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Job Satisfaction and Influencing Factors Among Employees Working at  
Sultan Bin Abdulaziz Humanitarian City, Saudi Arabia: A Cross-  
Sectional Study

**A Research Project**

Submitted in partial fulfillment of the requirements for the degree of  
**MSc of Healthcare Management**

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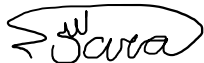
## RESEARCH PROJECT DECLARATION FORM

I declare that the research project titled "Job Satisfaction and Influencing Factors Among Employees Working at Sultan Bin Abdulaziz Humanitarian City, Saudi Arabia: A Cross-Sectional Study" submitted to the Saudi Electronic University is my own original work. I declare that the research project does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing. I declare that the Saudi Electronic University has the right to refuse the research project if it contains plagiarism and to cancel the research project at any time, and that the student has full responsibility regarding any further legal actions.

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## **LIST OF ABBREVIATION**

<b>JSS</b>	Job Satisfaction Survey
<b>SBAHC</b>	Sultan Bin Abdulaziz Humanitarian City
<b>SPSS</b>	Statistical Package for the Social Sciences

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# ABSTRACT

**Background and Objectives:** Job satisfaction is considered one of the most significant determinants of the efficacy and efficiency of business organizations. It is one of the most challenging aspects of managing employees that managers face. Numerous studies have indicated that job satisfaction has an increasingly large effect on the motivation of employees, while the level of motivation has an effect on productivity and, hence, the performance of business organizations. Considering the multiple negative effects of job dissatisfaction, such as lack of loyalty, increased absenteeism, and an increase in the number of accidents, the importance of job satisfaction becomes more apparent. Further, effective organizations are those that perform periodic satisfaction and performance measurement assessments to monitor the degree of job satisfaction among their employees and to decide the required remedial actions. Accordingly, the objective of this study is to assess the level of job satisfaction among employees working at Sultan Bin Abdulaziz Humanitarian City (SBAHC) and to determine the sociodemographic factors influencing job satisfaction.

**Methods:** A cross-sectional study was conducted between August 2022 and September 2022 to investigate the sociodemographic factors influencing job satisfaction among 300 randomly selected employees working at SBAHC. A validated, well-structured questionnaire was utilized to collect information on the participants' sociodemographic characteristics, while Spector's Job Satisfaction Survey (JSS) was used to obtain information about job satisfaction. A unique serial number was provided to each participant to ensure the confidentiality of the data and limit the probability of bias. The data was analyzed using version 23 of the SPSS software package. The T-test was applied to continuous data while the chi-square test was utilized for categorical data. The Cronbach Alpha was calculated to determine the questionnaires' internal reliability. A P-value  $<0.05$  was considered statistically significant.

**Results:** Out of 296 participants, 61.82% were females, 38.18% were males, and the majority of the participants ( $n = 121$ , 40.88%) were between the ages of 31 and 40. More than half of the participants (55.41%) were non-Saudi; 53.04% were married; 37.84% had children; 34.46% were therapists; 77.36% had a bachelor's degree; and 86.15% had more than three years of work

experience. Sociodemographic characteristics have an impact on a participant's job satisfaction level. Age, nationality, place of residence, profession, and years of working at SBAHC were found to have a significant impact on job satisfaction ( $P = 0.0001$ ). Overall, most participants showed neutral satisfaction with their work (47.30%), 33.78% were satisfied with their job, and 18.24% had a low satisfaction level.

**Conclusion:** Job satisfaction is crucial and regarded as an essential parameter that affects employee motivation, productivity, and performance. There are various factors related to job satisfaction, including sociodemographic characteristics (age, gender, length of employment, and the nature of the work itself). The findings of this study revealed a significant correlation between sociodemographic characteristics and job satisfaction. Recommendations include the need to involve key stakeholders effectively in the design, implementation, and evaluation of professional development programs for SBAHC members to strengthen and retain personnel and ensure that they have a high level of job satisfaction, which enhances their motivation, productivity, and performance.

*Keywords:* Job Satisfaction, Performance, Sociodemographic Data

# **CHAPTER 1**

## **INTRODUCTION**

# INTRODUCTION

Many organizations struggle to achieve their goals and objectives while remaining strong competitors in today's increasingly competitive market. Consequently, every organization aims toward high levels of daily performance, productivity, and efficacy. To achieve these objectives efficiently, organizations constantly set several goals and objectives, identify the internal human factor as a primary source of progress, and attempt to recruit and retain a highly qualified and motivated workforce to ensure that no obstacles are placed in the way of employees willingly achieving stated and/or emerging organizational goals. Today, the workforce is the most essential organizational success factor. Therefore, organizations devote a great deal of time and effort to determining the level of employee satisfaction to increase their performance and achieve the organization's overall objectives. Successful organizations are those that conduct periodic satisfaction and performance measurement assessments to monitor the degree of job satisfaction among their employees and decide the required remedial actions.

## **Background and Significance of the Study**

Job satisfaction is regarded as a key indicator of the efficacy and efficiency of business organizations. It is one of the most challenging aspects of managing employees that managers face. Organizations and management are concerned with the well-being of their employees and are focusing on gaining an awareness of their demands, needs, personal objectives, and desires. Numerous studies have indicated that job satisfaction has an increasingly large effect on the motivation of employees, while the level of motivation influences productivity and, hence, the performance of business organizations. Unfortunately, in our region, neither academics nor managers of various business organizations have paid sufficient attention to job satisfaction. Considering the multiple negative impacts of job dissatisfaction, such as loss of loyalty, increased absenteeism, and an increase in the number of accidents, the importance of job satisfaction becomes particularly apparent. This study contributes to the field by assessing the level of job satisfaction as well as determining the sociodemographic factors influencing job satisfaction using a representative sample of employees working at SBAHC, Riyadh, Saudi Arabia. To get a comprehensive understanding of the study and to evaluate the work of past scholars in the same field, several secondary data collection sources were investigated.

## **Statement of the Problem**

Job satisfaction has been a prominent research topic for all organizations and businesses in recent years. According to previous studies, there is an association between job satisfaction and employee performance, absenteeism, and turnover. Employees who are satisfied tend to work harder than those who are not. Moreover, job satisfaction provides an organization with insight into how its employees view their work. When the degree of employee job satisfaction is low, it can lead to significant absenteeism, as dissatisfied employees will seek out excuses not to work or, in the worst case, look for other employment. The purpose of this study was to assess the level of job satisfaction among SBAHC employees and the sociodemographic factors that influence job satisfaction. Therefore, offering chances and feedback that stimulate the growth and development of individuals' talents is crucial for employee engagement and satisfaction.

## **Research Questions**

- What is the level of job satisfaction among employees working at Sultan Bin Abdulaziz Humanitarian City?
- What are the sociodemographic factors influencing job satisfaction among employees working at Sultan Bin Abdulaziz Humanitarian City?

## **CHAPTER 2**

### **LITERATURE REVIEW**

# **LITERATURE REVIEW**

## **Job Satisfaction in Literature**

Job satisfaction has been the focus of management research since it has a major impact on employee job performance and other performance measures for managers, including customer satisfaction, customer loyalty, and perceived service quality. According to Alromaihi et al. (2017), understanding job satisfaction is critical for management to improve organizational performance. At a period when job satisfaction research was in its early stages, Robert Hoppock made a significant contribution to the definition of job satisfaction and provided crucial professional advice. Hoppock (as cited in Alromaihi et al., 2017), was one of the first to bring the concept of job satisfaction to light. He defined job satisfaction as "any combination of psychological, physiological, and environmental circumstances that causes a person to truthfully say I am satisfied with my job."

Looking back at the literature, Borman et al. (1976) defined job satisfaction as a pleasant or positive emotional state arising from the evaluation of one's job and job experiences. While Saiyadain (2009) described job satisfaction as the "end state of feeling," feelings may be positive or negative, depending on whether or not needs are met. Robbins and Judge (2013) defined job satisfaction as a pleasant feeling about a job that results from assessing and evaluating its characteristics. The author noted that those people with positive feelings about their job have a high level of job satisfaction, whilst those with negative feelings hold a low level of job satisfaction (Robbins & Judge, 2013). Armstrong and Taylor (2014) defined job satisfaction as the attitudes and emotions that individuals have toward their job. The authors said that a person's attitude toward his job determines whether he is satisfied or unsatisfied; if he feels and thinks positively about his job, he is satisfied, and vice versa.

## **The Importance of Job Satisfaction**

Job satisfaction is crucially significant since it has several great organizational consequences as well as important positive outcomes for individual employees. According to Obiekwe and Obibhunun (2019), job satisfaction generates strong morale, increases an employee's commitment to an organization, and increases the intensity of an employee's motivation as well as the quality

of their work and their level of productivity. A satisfied employee will want to remain in his position and offer his employer his best effort, but a dissatisfied employee will always be on the lookout for another job, will leave the organization at the earliest possible moment, and will spread his dissatisfaction directly or indirectly to the rest of the employees. This can result in a significant drop in morale and productivity throughout the entire staff. Hence, a dissatisfied and unmotivated employee poses a significant threat to the health of any organization.

According to Obiekwe and Obibhunun (2019), satisfied employees are more enthusiastic and willing to apply new knowledge and innovation to their job performance, which aids organizations in gaining competitive advantages in the marketplace. Job satisfaction is also an effective method for recruiting exceptional employees. This is because employees who are satisfied with all aspects of their jobs will strive to attract people they know who possess the essential skills and abilities to benefit the organization. Furthermore, when current employees speak favorably and positively about their organization, potential employees view the organization as a desirable destination. This facilitates the recruitment of skilled and experienced employees.

Additionally, job satisfaction fosters positive employee attitudes that are related to lower rates of employee turnover and absenteeism. Thus, according to Bass (1965), job satisfaction could have a major impact on an organization's profits. This is because lower employee turnover reduces recruitment and training expenses. More importantly, according to Randeree and Chaudhry (2012), job satisfaction generates loyalty, self-confidence, and high dedication to the organization, as well as increases in productivity, the elimination of organizational deviant behaviors, and reductions in absenteeism and turnover intention. Thus, job satisfaction enhances employee motivation and commitment to the organization.

## **Factors Influencing Job Satisfaction**

Job satisfaction is influenced by several factors. According to Kuzey (2018), job satisfaction is associated with both individual and organizational characteristics. Kavanaugh et al. (2006) investigated the relationship between job satisfaction and demographic factors, such as previous work experience. It has been established that professional experience has a major impact on job satisfaction. The same study revealed that age, education, and race had little effect on job



satisfaction. In addition, gender, functional grouping, and hospital tenure did not significantly influence job satisfaction.

The work environment is another factor that significantly influences job satisfaction. Organizational culture has a positive impact on job satisfaction, and the relationship between organizational culture and the work environment is significant. Gifford et al. (2002) demonstrated that organizational culture is a significant factor that influences the work environment. A constructive organizational culture may contribute to the development of job satisfaction and the establishment of a positive working environment in an organization where employees interact positively and achieve both personal and organizational goals.

