctor	71	17.75%
pharmaceutical	68	17%
specialist	42	10.5%
Technical	75	18.75%
nurse	92	23%
Administrative	52	13%
Educational status		
Diploma or less	63	15.75%

Bachelor's	182	45.5%
Postgraduate studies (PhD - Master)	155	38.75%
Years of experience		
1 – 5 years	72	18%
6 – 10 years	168	42%
11 - 15 years	128	32%
16 – 25 years	32	8%

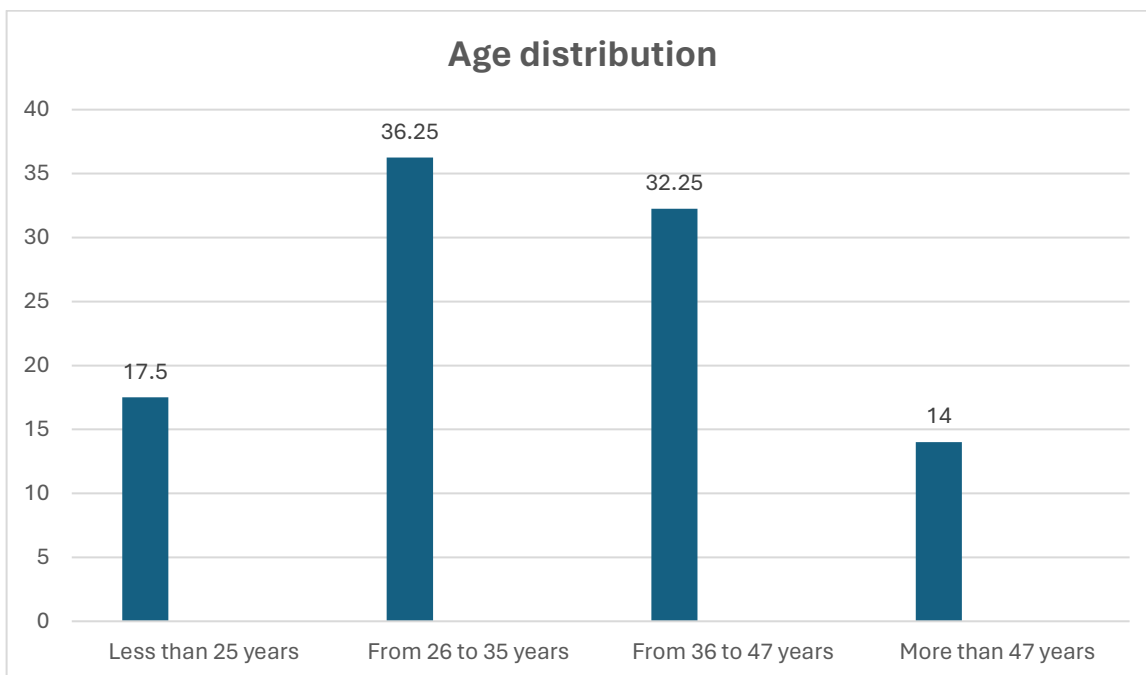


Fig (1): Age distribution among the studied participants

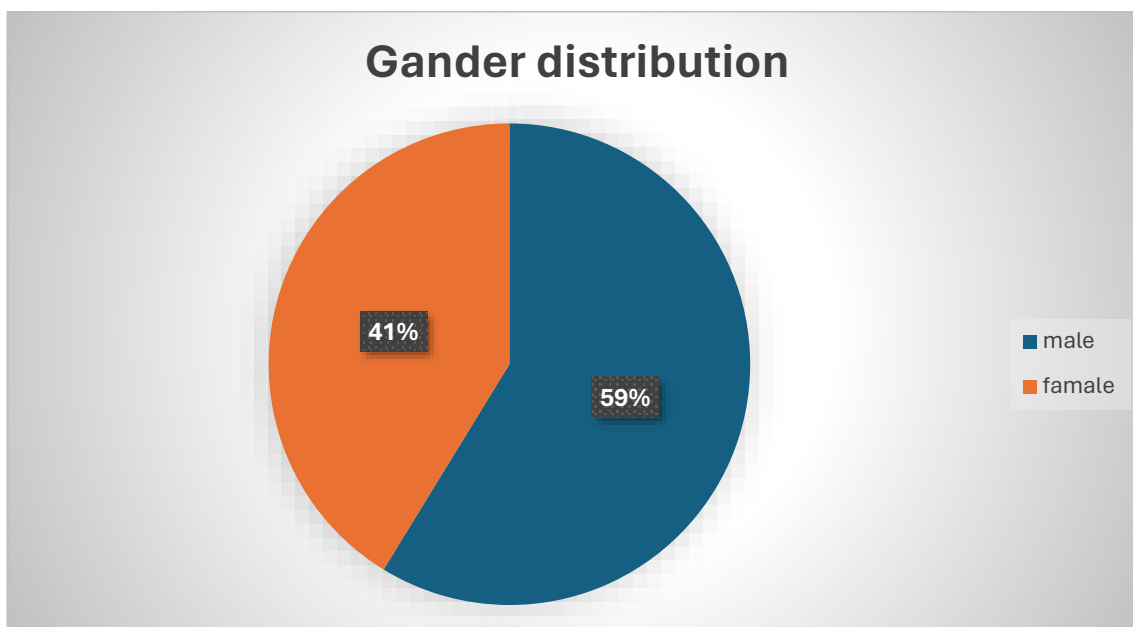


Fig (2): gander distribution among the studied participants

Table (1) & Figure (1-3) showed that 32.25% and 36.25 % of the studied participants were aged 36 - 47 years and 26-35 years respectively. Regarding to the gander, more than half (59%) were males and 41% were females. 45.5% of the studied

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participants were bachelor’s while only %15.75 was diploma or less. As regard to years of experience, 42% of the studied participants worked from 6 – 10 years.

