

Job Satisfaction and Associated Factors among Healthcare Workers at King Fahad University Hospital in Al-Khobar

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Received:

29/02/2023

Revised:

09/03/2023

Accepted:

08/05/2023

Published:

30/06/2023

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Citation: Alali, M. H.

(2023). Job Satisfaction and Associated Factors among Healthcare Workers at King Fahad University Hospital in Al-Khobar. *Journal of medical and pharmaceutical sciences*, 7(2),76 – 91.

<https://doi.org/10.26389/AJSRP.R290323>

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Abstract: Objectives: The current study aimed to assess the levels of job satisfaction and associated factors among healthcare workers at King Fahad University Hospital in Al Khobar. Methodology: A cross-sectional study targeting healthcare workers at King Fahad University Hospital was conducted from October to December 2022. The research population consists of all 2000 healthcare workers at King Fahad University Hospital in Al Khobar. A total of 400 questionnaires were distributed and collected. After incomplete questionnaires were excluded, 332 remained to be analyzed. Results: The participants reported high job satisfaction, as indicated by the total mean score for all questionnaire items of 4.39. Furthermore, the factors influencing job satisfaction, ordered from the highest to the lowest percentage, are as follows: work physical environment (89.1%), working hours (88.4%), work culture environment (86.6%), pay benefits package (85.6%), patient satisfaction (84.4%), stress management (83.8%), quality of care provided (81.6%), and other factors (1.9%). The variables of work experience, specialty, educational level, gender, and age affected job satisfaction among healthcare workers. Conclusion: This study revealed a high level of satisfaction among healthcare workers at King Fahad University Hospital and suggests that healthcare workers should be given more organizational support, incentive benefits, and flexible work shifts to enhance their job satisfaction.

Keywords: Job Satisfaction, Healthcare Workers, Healthcare, King Fahad University Hospital, Saudi Arabia.

الرضا الوظيفي والعوامل المرتبطة به لدى العاملين في مجال الرعاية الصحية بمستشفى جامعة الملك فهد بالخبر

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جامعة الإمام عبد الرحمن بن فيصل | المملكة العربية السعودية

المستخلص: هدفت الدراسة الحالية إلى تقييم مستويات الرضا الوظيفي والعوامل المرتبطة به لدى العاملين في مجال الرعاية الصحية بمستشفى جامعة الملك فهد بالخبر. منهجية الدراسة: أجريت دراسة مقطعية تستهدف العاملين في مجال الرعاية الصحية في مستشفى جامعة الملك فهد في الفترة من أكتوبر إلى ديسمبر 2022. تكون مجتمع البحث من جميع العاملين في مجال الرعاية الصحية البالغ عددهم 2000 عامل في مستشفى جامعة الملك فهد في الخبر. تم توزيع وجمع 400 استبانة. بعد استبعاد الاستبيانات غير المكتملة، تم إخضاع 332 للتحليل. النتائج: عبر المشاركون عن ارتفاع مستوى الرضا الوظيفي لديهم حسب ما يتضح من المتوسط الحسابي الكلي لفقرات الاستبيان والذي بلغ (4.39). علاوة على ذلك، فإن العوامل المؤثرة في الرضا الوظيفي، مرتبة من أعلى نسبة إلى أدنى نسبة مئوية، هي كما يلي: بيئة العمل المادية (89.1%)، ساعات العمل (88.4%)، بيئة العمل (86.6%)، حزمة مزاي الأجر (85.6%)، رضا المريض (84.4%)، إدارة ضغوط العمل (83.8%)، جودة الرعاية المقدمة (81.6%)، وعوامل أخرى (1.9%). كما تبين وجود تأثير لمتغيرات الخبرة في العمل، والتخصص، والمستوى التعليمي، والجنس، والعمر على الرضا الوظيفي بين العاملين في مجال الرعاية الصحية. الخاتمة: كشفت هذه الدراسة عن مستوى عالٍ من الرضا بين العاملين في مجال الرعاية الصحية في مستشفى الملك فهد الجامعي وتقرح ضرورة منح العاملين في مجال الرعاية الصحية مزيداً من الدعم التنظيمي والمزايا التحفيزية وفترة عمل مرنة لتعزيز رضاهم الوظيفي.