Interpersonal relationships between employees were considered by several researchers. Kuzey (2018) found that human interactions are the best determinants of job satisfaction and that professional relationships in the workplace strongly predict job satisfaction. Similarly, Dunn et al. (2005) determined that relationships between healthcare staff members are the primary factor in fostering job satisfaction, hence contributing to the delivery of high-quality patient care. As a consequence of this study, Kuzey (2018) concluded that a positive rapport and collaboration between healthcare teams are vital for job satisfaction.

According to several studies, a helpful learning and working environment is the most important aspect of job satisfaction, particularly in the profession of nursing. A growing number of patients with chronic conditions and an aging population are among the variables negatively impacting work environments and resulting in dissatisfied employees. Richer et al. (2009) offered "appreciative inquiry" as a means of bringing about radical changes to enhance the working environment and prevent recurrent employee dissatisfaction. According to Kuzey (2018), a helpful learning environment is a crucial element of human resource development, and the necessity for the development of individual workers through educational enhancements is recognized.

## **Effects of Job Satisfaction**

Job satisfaction influences several aspects of organizational operations, including employee performance, loyalty, and absenteeism, in numerous ways. Various studies have examined the relationship between job satisfaction and employee performance. According to Aziri (2011), the

majority of respondents indicated that job satisfaction has an impact on employee performance since job satisfaction has a significant impact on employee motivation, and the level of motivation has an impact on productivity and therefore performance. Furthermore, Kappagoda (2012) agreed that both psychological and physical rewards have a substantial impact on job satisfaction. The author believed that employees should be rewarded and incentivized to achieve job satisfaction, which would ultimately have a significant positive effect on the employees' efficiency and effectiveness, resulting in improved overall performance.

Employee loyalty is one of the most significant factors that human resource managers, in particular, must have in mind. According to Aziri (2011), employee loyalty is typically measured using the loyalty questionnaire, and a low degree of employee loyalty might have serious negative implications. Typically, there are three types of employee loyalty: affective loyalty, normative loyalty, and continuity loyalty. Affective loyalty relates to situations in which an employee feels an emotional connection to the company, whereas normative loyalty is a type of loyalty that occurs when the employee feels he owes something to the company, and continuity loyalty results from the employee's inability to find employment elsewhere. Vandenberg and Lance (1992), who surveyed 100 information services professionals over five months, discovered a high correlation between job satisfaction and employee loyalty. Their research demonstrated that employee loyalty is proportional to the degree of job satisfaction.

Employee absenteeism incurs significant additional costs for companies, so managers are constantly looking for ways to reduce it to a bare minimum. Probably, the most effective approach to reducing employee absenteeism would be to enhance the level of employee job satisfaction. According to Aziri (2011), the key assumption underlying this strategy is that employee absenteeism will decrease as job satisfaction increases. Even though the impacts are minimal, the fact that job satisfaction reduces employee absenteeism remains unaffected. When satisfaction is high, absenteeism is typically low, and when it is low, absenteeism is typically high. Nonetheless, as with the other associations with satisfaction, there are moderating variables, such as the degree to which individuals perceive the significance of their occupations. In addition, it is essential to keep in mind that while high job satisfaction does not inevitably result in a low absence rate, low job satisfaction is likely to result in high absenteeism. Therefore, it is important to pay attention to

satisfaction, especially since it is possibly controllable, unlike some of the other causes of absenteeism (e.g., illness, accidents).

## **Measuring Job Satisfaction**

It is crucial to understand and recognize the human element in any organization. According to Alromaihi et al. (2017), a successful organization perceives an average employee as the source of quality and productivity improvements. Such organizations do not view capital expenditures as the primary source of development but rather as their workforce. Consequently, assessing and monitoring the level of job satisfaction among employees is deemed crucial. Typically, job satisfaction is measured using standard scientific research methodologies, such as the questionnaire. The Minnesota satisfaction questionnaire and the job description index are two of the most prevalent tools for measuring job satisfaction. Such questionnaires are designed to assist managers in assessing an employee's job satisfaction level and in implementing ways to fix or eliminate a low level of job satisfaction, hence enhancing the employee's job performance (Obiekwe & Obibhunun, 2019). This study assessed and measured job satisfaction using the Job Satisfaction Survey (JSS) created by Spector in 1985.

The JSS is a 36-item, nine-facet scale to assess employee attitudes about the job and aspects of the job. Each facet is evaluated with four items, and a total score is derived using the results of all questions. There are six choices per item, ranging from "strongly disagree" to "strongly agree" on a summed rating scale. Since items are written in both directions, about 50 % must be reverse-scored. Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance-based rewards), Operating Procedures (required rules and procedures), Co-workers, Nature of Work, and Communication are the nine components. Although the JSS was originally designed for use in organizations that provide human services, it applies to all organizations (Spector, 1997).

## **CHAPTER 3**

### **RESEARCH OBJECTIVES**

## **RESEARCH OBJECTIVES**

Several studies have been conducted to investigate the associations between job satisfaction and a wide range of organizational and work-related aspects. These factors include job performance, commitment, employee relations, intention to leave, productivity, absenteeism, and so on. On the other hand, there is limited research that examines the association between sociodemographic data and the level of job satisfaction experienced by employees, notably in the field of healthcare. This study's primary focus is on answering the question, "How satisfied are employees of SBAHC with their jobs, and what sociodemographic characteristics have an impact on employee job satisfaction at SBAHC?" As a result, the following questions will be investigated in this study:

- The level of job satisfaction among employees working at SBAHC.
- The sociodemographic factors influencing job satisfaction among employees working at SBAHC.

## **CHAPTER 4**

### **MATERIALS AND METHODS**

# **MATERIALS AND METHODS**

## **Study Design**

A cross-sectional study was conducted between August 2022 and September 2022 to investigate the sociodemographic factors influencing job satisfaction among 300 randomly selected employees working at SBAHC. A validated, well-structured questionnaire referring to sociodemographic variables and employee satisfaction was used to collect data for the study. Respondents were asked to indicate their level of agreement based on six-point Likert scales ranging from 1 (“Strongly disagree”) to 6 (“Strongly agree”) based on Spector’s measure of job satisfaction. Additionally, demographic information, including age, gender, and experience, was obtained.

## **Study Cohort (Size, Target Group)**

The questionnaire was distributed to all SBAHC employees, including physicians, therapists, nurses, technicians, and administrators, among others. At random, 300 participants who matched the inclusion criteria were selected for the study; out of which 296 agreed to participate and rate their perception of satisfaction with their job.

## **Inclusion and Exclusion Criteria**

The study comprised randomly selected full-time employees who have worked at SBAHC for more than six months and are willing to complete the survey questionnaire, excluding recently recruited employees who have worked at SBAHC for less than six months during the data collection period. Those without full-time employment were also excluded from the study.

## **Data Collection**

A validated, well-structured questionnaire was used to collect information on the sociodemographic characteristics of the participants, including the following: age, nationality, gender, marital status, the presence of children, place of residence, educational level, profession, department, years of experience, years spent working in SBAHC, transportation, daycare utilization, and spouse's profession. The Job Satisfaction Survey (JSS) by Spector was used to

collect data on job satisfaction. The 36-item questionnaire evaluates nine facets of employment: pay, promotion, supervision, benefits, rewards, operational procedures, coworkers, the work itself, and communications (each aspect has four items). The questionnaire was initially developed in English before being translated into several languages, including Arabic. The English and Arabic versions of the questionnaire were distributed via Google Forms to SBAHC staff according to their native language.

## **Statistical Data**

The data was analyzed using version 23 of the SPSS software package. The T-test was applied to continuous data while the chi-square test was utilized for categorical data. The Cronbach Alpha was calculated to determine the questionnaires' internal reliability. If Cronbach Alpha's internal consistency is between 0.5 and 1, it means that the scale is highly reliable. A p-value  $<0.05$  was considered statistically significant. Given that the JSS uses 6-point agree-disagree response options, it can be assumed that agreement with positively worded items and disagreement with negatively worded items indicate satisfaction, whereas disagreement with positively worded items and agreement with negatively worded items indicates dissatisfaction. For the 36-item total, where possible scores range from 36 to 216, the ranges for dissatisfaction are 36 to 108, satisfaction is 144 to 216, and ambivalence is between 108 and 144.

## **Ethical Considerations**

The study activities adhered to the ethical standards of research. Ethical approval was obtained from the Institutional Review Board at Sultan Bin Abdulaziz Humanitarian City (Appendix A). After obtaining IRB approval, data collection followed the approved protocols. A consent form was obtained from all participants (Appendix B). Their participation was made known to be fully voluntary. Additionally, no name of theirs was recorded on the questionnaires, and all the personal information of the participants and the results were confidentially preserved, secured, and kept safe by restricting unauthorized access. Regarding the JSS form, no authorization is required to use the questionnaire for non-commercial purposes, such as student theses and dissertations, as the questionnaire is publicly accessible for such usage (Appendix C).



## **CHAPTER 5**

### **RESULTS**

## RESULTS

The cross-sectional online questionnaire was posted to all employees working in SBAHC, out of which 300 questionnaires were selected randomly. Four of these returned questionnaires were eliminated based on the exclusion criteria. Participants were surveyed using 54 items (Appendix D) to assess sociodemographic characteristics and job satisfaction.

### **Sociodemographic Characteristics of Participants**

Table 1 shows that the majority of the participants ( $n = 121$ , 40.88%) were aged between 31 and 40 years old, followed by 105 participants (35.47%) aged between 21 and 30 years old, and only 70 participants (23.65%) aged above 40 years old. Out of 296 participants, 55.41% were non-Saudi, while 44.59% were Saudi. Among participants, 61.82% were females, whereas 38.18% were males. In terms of marital status, nearly half of the participants (53.04%) were married, 43.92% were single, 2.36% were divorced, and only two participants (0.68%) were widows. Regarding the presence of children, the majority of participants (62.16%) do not have any, while 37.84% do. In addition, the data reveals that 120 participants (40.54%) live far from SBAHC, 32.10% live near SBAHC, and 27.36% live inside SBAHC.

Based on the educational level of the participants, 77.36% had a bachelor's degree, 13.18% held a master's degree, and only 9.46% held either a PhD, a high school degree, or less than a high school degree. In terms of profession, the majority of the participants (34.46%) were therapists, followed by nurses (27.70%), administrators (12.50%), technicians (5.70%), physicians (4.06%), and 15.54% worked in other professions. Regarding the length of work experience, most of the participants (86.15%) had more than 3 years of experience, followed by 10.47% with 1 to 3 years of experience, and 3.38% with less than one year. In consideration of their experience of working in SBAHC, the largest proportion of SBAHC members (46.62%) intended to continue their employment for up to 5 years, 31.08% intended to continue for 6 to 10 years, and 22.30% intended to continue for more than 10 years.