Secondly: Results Related to the Axes of the Questionnaire:

Table (5): response of the studied participants regarding to Questionnaire

No.		Cases (n=385)			
		Mean	SD	Category	Rank
1-	You satisfied with your current job in the healthcare sector.	4.22	0.76	Strongly agree	9
2-	Work-life balance contribute the most to your overall job satisfaction.	4.011	0.86	Agree	17
3-	Opportunities for career advancement contribute the most to your overall job satisfaction.	3.89	0.80	Agree	20
4-	The overall quality of healthcare services provided in your facility is good.	4.02	0.68	Agree	16
5-	Is job satisfaction among healthcare workers influence the quality of healthcare services delivered to patients positively?	4.23	0.79	Agree	8
6-	Do you feel adequately supported in your work environment?	4.01	0.74	Agree	18
7-	Is the level of collaboration among healthcare staff in your facility high?	3.95	0.76	Agree	19
8-	Do specific challenges within your work environment affect your job satisfaction?	4.32	0.915	Strongly Agree	6
9-	Does good level of job satisfaction affect interactions with patients positively?	4.18	0.96	Agree	10
10-	The correlation between job satisfaction among healthcare workers affects patient satisfaction.	4.15	0.96	Strongly agree	11
11-	Adequate training is provided in your healthcare facility.	4.10	0.98	Agree	12
12-	Development opportunities is provided in your healthcare facility.	4.24	0.91	Strongly Agree	7
13-	Investing in training can impact job satisfaction among healthcare workers	4.61	0.24	Strongly agree	1
14-	Investing in development opportunities can impact job satisfaction among healthcare workers	4.45	0.51	Strongly agree	2
15-	Do you think changes or improvements could enhance job satisfaction among healthcare workers in your facility.	4.06	0.943	Agree	15
16-	Do you think improving job satisfaction could contribute to enhancing healthcare service quality?	4.08	0.85	Agree	14
17-	Do you feel supported by the organization in addressing issues related to job satisfaction?	4.08	0.80	Agree	13
18-	Do you think employee feedback could improve job satisfaction among healthcare workers?	4.37	0.88	Strongly agree	4
19-	Do you think flexible work arrangements could improve job satisfaction among healthcare workers?	4.41	0.94	Strongly agree	3
20-	Do you think employee engagement activities could improve job satisfaction among healthcare workers?	4.33	0.52	Strongly agree	5
Total score		4.37	0.86	Strongly agree	

From the results shown in Table (5), it is evident that there is variation in the agreement among the study participants regarding the comprehensive quality standards and the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia. The participants'

agreement averages ranged from (3.89 to 4.61), falling into the fourth and fifth category of the Likert scale, indicating agreement to strongly agreement with the study tool. This demonstrates consistency in agreement among the study participants regarding the dimensions of job

satisfaction on the quality of health care services from the point of view of health cadres in the government health sector in the Kingdom of Saudi Arabia.

Phrase (13): Investing in training can impact job satisfaction among healthcare workers ranked first with an average agreement of (4.61)

Phrase (14): Investing in development opportunities can impact job satisfaction among healthcare workers ranked second with an average agreement of (4.45)

Phrase (19): Flexible work arrangements could improve job satisfaction among healthcare workers ranked third with an average agreement of (4.41)

Phrase (18): Employee feedback could improve job satisfaction among healthcare workers ranked fourth with an average agreement of (4.37)

Phrase (20): Employee engagement activities could improve job satisfaction among healthcare workers ranked fifth with an average agreement of (4.33)

Phrase (8): Do specific challenges within your work environment affect your job satisfaction? ranked sixth with an average agreement of (4.32)

Phrase (12): Development opportunities is provided in your healthcare facility ranked seventh with an average agreement of (4.24)

And last rank came to phrase (3): Opportunities for career advancement contribute the most to your overall job satisfaction with an average agreement of (3.9)

Discussion

Job satisfaction among health care workers is crucial and considered as an essential parameter that affects their productivity and work's quality. Health care workers' job satisfaction and the quality of the provided care are considered the two major factors that are responsible for increasing the organization's success and raising the efficacy of the health service. Saudi Arabia is a fast-developing country and has a shortage of health care workers in hospitals that might be related to low job satisfaction among the health care staff (Halawani, L. A. et al, 2021).

Dissatisfaction is linked with poor quality of care provided. Previous studies reported crucial factors that had a significant impact on the quality of care provided, such as workload and staff scheduling. This result is consistent with a previous study conducted in Saudi Arabia, and it was reported that workload is one of the most factors affecting job satisfaction of physicians in primary health care centers (Halawani, L. A. et al, 2021).

Job satisfaction and quality care are the two main factors which directly affect the health care industry because if nurses do not give the quality

care to their patients then the patient turnover increased. Previous study revealed that there is positive relation between the nurse's job satisfaction and quality of care. In fact, these were positively correlated with each other. According to 68.5% of participants, job satisfaction of employee has direct impact on the quality of care (Farman, A. et al, 2017).

Conclusion

The satisfaction rate among physicians is somewhat lower than 50%. It was discovered that financial incentives, such as fringe perks and contingent awards, had a detrimental effect on Saudi physicians' work happiness. Conversely, Saudi physicians' job satisfaction was most positively impacted by their type of employment. It was discovered that specialists were less satisfied. Empirical data suggests that addressing these variables and implementing remedial steps is necessary to raise the satisfaction level among Saudi physicians. In order to foster a sense of ownership that would be reflected in the caliber of patient care, it is advised to invest in the doctors' contentment with the nature of their work at PHC facilities. More research is required to determine which financial benefits make doctors happier in their jobs.

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