الكلمات المفتاحية: الرضا الوظيفي، العاملين الصحيين، الرعاية الصحية، مستشفى الملك فهد الجامعي، المملكة العربية السعودية.

1. Introduction

Job satisfaction is an important predictor of the quality and efficiency of healthcare systems worldwide (Dixit et al., 2017, P417). It refers to the perceptions of healthcare workers regarding various aspects of their work, such as the physical atmosphere, privileges attached to the job, work-related issues, the attitudes of their bosses and co-workers, promotion opportunities, career growth, and human resource issues (Deriba et al., 2017, P36). In the health sector, the job satisfaction of healthcare workers has a strong positive association with patients' satisfaction and contributes to the continuity of care (Kumar et al., 2014, P.113).

Several studies have shown that job dissatisfaction results from one or more attributes of the work environment, such as poor working conditions, problems with leadership, inadequate equipment and supplies, a lack of recognition for good work, stress due to heavy workloads, and limited opportunities for career development and advancement (Gu et al., 2019; Wong et al., 2020; Rosta et al., 2019).

In healthcare contexts, work pressures, professional and personal life, and income and job security affect job satisfaction (Al-Qathmi & Zedan, 2021). Furthermore, quality of service, prestige, and self-perception affect job satisfaction (Rosta et al., 2019). Work pressure has become a feature of healthcare organizations. Healthcare workers face severe pressures, such as economic and social changes and disturbances in human relations, both at the individual and the professional level, which ultimately lead to job dissatisfaction (Althobaiti et al., 2021).

Healthcare workers' job satisfaction and the quality of the care provided are considered the two main factors responsible for ensuring an organization's success and raising the efficacy of health services (Lu et al., 2016). Studying the work environment in which health workers perform their jobs allows researchers to identify the forces that cause job dissatisfaction, thus determining whether these forces are related to the nature of the profession or the nature of the health system; it also allows researchers to identify other influencing factors (Rostami et al., 2021). This also helps determine the negative reflection on healthcare workers and ways to address such threats to create the appropriate conditions for healthcare workers while providing a suitable work environment that enhances professional performance (Kumar et al., 2014).

Saudi Arabia has dedicated great attention to the healthcare sector in terms of human resources, medical supplies, infrastructure, technology, and expenditures. Further, the Saudi Vision 2030 stresses the introduction of healthcare to all social groups in an accessible, affordable, and high-quality manner (Rahman & Qattan, 2021). This places an extra burden on healthcare workers to meet the goals of healthcare services in the kingdom.

However, the Saudi healthcare sector is facing challenges due to changing disease patterns, the prevalence of chronic diseases, the growing elderly population, the increased number of young people and their association with lifestyle diseases such as obesity, and insufficient local healthcare workforces (Alzailai et al., 2021; Althobaiti et al., 2021). The challenges are growing daily in health institutions in

Saudi Arabia due to the increased demand for health services. Thus, the staff of these hospitals, whether they are physicians, nurses, or technicians, face psychological pressures that make their jobs very challenging and affect their retention (Hamasha et al., 2019).

Although many studies in Saudi Arabia have addressed job satisfaction and its factors among health workers in hospitals, most studies have concentrated on specific profession categories such as nurses, pharmacists, or doctors (e.g., Halawani et al., 2021; Kalanan et al., 1999; Hamasha et al., 2019). To the best of the researcher's knowledge, no studies have investigated job satisfaction among healthcare workers by comparing the job satisfaction of different types of healthcare workers (healthcare professionals, clinical professionals, and administrators). Therefore, this study attempts to address this gap by identifying factors influencing job satisfaction among health professionals at King Fahad University Hospital in Al Khobar.