In terms of transportation, out of 296 participants, 56.76% drive to work, 31.42% have a driver, and 11.82% come to work with a family member. Among participants, twenty people with children (6.76%) reported sending their children to outside daycare, whereas only fourteen participants

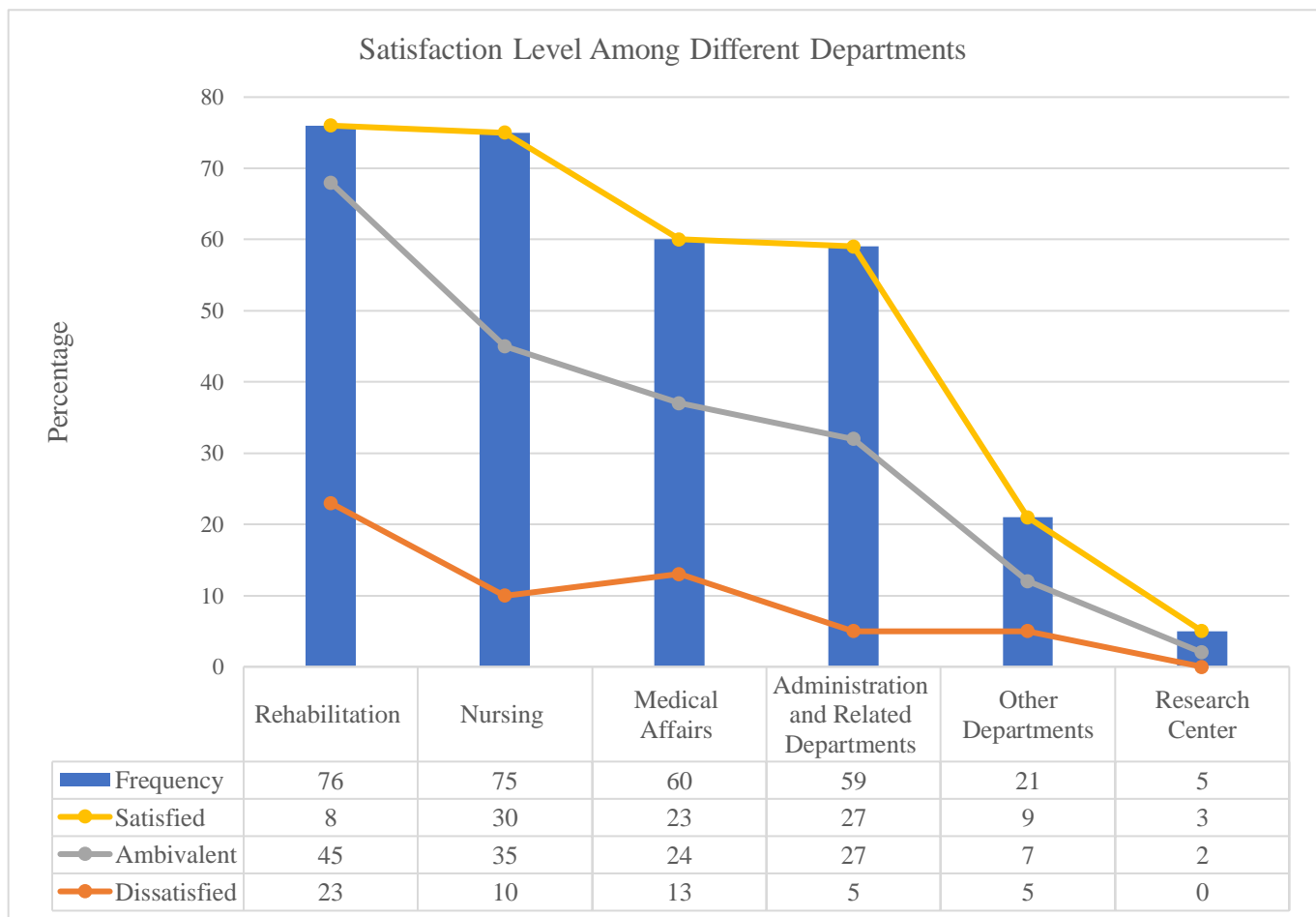
(4.73%) sent their children to SBAHC daycare. Additionally, 75 participants (25.34%) have a spouse who works in a non-medical sector, while 39 participants (13.18%) have a spouse who works in the medical field.

**Table 1.** Sociodemographic characteristics of participants (n = 296)

Variables		Frequency (Percentage)
Age	21-30	105 (35.47)
	31-40	121 (40.88)
	>40	70 (23.65)
Nationality	Saudi	132 (44.59)
	Non-Saudi	164 (55.41)
Gender	Male	113 (38.18)
	Female	183 (61.82)
Marital Status	Single	130 (43.92)
	Married	157 (53.04)
	Divorced	7 (2.36)
	Widow	2 (0.68)
Presence of Children	Yes	112 (37.84)
	No	184 (62.16)
Place of Residence	Far from SBAHC	120 (40.54)
	Near SBAHC	95 (32.10)
	Inside SBAHC	81 (27.36)
Educational Level	PhD	2 (0.68)
	Masters	39 (13.18)
	Bachelors	229 (77.36)
	High School	23 (7.77)
	Less than High School	3 (1.01)
Profession	Physician	12 (4.06)
	Technician	17 (5.74)
	Therapist	102 (34.46)
	Nurse	82 (27.70)
	Admin	37 (12.50)
	Other	46 (15.54)
Years of Experience	Up to 1 year	10 (3.38)
	1-3 years	31 (10.47)
	>3 years	255 (86.15)
Years of Working in the City	1-5 Years	138 (46.62)
	6-10 Years	92 (31.08)
	>10 Years	66 (22.30)
Transportation	Driving to the City	168 (56.76)
	With Driver	93 (31.42)
	With Family Member	35 (11.82)
Using the Day Care	I am sending my kids to Outside day care	20 (6.76)
	I am sending my kids to SBAHC day care	14 (4.73)
	Not applicable	262 (88.51)
Spouse Profession	Medical Profession	39 (13.18)
	Non-medical Profession	75 (25.34)
	Not applicable	182 (61.49)
Satisfaction Level	Satisfied	100 (33.78)
	Ambivalent	140 (47.30)
	Dissatisfied	54 (18.24)

## Level of Job Satisfaction Among Participants

Based on the components of the satisfaction questionnaire, 140 participants out of 296 showed neutral satisfaction with their work (47.30%), 100 participants (33.78%) were satisfied with their job, and 54 participants (18.24%) had a low satisfaction level, as shown in table 1. The breakdown of the participants into their respective departments is presented in (Figure 1). 76 participants out of 296 worked in the department of rehabilitation; 75 in the department of nursing; 60 in the department of medical affairs; 59 in administration and related departments; 21 in other departments; and only 5 in the research center. The majority of participants in the rehabilitation, nursing, and medical affairs departments reported ambivalent levels of job satisfaction, while most administration and related department participants were ambivalent or satisfied, and most of the participants at the research center and other departments were satisfied.



**Figure 1:** Frequency and Satisfaction of Participants Among Different Departments

Table 2 shows the descriptions of the satisfaction questionnaire's components using the Six-Likert scale (disagree very much, disagree moderately, disagree slightly, agree slightly, agree moderately, agree very much). The majority of the participants strongly disagreed with feeling satisfied with their chances for salary increases (21.96%), feeling satisfied with their chances for promotion (25%), feeling their efforts are not rewarded the way they should be (25.68%), and having too much to do at work (31.42%). While participants slightly disagreed that raises are too few and far between (32.43%), there is really too little chance for promotion (25.68%), feeling the work they do is not appreciated (19.93%), there are few rewards for those who work in the organization (29.05%), many of the rules and procedures make doing a good job difficult (23.99%), their efforts to do a good job are seldom blocked by red tape (21.96%), they have too much paperwork (28.38%), and they often feel they do not know what is going on with the organization (23.65%).

Additionally, participants agreed slightly with feeling they are being paid a fair amount for the work they do (20.95%), feeling unappreciated by the organization thinking about what they pay (19.59%), those who do well on the job stand a fair chance of being promoted (25.34%), people get ahead as fast as they do in other places (27.70%), not being satisfied with the benefits they receive (16.55), the benefits they receive are as good as most other organizations offer (23.65%), the benefit package they have is equitable (28.38%), when they do a good job, they receive recognition for it (26.35%), they find their job is enjoyable (28.72%), and the communications seem good within this organization. (29.39%). Among all participants, 35.14% moderately agreed that they like the people they work with.

Also, most of the participants strongly agreed that their supervisor is quite competent in doing his/her job (33.11%), their supervisor is unfair (47.30%), their supervisor shows too little interest in the feelings of subordinates (28.38%), they like their supervisor (31.76%), they have to work harder because of the incompetence of people they work with (19.93%), they enjoy their coworkers (32.09%), there is too much bickering and fighting at work (33.45%), they sometimes feel their job is meaningless (40.88%), they like doing the things they do at work (36.82%), they feel a sense of pride in doing their job (44.93%), the goals of the organization are not clear to them (34.46%), and the work assignments are not fully explained (23.99%).

**Table 2: Job Satisfaction Dimensions, Descriptive Statistics of the Satisfaction Questionnaire**

Dimension	Frequency (Percentage)					
	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much
Pay: Cronbach's Alpha = 0.669						
I feel I am being paid a fair amount for the work I do.	60 (20.27)	43 (14.53)	46 (15.54)	62 (20.95)	61 (20.61)	24 (8.11)
Raises are too few and far between.	88 (29.73)	45 (15.20)	96 (32.43)	33 (11.15)	18 (6.08)	16 (5.41)
I feel unappreciated by the organization when I think about what they pay	53 (17.91)	47 (15.88)	52 (17.57)	58 (19.59)	41 (13.85)	45 (15.20)
I feel satisfied with my chances for salary increases.	65 (21.96)	35 (11.82)	51 (17.23)	51 (17.23)	41 (13.85)	53 (17.91)
Promotion: Cronbach's Alpha = 0.592						
There is really too little chance for promotion on my job.	68 (22.97)	54 (18.24)	76 (25.68)	35 (11.82)	31 (10.47)	32 (10.81)
Those who do well on the job stand a fair chance of being promoted.	48 (16.22)	30 (10.14)	58 (19.59)	75 (25.34)	55 (18.58)	30 (10.14)
People get ahead as fast here as they do in other places.	43 (14.53)	53 (17.91)	66 (22.30)	82 (27.70)	34 (11.49)	18 (6.08)
I am satisfied with my chances for promotion.	74 (25)	39 (13.18)	46 (15.54)	61 (20.61)	38 (12.84)	38 (12.84)
Supervision: Cronbach's Alpha = 0.864						
My supervisor is quite competent in doing his/her job.	34 (11.49)	23 (7.77)	26 (8.78)	51 (17.23)	64 (21.62)	98 (33.11)
My supervisor is unfair to me.	30 (10.14)	27 (9.12)	29 (9.80)	39 (13.18)	31 (10.47)	140 (47.30)
My supervisor shows too little interest in the feelings of subordinates.	44 (14.86)	35 (11.82)	44 (14.86)	41 (13.85)	48 (16.22)	84 (28.38)
I like my supervisor.	36 (12.16)	25 (8.45)	25 (8.45)	43 (14.53)	73 (24.66)	94 (31.76)
Fringe Benefits: Cronbach's Alpha = 0.600						
I am not satisfied with the benefits I receive.	49 (16.55)	46 (15.54)	72 (24.32)	49 (16.55)	46 (15.54)	34 (11.49)
The benefits we receive are as good as most other organizations offer.	64 (21.62)	46 (15.54)	50 (16.89)	70 (23.65)	41 (13.85)	25 (8.45)
The benefit package we have is equitable.	44 (14.86)	35 (11.82)	63 (21.28)	84 (28.38)	43 (14.53)	27 (9.12)
There are benefits we do not have which we should have.	115 (38.85)	53 (17.91)	58 (19.59)	38 (12.84)	18 (6.08)	14 (4.73)
Contingent Reward: Cronbach's Alpha = 0.755						
When I do a good job, I receive the recognition for it that I should receive.	53 (17.91)	39 (13.18)	38 (12.84)	78 (26.35)	49 (16.55)	39 (13.18)
I do not feel that the work I do is appreciated.	45 (15.20)	45 (15.20)	59 (19.93)	49 (16.55)	46 (15.54)	52 (17.57)
There are few rewards for those who work here.	67 (22.64)	44 (14.86)	86 (29.05)	45 (15.20)	37 (12.50)	17 (5.74)
I don't feel my efforts are rewarded the way they should be.	76 (25.68)	54 (18.24)	69 (23.31)	43 (14.53)	25 (8.45)	29 (9.80)
Operating Conditions: Cronbach's Alpha = 0.232						
Many of our rules and procedures make doing a good job difficult.	49 (16.55)	57 (19.26)	71 (23.99)	50 (16.89)	44 (14.86)	25 (8.45)
My efforts to do a good job are seldom blocked by red tape.	51 (17.23)	51 (17.23)	65 (21.96)	62 (20.95)	39 (13.18)	28 (9.46)
I have too much to do at work.	93 (31.42)	76 (25.68)	68 (22.97)	36 (12.16)	14 (4.73)	9 (3.04)
I have too much paperwork.	72 (24.32)	48 (16.22)	84 (28.38)	57 (19.26)	23 (7.77)	12 (4.05)
Coworkers: Cronbach's Alpha = 0.7149						
I like the people I work with.	1 (0.34)	19 (6.42)	19 (6.42)	50 (16.89)	104 (35.14)	103 (34.80)
I find I have to work harder at my job because of the incompetence of people I work	32 (10.81)	49 (16.55)	53 (17.91)	56 (18.92)	47 (15.88)	59 (19.93)
I enjoy my coworkers.	11 (3.72)	16 (5.41)	23 (7.77)	62 (20.95)	89 (30.07)	95 (32.09)
There is too much bickering and fighting at work.	26 (8.78)	16 (5.41)	44 (14.86)	51 (17.23)	60 (20.27)	99 (33.45)
Nature of Work: Cronbach's Alpha = 0.781						
I sometimes feel my job is meaningless.	18 (6.08)	28 (9.46)	45 (15.20)	40 (13.51)	44 (14.86)	121 (40.88)
I like doing the things I do at work.	8 (2.70)	16 (5.41)	24 (8.11)	62 (20.95)	77 (26.01)	109 (36.82)
I feel a sense of pride in doing my job.	10 (3.38)	11 (3.72)	18 (6.08)	59 (19.93)	65 (21.96)	133 (44.93)
My job is enjoyable.	17 (5.74)	18 (6.08)	33 (11.15)	85 (28.72)	60 (20.27)	83 (28.04)
Communication: Cronbach's Alpha = 0.746						
Communications seem good within this organization.	18 (6.08)	35 (11.82)	36 (12.16)	87 (29.39)	77 (26.01)	43 (14.53)
The goals of this organization are not clear to me.	19 (6.42)	25 (8.45)	31 (10.47)	52 (17.57)	67 (22.64)	102 (34.46)
I often feel that I do not know what is going on with the organization.	46 (15.54)	42 (14.19)	70 (23.65)	63 (21.28)	44 (14.86)	31 (10.47)
Work assignments are not fully explained.	33 (11.15)	23 (7.77)	46 (15.54)	67 (22.64)	56 (18.92)	71 (23.99)

After extracting the underlying factors, reliability analysis was used to measure the consistency of the questionnaire used in this study. As Cronbach's alpha is the most frequently utilized measure of scale reliability, it was employed. In this study, multiple factors are extracted from the given data set. Therefore, according to Cronbach (1951), alpha should be applied separately to each subscale when multiple factors are present. The estimations of internal consistency reliability (Cronbach's alpha) for each dimension are shown in Table 2. The Cronbach's alpha value for each dimension ranged from 0.532 to 0.864, which demonstrated a satisfactory level of construct reliability.

### Effect of Sociodemographic Characteristics on Job Satisfaction

Table 3 shows a comparison regarding the satisfaction level among participants. Concerning the sociodemographic factors that influenced the participant's satisfaction with their job, age, nationality, place of residence, profession, and the number of years working at SBAHC were the most significant sociodemographic characteristics influencing participant job satisfaction (p-value 0.0001). Participants older than 40 years old (52.86%), non-Saudi participants (42.68%), participants living near SBAHC (42.11%), administrators (51.35%), and participants with more than 10 years of experience at SBAHC (50%) reported higher levels of satisfaction. On the other hand, participants between the ages of 21 and 30 (37.14%), Saudi participants (31.82%), participants living far from SBAHC (30.83%), therapists (34.31%), and participants with less than five years of experience at SBAHC (28.99%) reported lower levels of satisfaction.

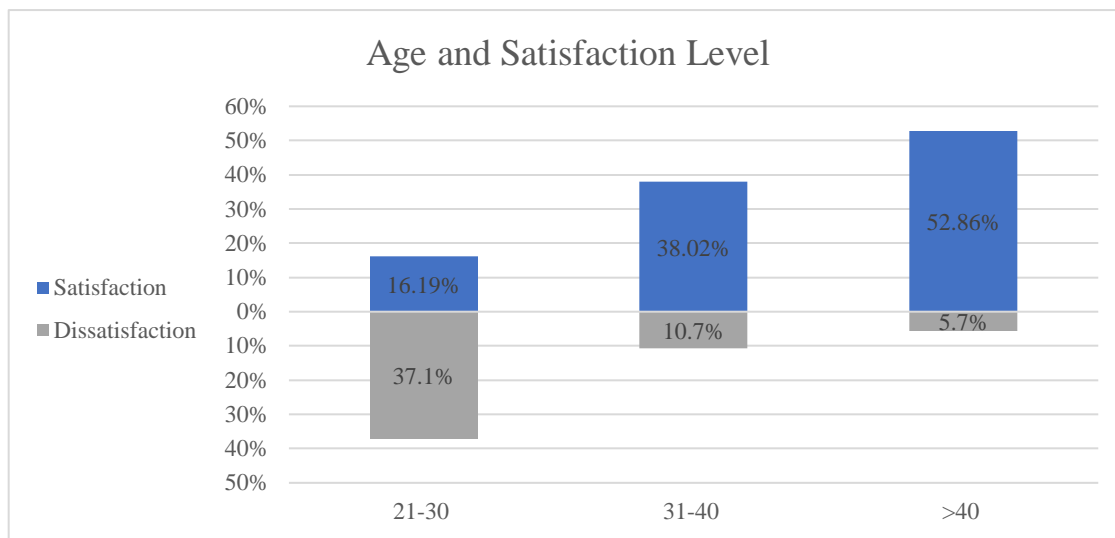
**Table 3:** Comparison Regarding Satisfaction Level Among Participants

Variables		Total	Dissatisfied	Ambivalent	Satisfied	P-value
Age	21-30	105	39 (37.14)	49 (46.67)	17 (16.19)	<0.0001
	31-40	121	13 (10.74)	62 (51.24)	46 (38.02)	
	>40	70	4 (5.71)	29 (41.43)	37 (52.86)	
Nationality	Saudi	132	42 (31.82)	60 (45.45)	30 (22.73)	<0.0001
	Non-Saudi	164	14 (8.54)	80 (48.78)	70 (42.68)	
Gender	Male	113	22 (19.47)	51 (45.13)	40 (35.40)	0.84
	Female	183	34 (18.58)	89 (48.63)	60 (32.79)	

Marital Status	Single	130	32 (24.62)	63 (48.46)	35 (26.92)	<b>0.24</b>
	Married	157	23 (14.65)	72 (45.86)	62 (39.49)	
	Divorced	7	1 (14.29)	4 (57.14)	2 (28.57)	
	Widow	2	0 (0)	1 (50)	1 (50)	
Presence of Children	Yes	112	11 (9.82)	52 (46.43)	49 (43.75)	<b>0.001</b>
	No	184	45 (24.46)	88 (47.83)	51 (27.72)	
Place of Residence	Far from SBAHC	120	37 (30.83)	57 (47.50)	26 (21.67)	<b>&lt;0.0001</b>
	Near SBAHC	95	11 (11.58)	44 (46.32)	40 (42.11)	
	Inside SBAHC	81	8 (9.88)	39 (44.44)	34 (41.98)	
Educational Level	PhD	2	0 (0)	2 (100)	0 (0)	<b>0.004</b>
	Masters	39	10 (25.64)	8 (20.51)	21 (53.85)	
	Bachelors	229	45 (19.65)	112 (48.91)	72 (31.44)	
	High School	23	0 (0)	16 (69.57)	7 (30.43)	
	Less than High School	3	1 (33.33)	2 (66.67)	0 (0)	
Profession	Physician	12	1 (8.33)	5 (41.67)	6 (50)	<b>&lt;0.0001</b>
	Technician	17	2 (11.76)	12 (70.59)	3 (17.65)	
	Therapist	102	35 (34.31)	46 (45.10)	21 (20.59)	
	Nurse	82	11 (13.41)	37 (45.12)	34 (41.46)	
	Admin	37	1 (2.70)	17 (45.95)	19 (51.35)	
	Other	46	6 (13.04)	23 (50)	17 (36.96)	
Years of Experience	Up to 1 year	10	2 (20)	6 (60)	2 (20)	<b>0.26</b>
	1-3 years	31	9 (29.03)	16 (51.61)	6 (19.35)	
	>3 years	255	45 (17.65)	118 (46.27)	92 (36.08)	
Years of Working in the City	1-5 Years	138	40 (28.99)	61 (44.20)	37 (26.81)	<b>0.0001</b>
	6-10 Years	92	11 (11.96)	51 (55.43)	30 (32.61)	
	>10 Years	66	5 (7.58)	28 (42.42)	33 (50)	
Transportation	Driving to the City	168	39 (23.21)	76 (45.24)	53 (31.55)	<b>0.24</b>
	With Driver	93	14 (15.05)	46 (49.46)	33 (35.48)	
	With Family Member	35	3 (8.57)	18 (51.43)	14 (40)	
Using the Day Care	I am sending my kids to Outside day care	20	6 (30)	6 (30)	8 (40)	<b>0.19</b>
	I am sending my kids to SBAHC day care	14	1 (7.14)	10 (71.43)	3 (21.43)	
	Not applicable	262	49 (18.70)	124 (47.33)	89 (33.97)	
Spouse Profession	Medical Profession	39	7 (17.95)	18 (46.15)	14 (35.90)	<b>0.51</b>
	Non-medical Profession	75	10 (13.33)	35 (46.67)	30 (40)	
	Not applicable	182	39 (21.43)	87 (47.80)	56 (30.77)	