1.1. Statement of the Problem

The health sector in the Kingdom of Saudi Arabia is a vital sector that is subject to change and influence because of its critical importance to society. This sector also plays a vital role in social development (Alzailai et al., 2021). However, it faces many problems related to human resources, the most important of which are job leakage and job dissatisfaction. Many Saudi health workers leave their positions in healthcare institutions. Al-Halil (2011) and Al-Harbi (2010) indicated a high employee turnover rate (about 30–40%) in the Saudi health sector due to a lack of satisfaction in terms of compensation, benefits, training, and the working environment in Saudi hospitals.

1.2. Research Objectives

This research aims to achieve the following objectives:

- 1- To identify the level of job satisfaction among healthcare workers at King Fahad University Hospital in Al Khobar.
- 2- To explore the factors influencing job satisfaction among healthcare workers at King Fahad University Hospital in Al Khobar.
- 3- To determine if there are statistically significant differences among healthcare workers regarding their job satisfaction due to their job, years of experience, and educational level.

1.4. Research Hypotheses

This research has the following hypotheses:

1. There is a statistically significant relationship between the healthcare workers' level of job satisfaction and the variables of work experience, specialty, educational level, gender, and age.
2. There is a statistically significant relationship between the healthcare workers' level of job satisfaction and the factors affecting their job satisfaction.

1.5. Research Significance

The research significance lies in the following points:

- This research explores job satisfaction among healthcare workers at King Fahad University Hospital in Al Khobar to provide insights into the development of the healthcare sector.
- Job satisfaction enhances healthcare workers' productivity and service quality, as well as patients' safety and wellness. Moreover, medical errors are minimized when healthcare workers work in a tension-free environment.
- The strengths shall be recognized, and the weaknesses will be determined.
- Recommendations for addressing such weaknesses shall also be presented. Therefore, the researcher expects that this study will benefit the healthcare sector, as this would be reflected in the patient and society as a whole.

2. Literature Review

Job satisfaction is used to measure how content an employee is with their job. High job satisfaction can improve the enthusiasm of staff and promote the success and progress of an organization. It can also lead to lower turnover and improve the quality of service (Lu et al., 2016). Meanwhile, healthcare staff with low job satisfaction may suffer from medical problems (Ng et al., 2021, P800), and individual employee health may influence the overall stability of the healthcare staff (Moon et al., 2021, P1382). Dissatisfied employees are more likely than satisfied employees to leave their organizations; as a result, the remaining employees may engage in counterproductive activities, such as performing low-quality service and damaging equipment (Terry & Woo, 2021, P197).

In healthcare settings, job satisfaction is strongly associated with the well-being of healthcare staff. Job satisfaction among healthcare providers might be linked to an organization's degree and human relations (Ibrahim et al., 2022). It also had a significant impact on healthcare providers' productivity, the quality of the care provided, and, sometimes, the cost of healthcare (Negri et al., 2022).

Quynh Anh and Anh Dung (2022) assessed the relationship between job satisfaction and the psychological well-being of preventive medicine workers in Vietnam and found that job satisfaction is correlated with psychological well-being. Satisfaction with supervision and community support had the lowest correlations with well-being, while co-worker satisfaction and overall job satisfaction had the strongest correlation with psychological well-being.

According to Negri et al. (2022), opportunities for rewards, the nature of the work, supervision, relations, contact with colleagues, training, and benefits affect employees' job satisfaction. Employees feel satisfied in organizations that allow them to participate in decision-making processes, improve their skills and knowledge, and enhance their work autonomy (Ng et al., 2021). Meanwhile, too many working hours, administrative burdens, heavy workloads, lack of time, poor performance evaluation systems, and lack of recognition decrease job satisfaction (Moon et al., 2021; Terry & Woo, 2021).