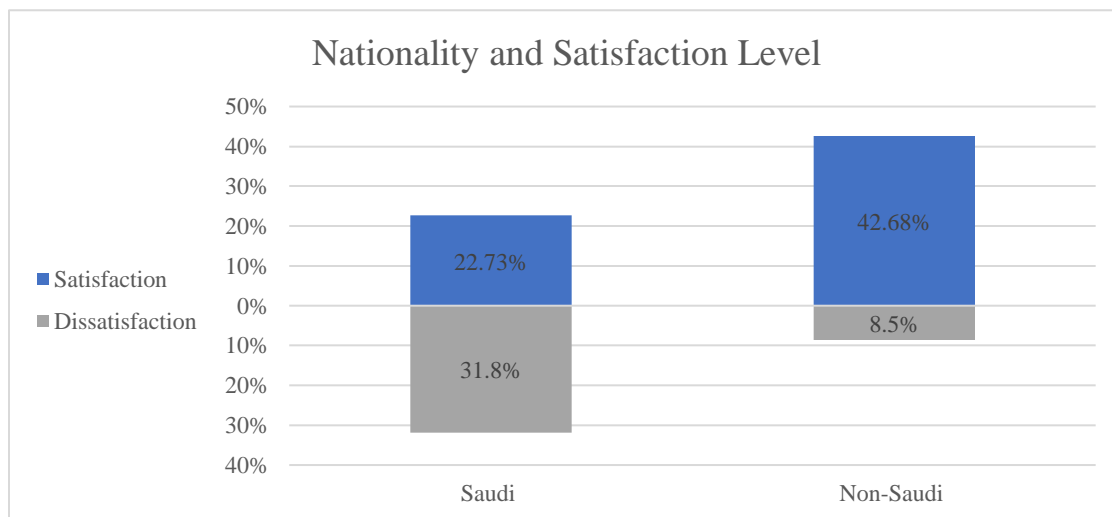
In terms of age, there was a highly significant difference between participants with a low level of satisfaction and those with a high level of satisfaction (P-value <0.0001) as seen in table 3, in which 37.1% of 105 individuals aged 21 to 30 reported dissatisfactions, while 16.19% reported higher levels of satisfaction. 38.02% of those aged 31 to 40 reported a high level of satisfaction, while 10.7% reported a low level. 52.86% of individuals over the age of 40 reported higher levels of satisfaction, while 5.7% of participants reported dissatisfaction (Figure 2).



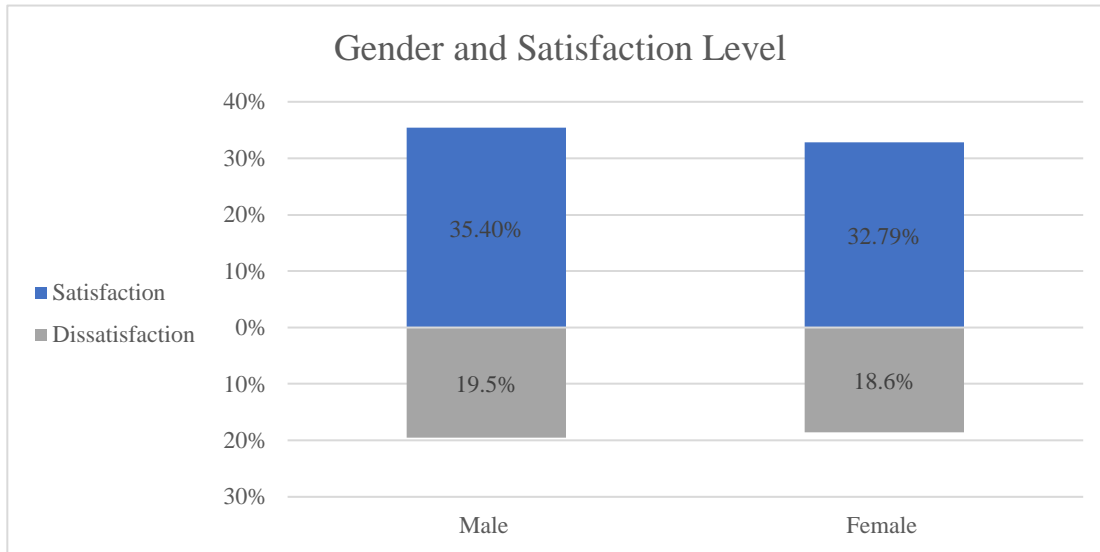


**Figure 2:** Satisfaction Level of Participants Regarding Age

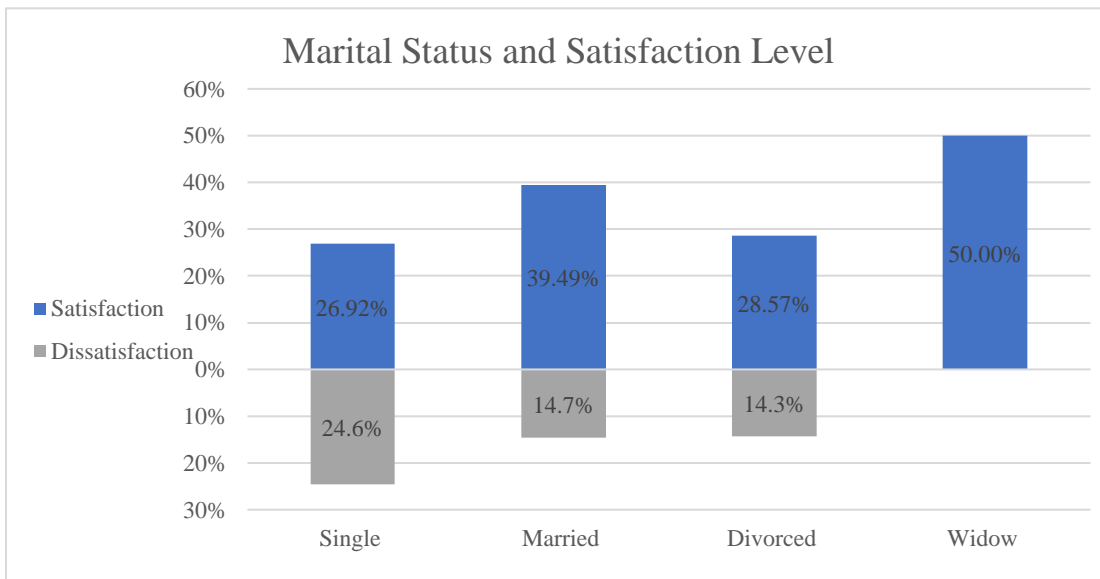
Regarding nationality, 31.8% of Saudi participants were dissatisfied, whereas 22.73 % were highly satisfied. While most non-Saudi participants (42.68%) reported high satisfaction, only 8.5% reported low satisfaction (Figure 3), with a highly significant difference ( $P\text{-value} < 0.0001$ ). In terms of gender, 35.40% of male participants expressed a high level of satisfaction, while 19.5% expressed a low level. While 32.79 % of female participants demonstrated a high level of satisfaction, 18.6 % demonstrated a low level (Figure 4). Most of the single participants (26.92%), married participants (39.49%), and divorced participants (28.55%) reported high levels of satisfaction (Figure 5). There was not any significant difference concerning gender and marital status.



**Figure 3:** Satisfaction Level of Participants Regarding Nationality

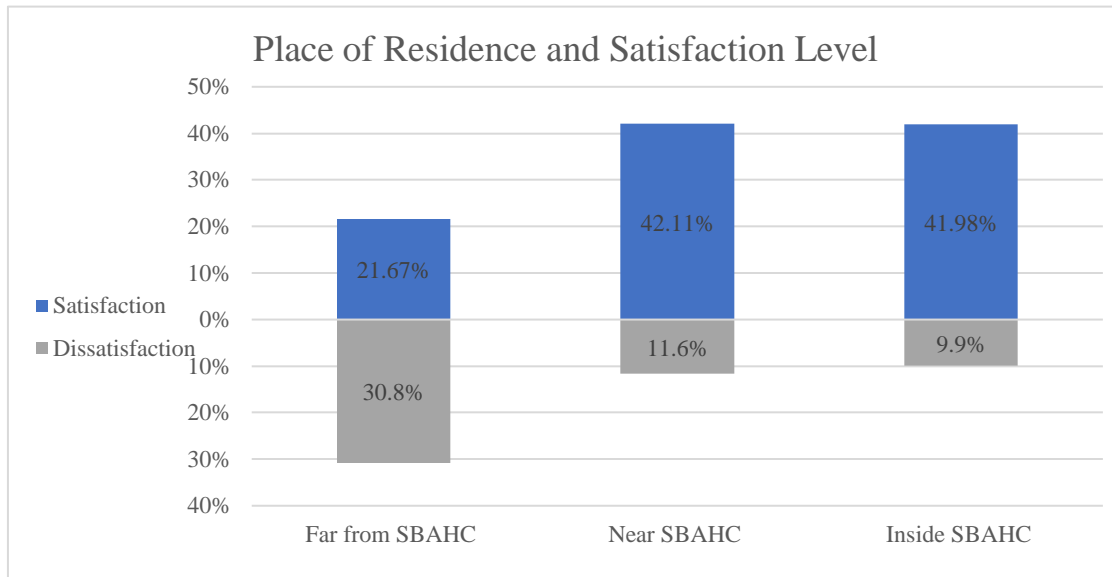


**Figure 4:** Satisfaction Level of Participants Regarding Gender

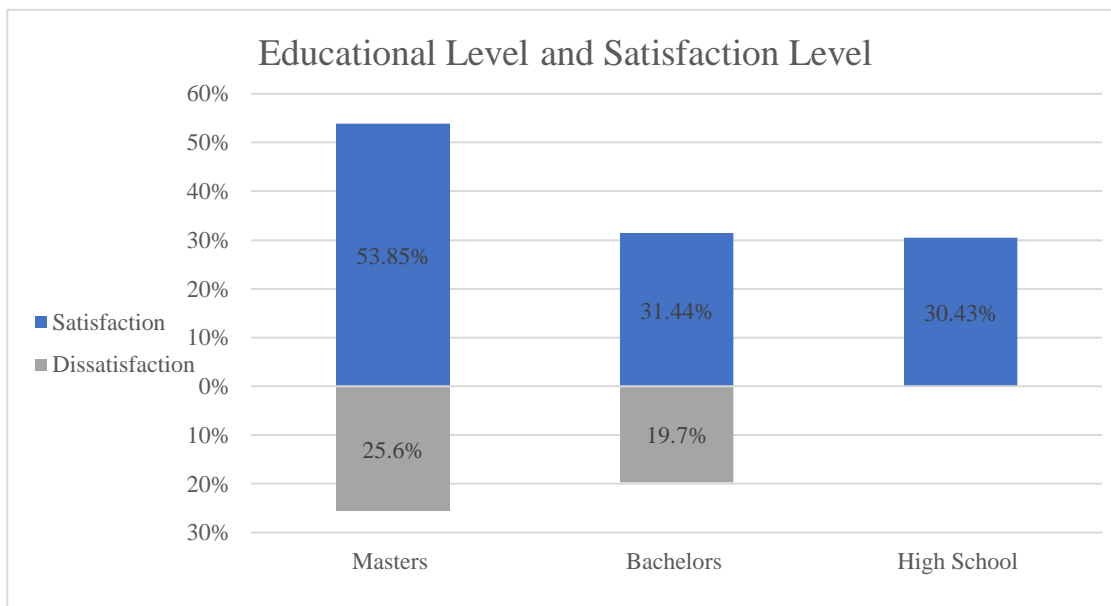


**Figure 5:** Satisfaction Level of Participants Regarding Marital Status

Regarding the place of residence, there was a significant difference between participants with a low level of satisfaction and those with a high level of satisfaction ( $P$ -value  $< 0.0001$ ). A higher percentage of the participants who live far from SBAHC had a low level of satisfaction (30.8%), while a higher percentage of participants who live near or inside SBAHC had a high level of satisfaction (42.11% and 41.98%, respectively) (Figure 6). Concerning the educational level, there was no significant difference between those who had a low or high level of satisfaction. A higher percentage of participants holding master's, bachelor's, and high school degrees had a high level of satisfaction (53.85%, 31.44%, and 30.43%, respectively) (Figure 7).