2.1. Previous Studies

Many researchers investigated job satisfaction among healthcare factors. Geta et al. (2021) examined job satisfaction and associated factors among health professionals working at public and private hospitals in Bahir Dar City, Northwest Ethiopia. Overall, the magnitude of job satisfaction was 55.2%. Working at a private hospital, having a pleasant nature of work, autonomy, adequately supportive supervision, rewards and recognition, and high normative commitment affected the overall job satisfaction of health professionals. Maissiat et al. (2015) indicated that job satisfaction is associated with professional accomplishment, freedom of expression, and appreciation. Also, Atif et al. (2015) revealed that age, educational background, years of service, and income were significantly associated with job satisfaction among doctors.

Lu et al. (2016) explored job satisfaction among healthcare staff in Guangdong following the health system reforms implemented in 2009. They found that overall job satisfaction exceeded slightly dissatisfied and approached slightly satisfied. Huang et al. (2011) indicated that the job satisfaction of grass-root core doctors who worked in the underdeveloped areas of Guangdong was not high. Furthermore, Wei et al. (2005) revealed that gender, age, educational background, professional status, occupation, and years of service significantly influenced the job satisfaction of doctors who worked in health clinics in towns and townships.

Several studies have also shown that job satisfaction is significantly positively related to demographic factors such as age, work experience, profession, level of education, and gross monthly salary (Negri et al., 2022; Ibrahim et al., 2022). Concerning education level, job satisfaction among healthcare staff with high school and technical school degrees was lower than among healthcare staff with university degrees and master's degrees and above (Zhang et al., 2022; Moon et al., 2021). Other research shows that specialist doctors, practitioner doctors, and health officers tended to have higher job satisfaction than nurses (Capone et al., 2022).

Job satisfaction affects healthcare workers in all healthcare settings around the world. Studies in Nepal (Chaulagain & Khadka, 2012), Serbia (Jovic-Vranes et al., 2008) and Pakistan (Kumar et al., 2013) among health professionals showed that 24%, 77.6%, and 59% of workers, respectively, were not satisfied with their jobs. Studies done in different parts of Africa showed that job satisfaction was low, at 47.9% in South Africa, 29% in Malawi, 17.4% in Tanzania, and 33.9% in Nigeria (Robbins et al., 2013).

In Vietnam, age, areas of work and expertise, professional education, residence, and number of staff were identified as factors affecting job satisfaction among community health workers (Xuan Tran et al., 2015). Hospital politics, personal relationships, and the feeling of being able to provide high-quality care also affect job satisfaction (Jovic-Vranes et al., 2008). Moreover, age, work experience, and position were identified as factors affecting job satisfaction among healthcare workers (Kaleb et al., 2013).

A similar study showed that a lack of training opportunities, lack of incentives, a bureaucratic management style, poor performance evaluation systems, and poor working conditions lead to poor job satisfaction among health professionals (Mengistu & Bali, 2015).

In the Saudi context, many researchers have examined job satisfaction and associated factors among healthcare workers. For example, Altwaijri et al. (2022) discussed the psychological distress reported by healthcare workers in Saudi Arabia during the COVID-19 pandemic. The findings showed a high prevalence of psychological distress. Moreover, Halawani et al. (2021) found that poor management is the most significant factor affecting the quality of care in the studied hospitals (40%).

Al Owa et al. (2021) studied the prevalence and factors of burnout among healthcare workers in Eastern Province, Saudi Arabia. They found high percentages of burnout in three subscales: exhaustion (67%), professional efficacy (15%), and cynicism (60%).

Job satisfaction among healthcare workers was also studied during the COVID-19 pandemic in Saudi Arabia. A previous study showed that, in general, healthcare workers had negative attitudes toward the physiological problems associated with COVID-19 (Abolfotouh et al., 2020). Many studies in Saudi Arabia have reported that nurses, in particular, experienced burnout problems due to the COVID-19 pandemic (e.g., Alsulimani et al., 2021; Aljuffali et al., 2022; Alanazi et al., 2021).

3. Methodology

3.1. Research Method

The descriptive cross-sectional approach was used in this study. Gathering information that can demonstrate what happened is the first step in descriptive research, which also entails arranging, tabulating, depicting, and describing the gathered data.