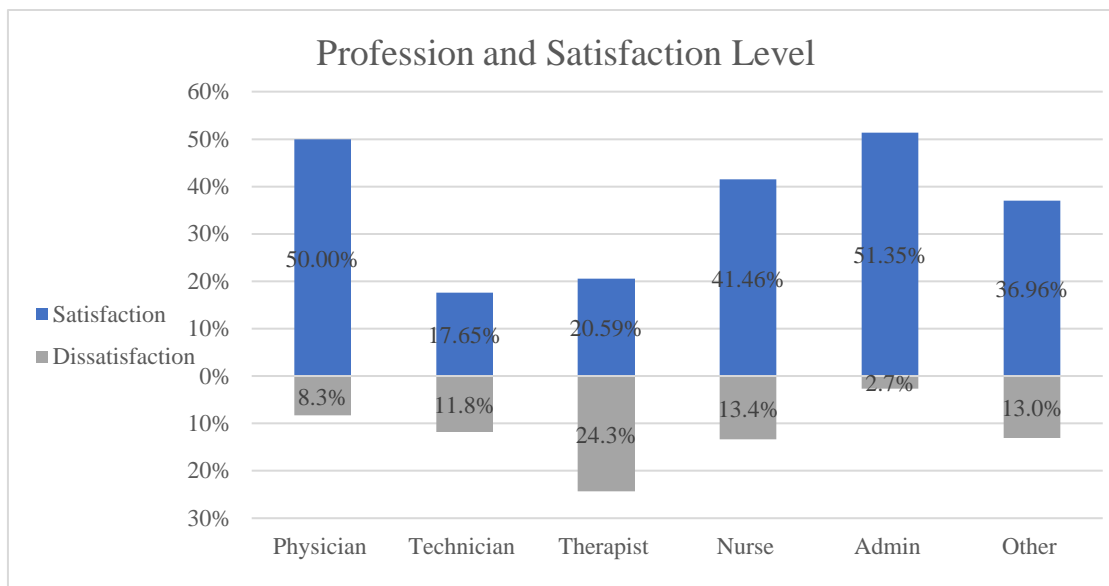


**Figure 6:** Satisfaction Level of Participants Regarding Place of Residence



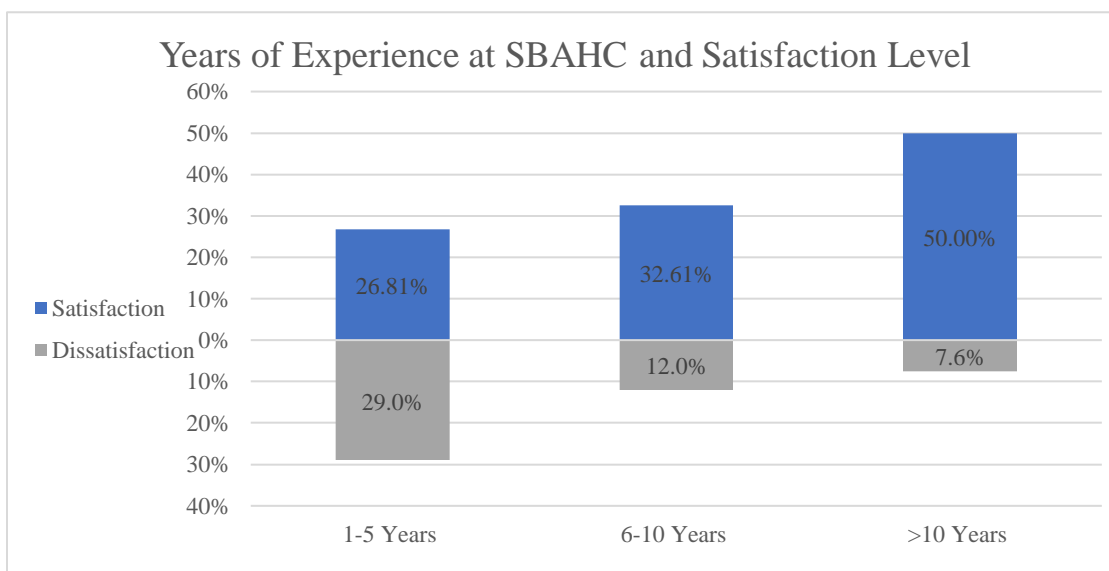
**Figure 7:** Satisfaction Level of Participants Regarding Educational Level

In terms of participants' professions, there was a significant difference between participants with a low level of satisfaction and those with a high level of satisfaction ( $P$ -value  $< 0.0001$ ). Higher percentages of participants who worked as physicians, technicians, nurses, administrators, and other professions reported high levels of satisfaction (50%, 17.65%, 41.46%, 51.35%, and 36.96%, respectively), whereas therapists reported low levels of satisfaction (24.3%) (Figure 8).



**Figure 8:** Satisfaction Level of Participants Regarding Profession

There was a significant difference ( $p\text{-value} = 0.0001$ ) between participants with a low level of job satisfaction and those with a high level of job satisfaction for the length of time they intended to continue working at SBAHC. 29% of participants who planned to continue for 1 to 5 years reported low levels of satisfaction, while 26.81% reported a high level of satisfaction. 32.61% of participants who intended to continue for 6 to 10 years reported a high level of satisfaction, whereas 12% reported a low level of satisfaction. While 50% of participants who planned to continue for more than 10 years reported high levels of satisfaction, only 7.6% reported low levels (Figure 9).



**Figure 9:** Satisfaction Level of Participants Regarding Years of Experience at SBAHC

## **CHAPTER 6**

### **DISCUSSION**

## DISCUSSION

Job satisfaction is crucial and regarded as an essential parameter that affects employee motivation, productivity, and performance. This study was conducted among SBAHC employees to investigate the level of job satisfaction and the sociodemographic characteristics that influence job satisfaction. According to the findings of this study, most of the participants were neutrally satisfied with their jobs (47.30%), while 33.78 % were satisfied and 18.24% were dissatisfied. Age, nationality, place of residence, profession, and the number of years working at SBAHC were the most significant sociodemographic characteristics influencing participant job satisfaction (p-value 0.0001).

Out of 296 participants, 40.88% were between the ages of 31 and 40, which considerably impacted their job satisfaction. Approximately 61.82 % of the participants were female, and 53.04 % were married, both of which had a substantial impact on their job satisfaction. As reported by Gedif et al. (2018), it is believed that married individuals seek to assist each other from an economic, social, or psychological standpoint, hence increasing their job satisfaction. These results agreed with Al-Muallem and Al-Surimi (2019), who reported that more than half of the participants (63%) were females, and the majority of them (61.8%) were married. Accordingly, previous findings indicate that sociodemographic characteristics have a considerable effect on employee job satisfaction. Similar findings were published by Halawani et al. (2021), who reported that the sociodemographic characteristics of the Saudi healthcare industry had a substantial impact on job satisfaction. While Bahnassy et al. (2014) conducted a study among nurses in a tertiary medical care center in Riyadh, KSA, they found no correlation between the sociodemographic data of nurses and their job satisfaction. This could be attributed to the fact that nurses who work in Saudi Arabia come from various nationalities, cultures, and societies. This, however, impedes the current study as 55.41% of participants were non-Saudis, with a high satisfaction rate of 42.68%.

Participants who lived near or inside SBAHC were significantly more satisfied with their jobs than those who lived far from SBAHC. In agreement with previous research on job satisfaction, these findings show that location and distance from work may have a direct effect on job satisfaction or may be a significant mediator of job satisfaction (Near et al., 2015). In terms of profession, the present study revealed that physicians and administrators were considerably more satisfied with

their jobs than therapists and technicians ( $p\text{-value} > 0.0001$ ). According to Al-Modeer et al. (2016), this could be related to the fact that healthcare workers who occupy higher positions will receive more respect and a better reputation from society. Also, Abdullah and Parasuraman (2009) observed that physicians (in higher positions) were more likely to be satisfied with their jobs than other healthcare employees who hold lower positions.

Regarding the period that participants planned to continue their employment at SBAHC, it had a significant impact on their job satisfaction for more than 10 years. The majority of our study participants (86.15%) had more than 3 years of work experience and were more satisfied with their job. Meanwhile, healthcare workers who had experience of 1 to 5 years were less satisfied. This might be attributed to healthcare workers with more years of experience being able to adjust their work environment because they had more work understanding (Al Juhani & Kishk, 2006). Besides, more experienced healthcare providers earn more acknowledgement from their managers, particularly in the Arab culture, so they tend to have more satisfaction (Al Otabi et al., 2004). It could be concluded that the longer one spends in the occupation, the better professional position one obtains, which leads to a higher level of satisfaction (Kuburovic et al., 2016).

## **CHAPTER 7**

# **CONCLUSION AND RECOMMENDATION**



## **CONCLUSION**

Job satisfaction is crucial and regarded as an essential parameter that affects employee motivation, productivity, and performance. There are various factors related to job satisfaction, including sociodemographic characteristics (age, gender, length of employment, and the nature of the work itself). The findings of this study revealed statistically significant differences in job satisfaction in relation to age, nationality, place of residence, profession, and number of years working at SBAHC. Non-Saudi participants, participants older than 40, participants living near SBAHC, administrators, and participants with more than 10 years of experience at SBAHC reported considerably higher levels of job satisfaction. Comparatively, Saudi participants, participants between the ages of 21 and 30, participants living far from SBAHC, therapists, and those with fewer than five years of experience at SBAHC reported lower levels of satisfaction. These findings should be used by management to identify priorities and develop strategies for enhancing job satisfaction.

## **RECOMMENDATION**

According to the findings of the present study, there are a number of suggestions and recommendations for enhancing employee job satisfaction and performance. Recommendations include the need to effectively incorporate key stakeholders in the design, implementation, and evaluation of SBAHC member professional development programs. Concerned parties should analyze and establish initiatives and programs designed to improve the physical, mental, and professional wellbeing of their personnel in a work environment that fosters a positive, low-stress environment that enhances employee satisfaction, thereby ensuring the sustainability of increased productivity and organizational performance.

## **LIMITATIONS**

Due to the small sample size of 296 participants, it should be emphasized that the samples used in this study are not necessarily representative of all SBAHC personnel. Due to the limited duration and timing of data collection, I was unable to collect additional responses. A larger sample size is required for the study to reach a general conclusion. Furthermore, because the findings were based on the participants' self-reported perceptions, they are susceptible to bias. Despite these limitations, this study has provided interesting baseline results that will assist in the conduct of future research.