3.2. Participants

The population of this research consisted of all 2000 healthcare workers at King Fahad University Hospital in Al Khobar. The research sample consisted of 20% of the research population (i.e., 400 employees). The following formula was used to calculate the sample size:

Population: 2000

Proportion: 20%

Sample size = $2000 \times 20/100 = 400$.

3.3. Data Collection Instrument

In this study, a questionnaire was used as the primary method of data collection. The study's questionnaire structure was informed by those of similar studies (e.g., Halawani et al., 2021; Lu et al., 2016; Negri et al., 2022). The questionnaire items were written by the researcher after a thorough consideration of the available empirical data.

The questionnaire had two main sections. In the first section, participants were asked basic questions about their sociodemographic characteristics. The second section (20 items) examined job satisfaction among healthcare workers. The survey employed a five-point Likert scale, from which respondents could select “strongly agree,” “agree,” “neutral,” “disagree,” or “strongly disagree.” Items were written in English and designed electronically through Google Forms. Participants were given the questionnaire to fill out at their leisure.

Research subjects were informed of the study’s goals, and their consent to participate was confirmed. The participants were also assured that their comments would not result in any negative consequences. The confidentiality of their information was also protected. In addition, the researcher secured permission from the appropriate authorities, including the ethics board, to proceed with data collection.

3.4. Validity and Reliability

The researcher ensured the questionnaire’s face validity by checking that it accurately assessed the variables of interest. Some judges with expertise in the topic were given access to the questionnaire. The researcher revised the questionnaire and reworded the items that needed more clarity and relevance in light of the judges’ suggestions and remarks.

Cronbach’s Alpha coefficient was utilized to determine the level of reliability between questionnaire items in this study. Cronbach’s Alpha for the entire questionnaire was high (0.865). As such, the questionnaire was deemed reliable.

3.5. Statistical Tools

The mean, percentage, standard deviation, and rank of the scores were the primary measures of statistical significance considered in this study. The ANOVA test was also used to check the statistical differences among the respondents.

3.6. Ethical Considerations

Before the study began, ethical approval was provided by the Research Ethics Committee at King Fahad University Hospital in Al Khobar. All participants were requested to sign consent forms before participating. All participants were made aware of the research objectives and were assured that their responses would be kept confidential and used solely for the purposes of the present research.

4. Results & Discussion

The below part presents the findings of the study and a discussion of the research results.

4.1. Responses Related to Participants' Demographics

This section presents the findings related to the participants' sociodemographic characteristics as shown in Table 1.

Table 1. The Respondents' Sociodemographic Characteristics

Age	Frequency	Percentage
21-30 years	94	28.3%
31-40 years	148	44.6%
More than 40 years	90	27.1%
Total	332	100%
Gender	Frequency	Percentage
Male	157	47.3%
Female	175	52.7%
Total	332	100%
Marital Status	Frequency	Percentage
Single	55	16.6%
Married	257	77.4%
Divorced	15	4.5%
Widow/widower	5	1.5%
Total	332	100%
Educational Level	Frequency	Percentage
Diploma	18	5.4%
Bachelor	250	75.3%
Master	40	12%
Doctoral or equivalent	24	7.2%
Total	332	100%
Specialty	Frequency	Percentage
Physician	108	32.5%
Nursing	152	45.8%
Pharmacist	23	6.9%
Allied health professional	3	0.9%
Administrator	28	8.4%
Other specialists	13	3.9%
Technician	5	1.5%
Total	332	100%
Work Experience	Frequency	Percentage
Less than 2 years	36	10.8%
2-5 years	146	44%
5-10 years	68	20.5%
More than 10 years	82	24.7%
Total	332	100%

How Long Do You Plan to Continue Your Employment at the Hospital	Frequency	Percentage
Up to 1 year	5	1.5%
2-5 years	32	9.6%
6-10 years	73	22%
More than 10 years	222	66.9%
Total	332	100%
Factors Influencing Job Satisfaction	Frequency	Percentage
Work physical environment	285	89.1%
Work culture environment	277	86.6%
Pay benefits package	274	85.6%
Working hours	283	88.4%
Stress management	268	83.8%
Patient satisfaction	270	84.4%
Quality of care provided	261	81.6%
Other	6	1.9%

The above table shows that those who were 31–40 years old represent 44.6% of the sample, followed by those aged 21–30 years (28.3%) and those older than 40 years (27.1%). Regarding gender, the percentage of females (52.7%) is higher than the percentage of males (47.3%). Concerning marital status, the majority of participants were married (77.4%), followed by those who were single (16.6%), those who were divorced (4.5%), and those who were widows/widowers (1.5%).

Regarding educational level, most respondents held a bachelor's degree (75.3%), followed by a master's degree (12%), a doctoral degree or equivalent (7.2%), and a diploma (5.4%). For the specialty variable, the largest proportion of respondents were nurses (45.8%), followed by physicians (32.5%), administrators (8.4%), pharmacists (6.9%), other specialists (3.9%), technicians (1.5%), and allied health professionals (0.9%).

Concerning work experience, the largest group of participants had two to five years of experience (44%), followed by those with more than 10 years of experience (24.7%), those with 5–10 years of experience (20.5%), and those with less than two years of experience (10.8%). Regarding the responses related to how long the employee plans to continue employment at the hospital, the findings show most respondents planned to continue their employment for more than 10 years (66.9%), followed by those who planned to continue their employment for 6-10 years (22%), those who planned to continue their employment for two to five years (9.6%), and those who planned to continue their employment for up to one year (1.5%). Finally, the table shows that the factors influencing job satisfaction, ordered from the highest to the lowest percentage, are work physical environment (89.1%), working hours (88.4%), work culture environment (86.6%), pay benefits package (85.6%), patient satisfaction (84.4%), stress management (83.8%), quality of care provided (81.6%), and other factors (1.9%).

4.2. Responses Related to Questionnaire Items

The findings related to the questionnaire items, which consisted of 20 statements, are presented below. The mean score, standard deviation, and order of items are shown for each item in Table 2.

Table 2. Responses Related to Level of Job Satisfaction among Respondents

S	Statements	Frequency					Mean	Standard Deviation	Order
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
1	I feel appreciated at this hospital	201	90	27	8	6	4.42	0.88	10
2	I am proud to work for this hospital	193	108	20	6	5	4.43	0.81	7
3	I have the autonomy to make decisions I need to accomplish my tasks	193	98	32	5	4	4.41	0.82	14
4	The physical work conditions are good	188	99	27	10	8	4.35	0.93	18
5	My good work is recognized appropriately	185	110	22	9	6	4.38	0.82	16
6	I believe my job is secure	202	95	24	7	4	4.45	0.87	4
7	I feel part of the team I work with	188	113	21	7	3	4.43	0.78	8
8	I like the type of work I do and the people I work with	195	107	25	2	3	4.47	0.74	2
9	I feel I can trust what I am told by the management staff	192	106	22	8	4	4.42	0.82	11
10	I feel that my supervisor gives me adequate support	192	102	28	5	5	4.41	0.83	15
11	My manager/supervisor treats me with respect	199	98	22	8	5	4.43	0.84	9
12	I am satisfied with my working hours	143	85	39	43	22	3.85	1.28	20
13	I am given timely feedback on my performance	204	86	26	9	7	4.41	0.90	13
14	I am provided with adequate equipment to accomplish my task	206	92	18	10	6	4.45	0.87	5
15	I am provided with adequate training to accomplish my task	202	92	26	7	5	4.44	0.84	6
16	I am fairly compensated for my work	201	80	35	11	5	4.38	0.91	17
17	My job offers me a good benefits package	193	65	25	19	30	4.12	1.30	19
18	My performance is affected by my job satisfaction	204	92	26	7	3	4.46	0.80	3
19	I believe that the quality of care we provide is affected by employee job satisfaction.	214	88	23	2	5	4.51	0.78	1
20	I am satisfied with my work	204	80	36	8	4	4.42	0.87	12
Total Mean		4.39 ± 0.72							

The above table shows that the respondents have a very high degree of job satisfaction, as the total mean score for all items is 4.39. The majority of the responses ranged from 3.85-4.51, which further indicates high perceptions of job satisfaction.