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# APPENDIXES

## APPENDIXES A: IRB APPROVAL



مدينة سلطان بن عبد العزيز للخدمات الإنسانية  
SULTAN BIN ABDULAZIZ HUMANITARIAN CITY

Date: 04/08/2022  
IRB No.: 79-2022-IRB

To: Ms. Sarah Mustafa Al-Sayed Hussein  
PI: "Job Satisfaction and Influencing Factors Among Employees Working at Sultan Bin Abdulaziz Humanitarian City, Saudi Arabia: A Cross-Sectional Study"  
Saudi Electronic University  
E-mail: Shussein@sbahc.org.sa

Subject: Approval for Research No. 75/SBAHC/MSc/RH/2022  
Study Title: "Job Satisfaction and Influencing Factors Among Employees Working at Sultan Bin Abdulaziz Humanitarian City, Saudi Arabia: A Cross-Sectional Study"  
Study Code: 75/SBAHC/MSc/RH/2022  
Date of Approval: 04/08/2022  
Date of Expiry: 08/10/2023  
Board approval: All members except the absentees

Dear Ms. Sarah Mustafa Al-Sayed Hussein,

Your Project has been approved and you have the permission to conduct this study following your submitted documents as follow:

1. Curriculum Vitae for the PI researcher
2. Letter from researcher's affiliating Organization/College
3. Letter from the researcher requesting SBAHC participation in the clinical study
4. Letter from the researcher's supervisor requesting supervision in the clinical study
5. Research proposal according to SBAHC IRB Guidelines
6. SBAHC Informed Consent Template
7. Research Obligatory Agreement. Available upon the completion of the other requirements

You are required to obey by the rules and regulations of the Government of Saudi Arabia, the SBAHC IRB Policies and procedures and the ICH-GCP guidelines. You have to note that this approval mandate responding to IRB's periodic request and surveillance result. Drawing your attention to the following:

- Amendment of the project with the required modification to providing Periodical report for this project specially when study extension is required or expiry before study completion
- All unforeseen events that might affect continued ethical acceptability of the project should be reported to the IRB as soon as possible
- Personal identifying data should only be collected when necessary for research.
- Secondary disclosure of personal identifiable data is not allowed.
- Monitoring: projects may be subject to an audit by the IRB at any time.
- The PI is responsible for the storage and retention of original data pertaining to the project for a minimum period of five (5) years.
- Data should be stored securely so that a few authorized users are permitted access to the database.

The IRB registered with the IRB KACST Registration No. H-01-R-090. It is authorized to conduct the ethical review of clinic studies and operates in accordance with ICH-GCP Guidelines and all applicable national/local and institutional regulations and guidelines which govern Good Clinical Practices.

For Future Correspondence, please quote the project number and project title above and you are requested to keep IRB informed about your study progress and submit project progress report every six (6) months. A final report should be provided upon completion of the study.

Wish you a success in your research project.

Yours sincerely,



**Prof. Khalid Al-Rubeaan**  
Chairman-IRB  
Sultan Bin Abdulaziz Humanitarian City





# APPENDIXES B: CONSENT FORM



مدينة سلطان بن عبد العزيز للخدمات الإنسانية  
SULTAN BIN ABDULAZIZ HUMANITARIAN CITY  
RESEARCH & SCIENTIFIC CENTER

## INFORMED CONSENT FOR RESEARCH WITH NO DIRECT BENEFITS TO PARTICIPANT

اذن ناف للجهة بالموافقة على بحث  
بدون فائدة مباشرة للمشاركين

<b>Title of Proposal:</b> Job Satisfaction and Influencing Factors Among Employees Working at Sultan Bin Abdulaziz Humanitarian City, Saudi Arabia: A Cross-Sectional Study.	عنوان البحث: الرضا الوظيفي وعوامل التأثير بين الموظفين العاملين في مدينة سلطان بن عبد العزيز للخدمات الإنسانية، المملكة العربية السعودية: دراسة مقطعية.
<b>Part I – Research Participant Information Sheet:</b> You are invited to participate in a scientific research project	الجزء الأول – معلومات للمشاركة في البحث: ندعوك للمشاركة في بحث علمي
<b>A. Purpose of the Research is to increase general knowledge about</b> 1. The level of job satisfaction among employees. 2. The sociodemographic factors influencing job satisfaction among employees.	أ. الغرض من البحث هو زيادة المعرفة عن ١. مستوى الرضا الوظيفي لدى العاملين. ٢. العوامل الاجتماعية والديموغرافية التي تؤثر على الرضا الوظيفي لدى العاملين.
<b>B. Description of the Research:</b> A cross-sectional study will be conducted among 300 randomly selected employees working at Sultan Bin Abdulaziz Humanitarian City between August and September 2022. This study contributes to the field by assessing the level of job satisfaction as well as determining the sociodemographic factors influencing job satisfaction using a representative sample of employees working at Sultan Bin Abdulaziz Humanitarian City, Riyadh, Saudi Arabia.	ب. وصف البحث: سيتم إجراء دراسة مقطعية على ٣٠٠ موظف سيتم اختيارهم عشوائياً في مدينة سلطان بن عبد العزيز الإنسانية بين أغسطس وسبتمبر ٢٠٢٢. تساهم هذه الدراسة في الميدان من خلال تقييم مستوى الرضا الوظيفي وكذلك تحديد العوامل الاجتماعية والديموغرافية التي تؤثر على الرضا الوظيفي باستخدام عينة تمثيلية من العاملين في مدينة سلطان بن عبد العزيز للخدمات الإنسانية، الرياض، المملكة العربية السعودية.
<b>C. Potential Risks and Discomforts:</b> Not Applicable	ج. المخاطر أو الإزعاجات المحتملة: لا ينطبق
<b>D. Potential Benefits:</b> Providing opportunities and feedback that encourage the growth and development of talents is essential to engaging employees. Employee engagement boosts morale, which improves motivation, loyalty, retention, attendance, performance, and productivity. Survey results can also benefit management by providing a snapshot of employee attitudes at a certain moment, allowing employers to measure objectively how well their efforts to improve employee morale are working. A formal survey is not the only way to establish a benchmark, but the information obtained can be used to highlight areas needing improvement, such as turnover, grievance volume, and employee complaints.	د. الفوائد المحتملة: يعد توفير الفرص والتعليقات التي تشجع على نمو المواهب وتنميتها أمراً ضرورياً لإشراك الموظفين. تعمل مشاركة الموظف على تعزيز الروح المعنوية، مما يحسن الولاء والاداء والإنتاجية لدى الموظفين. يمكن أن تنفذ نتائج الاستطلاع الإدارية أيضاً من خلال توفير لمحة عن مواقف الموظفين في لحظة معينة، مما يسمح لأصحاب العمل بقياس مدى نجاح جهودهم لتحسين معنويات الموظفين بشكل موضوعي. لا يعد المسح الرسمي الطريقة الوحيدة لإنشاء معيار، ولكن يمكن استخدام المعلومات التي سوف يتم الحصول عليها لتسليط الضوء على المجالات التي تحتاج إلى تحسين، مثل معدل خروج وتقل الموظفين وشكاوى الموظفين.
<b>E. Alternative to Participation (where applicable):</b> Not Applicable	هـ. البدائل عن المشاركة (إن وجدت) لا ينطبق

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(Cross out the non-applicable) \*

From: \_\_\_\_\_  
To: \_\_\_\_\_  
RAC# \_\_\_\_\_

SBAHC 1804 – RSC CS (11/21) ME  
Informed Consent for Research with no Direct Benefits to Participant

إذن ناف للجهة بالموافقة على بحث  
بدون فائدة مباشرة للمشاركين  
(الشطب ما لا ينطبق) \*





**INFORMED CONSENT FOR RESEARCH WITH NO  
DIRECT BENEFITS TO PARTICIPANT**

إن نافع للجهة بالموافقة على بحث  
بدون فائدة مباشرة للمشاركين

<b>F. Cost/s Reimbursements:</b> Not Applicable	<b>و. التكاليف / التعويضات المالية:</b> لا ينطبق
<b>G. Termination of Participation (where applicable):</b> Participants will be notified that their completion of the questionnaire constitutes informed consent.	<b>ز. إنهاء المشاركة (إن حدث):</b> سيتم إخطار المشاركين بأن إكمالهم للاستبيان يشكل موافقة على المشاركة في البحث.
<b>H. Compensation / Treatment:</b> In the event of injury resulting from participation in the research study, hospitalization and professional attention, if these are required, will be provided at (name the hospital) at no cost to you. Financial compensation from SBAHC is not available.	<b>ح. التعويضات / العلاج:</b> في حالة حدوث أي ضرر - لا قدر الله - من جراء المشاركة في هذه الدراسة سيكتفل مستشفى (يذكر المستشفى) بتقديم الرعاية الطبية اللازمة أو التنويم بالمستشفى إذا لزم الأمر، ولكن لن تمنح المدينة أي تعويضات مالية.
<b>I. Voluntary Participation:</b> Participation in this study is voluntary. You will suffer no penalty nor loss of any benefits to which you are otherwise entitled should you decide not to participate. Withdrawal from this research study will not affect your ability to receive alternative methods of medical care available at SBAHC. Significant new findings that may come up during the course of the research study which might be reasonably expected to affect your willingness to continue to participate in the research study you will be informed up.	<b>ط. المشاركة التطوعية:</b> المشاركة في هذه الدراسة تطوعية وإذا قررت عدم المشاركة فذلك لن تتعرض لأي مضايقات أو لفقدان حقاك المشروع في المعالجة، كما أن قرارك بالانسحاب من الدراسة لن يؤثر على تلقيك للخدمات العلاجية البديلة المتوفرة في المستشفى. سيتم إبلاغك بأي نتائج هامة جديدة تظهر خلال تطورات البحث مما قد يؤثر بطريقة معقولة على رغبتك في الاستمرار بالمشاركة في هذه الدراسة.
<b>J. Confidentiality:</b> Your identity and medical record, as a participant in this research study, will remain confidential with respect to any publications of the results of this study. Your medical record in connection with this study will be kept confidential to the extent permitted by the law. Furthermore, your medical record may be reviewed only by the SBAHC-Institutional Review Board or the agency sponsoring this research in accordance with applicable laws and regulations. It is your right to keep a signed copy of the consent form.	<b>ي. السرية:</b> كمشارك في هذه الدراسة ستكون هويتك ومحتويات ملفك الطبي سرية في جميع المنشورات المتعلقة بنتائج الدراسة كما سيبقي رقم سجلك الطبي سرياً في الحدود التي يسمح بها النظام كما يمكن الإطلاع عليه فقط من قبل مجلس أخلاقيات البحوث في المدينة أو الجهة الراعية للدراسة في حدود الأنظمة والقوانين المطبقة بهذا الخصوص. من حقاك الاحتفاظ بنسخة موقعة من هذا الإذن.