To fulfill the first objective of the research, "To identify the level of job satisfaction among healthcare workers at King Fahad University Hospital in Al Khobar", the participants' responses to the level of job satisfaction are collected and analyzed.

The findings of the current study show that the participants had a very high degree of job satisfaction with their job status in the hospital, as the total mean score was 4.38. The quality of care affected the employees' job satisfaction. If employees like the work they do, their performance is impacted by their job satisfaction and whether they believe that their job is secure. Moreover, the participants were highly satisfied with their work equipment and job training. They expressed feeling proud of their work and respected by their managers. These outcomes support the findings of Capone et al. (2022), who reported that the availability of equipment in the workplace affects job satisfaction. The current results also corroborate the findings of Atif et al. (2015), who reported that professional development courses enhance job satisfaction among healthcare workers.

The present findings also show that the employees feel that they are appreciated in the hospital, are satisfied with their work, and receive proper feedback on their performance. In addition, the participants feel autonomous and empowered to make decisions since they are supported by their managers. These findings align with the findings of Alsulimani et al. (2021) and Al Owa et al. (2021), who concluded that organizational support, appreciation, and feedback from managers and peers raise job satisfaction among healthcare personnel. Furthermore, Huang et al. (2011) provided similar findings by revealing that autonomy in the workplace enhances employee retention and job satisfaction.

The present work indicates that employees have perceptions of their work environment and work in favorable physical work conditions. This result is in line with the findings of Geta et al. (2021) and Xuan Tran et al. (2013), who reported that good work conditions and a proper internal work environment increase job satisfaction in healthcare settings.

To fulfill the second objective of the research, "To explore the factors influencing job satisfaction among healthcare workers at King Fahad University Hospital in Al Khobar", the participants' responses to the factors that influence job satisfaction are collected and analyzed.

The findings showed that the factors influencing job satisfaction are work physical environment, working hours, work culture environment, pay benefits package, patient satisfaction, stress management, and quality of care provided.

This finding is supported by Mengistu and Bali (2015), who reported that compensation systems and work shifts are significant determiners of job satisfaction. This finding is also supported by Lu et al. (2016), who reported that healthcare workers should be provided with proper compensation plans and flexible working hours to avoid employee burnout and improve their well-being.

The present findings also indicate that a person's job satisfaction is significantly impacted by years of experience. Previous findings also show that job satisfaction is significantly impacted by occupational stress (Lu et al., 2016). Among healthcare workers, the highest levels of satisfaction were with co-workers

and superiors. Findings from other recent investigations are consistent with this result (Capone et al., 2022). Work-related happiness can be increased by nurturing positive connections with co-workers and receiving encouragement from superiors and direct reports. Social support from co-workers has also been identified as a resource in studies on online communities and their effects on employees' job satisfaction (Atif et al., 2015).

The present study revealed that healthcare workers who enjoy their jobs are more content than those who do not. Other research supports this result (Alsulimani et al., 2021). This pattern might arise because workers are more likely to be content with their jobs if they feel their work is meaningful if they feel a sense of pride in their work, and if they can see the tangible benefits of their efforts. Furthermore, employees who have more discretionary authority tend to be happier than those who have less discretionary authority. Similar results were presented by Al Owa et al. (2021). Such findings can be explained by the fact that workers are more likely to be content when they have some influence over how and when they do their work (Geta et al., 2021).

Furthermore, this study found that health professionals who received enough supportive supervision were more satisfied with their jobs than those who did not. This result aligns with previous findings (Xuan Tran et al., 2013). Other considerations, including pay, job satisfaction, managerial support, and company perks, play a role in job satisfaction. Employees in the healthcare industry who are appreciated are more likely to be happy in their jobs than those who are not. Finally, healthcare workers who reported being highly committed to their jobs were more content than their peers. This finding is consistent with the results of Mengistu and Bali (2015). Finally, having an emotional connection to one's workplace increases the likelihood that one will be happy working there.

To fulfill the third objective of the research "to determine if there are statistically significant differences among healthcare workers regarding their job satisfaction due to their job, years of experience, and educational level", the ANOVA test was used to examine the statistically significant differences among the participants' responses due to demographic variables (educational level, specialty, work experience, and age). The findings of the ANOVA test are shown in table 3.

Table 3. ANOVA Test Results for the Differences among the Participants' Responses to the Questionnaire Items and their Job and Demographic Variables

	Items	No	Mean \pm SD	F	P value
Age	21–30 years	94	4.56 \pm 0.69	4.149	0.017*
	31-40 years	148	4.34 \pm 0.73		
	More than 40 years	90	4.28 \pm 0.72		
Educational Level	Diploma	18	3.75 \pm 0.87	5.676	0.001**
	Bachelor	250	4.4 \pm 0.69		
	Master	40	4.54 \pm 0.74		
	Doctoral or equivalent	24	4.44 \pm 0.68		
Specialty	Physician	108	4.54 \pm 0.66	8.286	0.001**

	Items	No	Mean \pm SD	F	P value
	Nursing	152	4.41 \pm 0.66		
	Pharmacist	23	4.4 \pm 0.66		
	Allied health professional	3	3.72 \pm 0.45		
	Administrator	28	4.39 \pm 0.63		
	Other specialists	13	3.35 \pm 0.92		
	Technician	5	3.39 \pm 1.17		
Work Experience	Less than 2 years	36	4.4 \pm 0.83	10.815	0.001**
	2-5 years	146	4.52 \pm 0.57		
	5-10 years	68	4.54 \pm 0.51		
	More than 10 years	82	4.02 \pm 0.91		
Gender	Male	157	4.33 \pm 0.62	8.325	0.001**
	Female	175	4.23 \pm 0.54		
Factors of Job Satisfaction	Work physical environment	285	4.12 \pm 0.64	8.124	0.001**
	Work culture environment	277	3.65 \pm 0.48		
	Pay benefits package	274	4.69 \pm 0.52		
	Working hours	283	3.21 \pm 0.84		
	Stress management	268	3.95 \pm 1.12		
	Patient satisfaction	270	4.39 \pm 0.74		
	Quality of care provided	261	4.42 \pm 0.56		

*Significant at ≤ 0.05 *Significant at ≤ 0.01

The results show that statistically significant differences emerged due to educational level, specialty, work experience, and age, as the F values for these variables are 5.676, 8.286, 10.815, and 4.149, respectively. These values are significant at the 0.05 and 0.01 levels. This confirms the first hypothesis that there is a statistically significant relationship between the healthcare workers' level of job satisfaction and the variables of work experience, specialty, educational level, gender, and age. Also, Job satisfaction factors also impacted job satisfaction and this confirms that second hypothesis. These findings match with the findings of Lu et al (2016) and Capone et al (2022) which showed the impacts of experience, education, and age on job satisfaction. It matches with the findings of Atif et al (2015) who concluded that specialty is an important determiner of job satisfaction among healthcare workers.

5. Conclusion and Recommendations

- The findings showed that healthcare workers have high degrees of job satisfaction. The factors that most significantly influenced job satisfaction among the respondents were work physical environment, working hours, work culture environment, pay benefits package, patient satisfaction, stress management, and the quality of care provided.
- The findings also showed that work experience was the only demographic factor that affected the participants' job satisfaction.

- The findings suggest that decreasing workload, increasing compensation, and keeping stress at a moderate level are effective ways to boost job satisfaction among healthcare workers.
- Continuous organizational support from colleagues and managers is also essential for enhancing job satisfaction among healthcare professionals.
- Additionally, a well-trained program in communication skills and leadership is necessary.
- The organization's management should continue balancing teamwork, as doing so can help relieve job-related stress and boost compensation among healthcare workers.

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