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PARTICIPANT**  
(Cross out the non-applicable) \*

From: \_\_\_\_\_  
To: \_\_\_\_\_  
RAC# \_\_\_\_\_

SBAHC 1804 - RSC/CS (11/21) ME  
Informed Consent for Research with no Direct Benefits to Participant

إن نافع للجهة بالموافقة على بحث  
بدون فائدة مباشرة للمشاركين  
(الشطب ما لا ينطبق) \*





# APPENDIXES C: PERMISSION FOR USING JSS ASSESSMENT

**PAUL SPECTOR**

INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

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≡ MENU

[Home](#) › [Assessments](#) › [Paul's No Cost Assessments](#) › Conditions for Using These Assessments

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You are welcome to translate any of these scales into another language if you agree to send me a copy of the translation. Word (.doc or .docx) is best, but .pdf is also acceptable. Be sure to include the copyright statement on the translated version, as well as credit the person who did the translation and the year.

### Sharing Results

A condition for free use of these assessments is that you share results. The results I need include:

1. Means per subscale and total score
2. Sample size
3. Brief description of sample, e.g., 220 hospital nurses. I don't need to know the organization name if it is sensitive.
4. Name of country where collected, and if outside of the U.S., the language used. I am especially interested in nonAmerican samples.
5. Standard deviations per subscale and total score (optional)
6. Coefficient alpha per subscale and total score (optional)



# APPENDIXES D: USED QUESTIONNAIRE

## Job Satisfaction & Influencing Factors Among Employees Working at SBAHC

Dear Participants,

We would like to invite you to participate in the Job Satisfaction & Influencing Factors Among Employees Working at SBAHC survey, which aims to increase general knowledge about:

1. The level of job satisfaction among employees
2. The sociodemographic factors influencing job satisfaction among employees

To be eligible to fill out this survey, you must have been working as a **full-time** employee in SBAHC for **more than 6 months**. Your cooperation and participation in completing this survey is highly appreciated.

**Your participation is anonymous, voluntary and will remain confidential.**

\* Required

\* This form will record your name, please fill your name.

### Eligibility Criteria & Consent Form

1. Are you working as full-time employee at Sultan Bin Abdulaziz Humanitarian City? \*

هل انت موظف بدوام كامل في مدينة سلطان بن عبدالعزيز للخدمات الانسانية؟

- ☐ Yes / نعم
- ☐ No / لا

2. Are you working at Sultan Bin Abdulaziz Humanitarian City for more than 6 months? \*

هل انت موظف في مدينة سلطان بن عبدالعزيز للخدمات الانسانية لافتر من 6 اشهر؟

- ☐ Yes / نعم
- ☐ No / لا

3. Click the Link: Informed Consent

[https://sbahcorgsa-my.sharepoint.com/:b:/r/personal/mquisteriano\\_sbahc\\_org\\_sa/Documents/Informed%20Consent\\_Job%20Satisfaction\\_Sarah.pdf?csf=1&web=1&e=cmXuhj](https://sbahcorgsa-my.sharepoint.com/:b:/r/personal/mquisteriano_sbahc_org_sa/Documents/Informed%20Consent_Job%20Satisfaction_Sarah.pdf?csf=1&web=1&e=cmXuhj) \*

If you agree to participate, please proceed. اذا كنت موافق لاستكمال الاستبيان الرجاء الاستمرار.

- ☐ I agree / موافق
- ☐ I disagree / غير موافق



## Sociodemographic Data

4. Age? \*

العمر

5. Nationality? \*

الجنسية

- ☐ Saudi / سعودي
- ☐ Non-Saudi / اجنبي

6. Gender? \*

الجنس

- ☐ Male / ذكر
- ☐ Female / انثى

7. Marital Status? \*

الحالة الاجتماعية

- ☐ Single / اعزب
- ☐ Married / متزوج
- ☐ Widowed / أرمل
- ☐ Divorced / مطلق

8. Presence of Children? \*

هل لديك اطفال؟

- ☐ Yes / نعم
- ☐ No / لا

9. Place or Residence? \*

مكان الإقامة

- ☐ Inside SBAHC / داخل مدينة سلطان بن عبدالعزيز للخدمات الإنسانية
- ☐ Near SBAHC / بالقرب من مدينة سلطان بن عبدالعزيز للخدمات الإنسانية
- ☐ Far from SBAHC / بعيداً عن مدينة سلطان بن عبدالعزيز للخدمات الإنسانية



10. Educational Level? \*

المستوى التعليمي

- ☐ Less than high school education / اقل من ثانوي
- ☐ High School Graduate / ثانوي
- ☐ Bachelor's Degree / بكالوريوس
- ☐ Master's Degree / ماجستير
- ☐ PhD / دكتوراه

11. Profession? \*

المهنة

- ☐ Physician / دكتور
- ☐ Therapist / اخصائي
- ☐ Nurse / ممرض
- ☐ Technician / فني
- ☐ Administration / اداري
- ☐ Others / اخرى



## 12. Department? \*

القسم

- ☐ Chief Executive Office
- ☐ Corporate Development
- ☐ Education & Staff Development
- ☐ Finance
- ☐ Human Capital Management
- ☐ Information & Communication Technology
- ☐ Medical Affairs/SISC
- ☐ Nursing Services
- ☐ Patient Affairs
- ☐ Patient Experience
- ☐ Patient Treatment Fund
- ☐ Projects & Facility Management
- ☐ Prosthetics & Orthotics
- ☐ Quality Management
- ☐ Rehab Program & Services
- ☐ Research & Scientific Center
- ☐ Security
- ☐ Safety & Emergency Planning
- ☐ Supply Chain Management
- ☐ Sultan City Medical Center
- ☐ Home Health Care
- ☐ People Experience
- ☐ Other



## 13. Years of experience? \*

عدد سنوات الخبرة

## 14. Years of Working in the City? \*

عدد سنوات العمل في مدينة سلطان بن عبدالعزيز للخدمات الإنسانية

## 15. Transportation? \*

طريقة التنقل

- ☐ I am driving to the City / انا اقود
- ☐ With a family member / مع احد افراد العائلة
- ☐ With a driver / مع السائق

## 16. Using the Day Care? \*

استخدام الحضانة

- ☐ I am sending my kids to SBAHC day care / يذهب طفلي للحضانة داخل المدينة
- ☐ I am sending my kids to Outside day care / يذهب طفلي للحضانة خارج المدينة
- ☐ Not applicable / لا ينطبق

## 17. Spouse Profession? \*

مهنة الزوج/ة

- ☐ Medical Profession / المجال الطبي
- ☐ Non-medical Profession / خارج المجال الطبي
- ☐ Not applicable / لا ينطبق

## 18. Preferred Language \*

اللغة المفضلة للاستبيان

- ☐ عربي
- ☐ English



<b>JOB SATISFACTION SURVEY</b> Paul E. Spector Department of Psychology University of South Florida  Copyright Paul E. Spector 1994, All rights reserved.							
	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.  Copyright Paul E. Spector 1994, All rights reserved.	Disagree very much 1	Disagree moderately 2	Disagree slightly 3	Agree slightly 4	Agree moderately 5	Agree very much 6
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6



## JOB SATISFACTION SURVEY

فحص الرضى الوظيفي

Paul E .Spector

أوافق بشده	أوافق بصورة متوسطة	أوافق قليلا	لا أوافق قليلا	لا أوافق بصورة متوسطة	لا أوافق بشده	يرجى وضع دائرة حول رقم واحد من خيارات كل سؤال و الذي يكون الأقرب للتعبير عن رأيك حول هذا الموضوع.	
6	5	4	3	2	1	أشعر أنني أتقاضى أجرا عادلا على العمل الذي أقوم به	1
6	5	4	3	2	1	حقيقةً هناك فرص قليلة جدا للترقية في عملي .	2
6	5	4	3	2	1	إن مسؤولى المباشرة كفؤ جدا في أدائه / أدائها للعمل	3
6	5	4	3	2	1	أنا غير راض عن الامتيازات التي أحصل عليها .	4
6	5	4	3	2	1	عندما أقوم بعمل جيد أحصل على التقدير الذي يجب أن أحصل عليه عن ذلك العمل .	5
6	5	4	3	2	1	هناك عدة أنظمة وإجراءات تجعل القيام بالعمل الجيد أمراً صعباً	6
6	5	4	3	2	1	أنا (أرتاح) أحب الناس الذين أعمل معهم .	7
6	5	4	3	2	1	أشعر أحيانا أن عملي بلا معنى.	8
6	5	4	3	2	1	الاتصالات تبدو جيدة ضمن إطار هذه المؤسسة .	9
6	5	4	3	2	1	العلاوات قليلة جدا و متباعدة زمنيا .	10
6	5	4	3	2	1	الذين يؤدون عملهم بصورة جيدة يحظون بفرص جيدة للترقية.	11
6	5	4	3	2	1	المسؤول المباشر عني في العمل غير عادل معي.	12
6	5	4	3	2	1	الامتيازات التي نحصل عليها هي نفس الامتيازات في المؤسسات الأخرى.	13
6	5	4	3	2	1	لا اشعر بأن العمل الذي أقوم به يلقى التقدير.	14
6	5	4	3	2	1	جهودى المبذولة لكي أقوم بعمل جيد نادرا ما تكون دون جدوى أو (تذهب سدى) .	15
6	5	4	3	2	1	وجدت بأنه على إن اعمل بجد اكبر في عملي وذلك لعدم كفاءة الأشخاص الذين اعمل معهم .	16

6	5	4	3	2	1	أحب الأعمال التي أقوم بها في عملي .	17
6	5	4	3	2	1	غايات هذه المؤسسة غير واضحة بالنسبة لي .	18
6	5	4	3	2	1	أشعر بعدم التقدير في المؤسسة عندما أفكر بالأجر الذي أتقاضاه منها.	19
6	5	4	3	2	1	يتقدم الناس وظيفيا في هذه المؤسسة بالسرعة التي يتقدمون بها في الأماكن أو المؤسسات الأخرى .	20
6	5	4	3	2	1	المشرف على في العمل يعطى اهتماما قليلا لمشاعر العاملين المشرف عليهم .	21
6	5	4	3	2	1	أن حزمة الامتيازات التي نحصل عليها عادله.	22
6	5	4	3	2	1	المكافآت قليلة للعاملين هنا .	23
6	5	4	3	2	1	هناك واجبات كثيرة في العمل .	24
6	5	4	3	2	1	أنا مستمتع بعملي مع الزملاء.	25
6	5	4	3	2	1	غالبا ما اشعر بأني لا اعرف ماذا يحدث في المؤسسة	26
6	5	4	3	2	1	أنا اشعر بالفخر عندما أؤدي عملي .	27
6	5	4	3	2	1	اشعر بالرضى عن الفرص المتاحة في زيادة الأجور .	28
6	5	4	3	2	1	هنالك فوائد من المفترض أن نحصل عليها ولكنها غير موجودة .	29
6	5	4	3	2	1	أنا أحب المشرف علي في العمل .	30
6	5	4	3	2	1	عندي الكثير من الأعمال الكتابية في العمل.	31
6	5	4	3	2	1	أنا أشعر بأن جهودي لا تكافئ بالطريقة الصحيحة التي يجب أن تكافئ بها.	32
6	5	4	3	2	1	أنا راض عن فرصتي في الترقية في العمل .	33
6	5	4	3	2	1	هناك الكثير من المشاحنات والشجار في العمل .	34
6	5	4	3	2	1	عملي ممتع .	35
6	5	4	3	2	1	الواجبات في العمل غير موضحة بصورة مفصله.	36