

A STUDY OF FACTORS AFFECTING JOB SATISFACTION AMONG HEALTHCARE EMPLOYEES AT NATIONAL GUARD HOSPITAL, JEDDH.

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ABSTRACT

Job satisfaction has a direct relationship with productivity, turnover and absenteeism, which could lead to impact commitment towards organization and overall quality. The main aim of this study is to identify factors that may impact job satisfaction among healthcare employees on National Guard Hospital, Jeddah, K.S.A. In all one hundred and seventy participants were involved in this study that work under various departments. The study collected data through self-

administered questionnaires with examining possible factors that could impact job satisfaction of employees on such an organization. The results indicated that more than half of respondents have low level of job satisfaction. (62%) of employees were reported to be unsatisfied with certain factors. The study considered socio-demographic characteristics of employees, which has no relationship with job satisfaction level among participants. Number of variables found to be impacting job satisfaction

such as responsibility, decision-making involvement and others. Employees prefer organizations that value their efforts and seek their satisfaction through showing clear career development program that could stimulate their capabilities to achieve both their personal and organizational goals. It has been noticed that satisfied employees perform better than dissatisfied employees. National Guard Hospital should seek better job satisfaction in order to reach its goals and vision.

*** BACKGROUND OF THE STUDY**

The importance of the human element in organizations is reflected in the fact that it is one of the most significant factors behind outstanding performance, which helps to achieve organizational objectives. Therefore, successful organizations would maximize its effort to obtain the best performance from each employee. Organizations that seek success would retain qualified individuals and they may provide them with a proper training so they can fulfill employees' development needs and most importantly to meet the organization's objectives (Meyer, Becker & Vandenberghe, 2004). Studies have found that the success of any

organization is measured by the extent of employees' qualification and their potential to achieve extraordinary outputs. In order to attain objectives that are challenging and valuable, certain level of employees' satisfaction is necessary so they can be innovative and loyal to their organizations.

The issue of job satisfaction is one of the most important issues in organizational life because of its direct impact on job's performance. The problem of examining such a topic is how to adapt opinions and perceptions of different employees although they could have their own beliefs, ideas and abilities, which would make them to cooperate on a way that achieves the success of their organizations and their satisfaction at the same time (Collins et al, 2000). The studies of employees' satisfaction address the human dimension, which are the most important resources of any organization. However, maximizing employees' effort and satisfaction could lead to better control of work activities. This leads many researchers from different disciplines to examine workforce satisfaction as well as to measure its impacts on organization's overall performance (European Commission, 2002).

The importance of job satisfaction stems from individuals' needs, which expresses feelings of happiness resulting from the perception of each individual particularly include what factors are contributing to a reasonable satisfaction among employees. However, employees are differed on their needs and hopes to reach certain level of satisfaction (Al-Hussami, 2008). For example, some employees give value to different needs form others like higher wage, career stability, career development and others possible factors. Thus, organizations that seek satisfaction and success should study the interest of their employees in order to ensure that their satisfied on a way that they can maximize their efforts toward achieving their organizational objectives (European Commission, 2002). Obviously, satisfied employees will perform better than others, which would eventually reduce employees' turnover and absenteeism (Collins et al, 2000).

Therefore, the primary motivation for individual for improving job satisfaction could be linked to the degree of satisfaction that may feel toward their organizations

including their loyalty. As satisfaction level increases, job output could be increased as well, because satisfied employees could have high enthusiasm to exert an intensive effort. Increasing the motivation of individual to perform the work is the result of a sense of happiness and satisfaction from their organization, and therefore the highest performance is guaranteed. Human studies in which the behavior of employees is analyzed in an appropriate work environment to ensure that the fulfillment of desires (Robbins, 2003). Moreover, the aspirations of individuals can be determined by satisfying the necessary needs in a way that contribute to the continuity of the organization, and its success on achieving its objectives.

Saudi Arabia is facing number of challenges and healthcare discipline specifically has a higher attention than others because of its importance, especially the government is planning to speed privatization of all public organizations. This is announced with the Saudi Vision 2030 to decrease the government spending as well as to increase overall productivity of National organizations (Stadtmiller, 2017). Healthcare industry is obviously an enormous sector in the

kingdom, which involves high level of complexity. It demands productive employees who apply efficient healthcare standards for maintaining better healthcare quality that equivalent to the global standards. Multiple studies were conducted to examine employees' productivity at national organizations within Saudi Arabia and it indicated that high number of Saudi employees have low level of productivity (Hamad, 2013). More studies are required to find out reasons behind lower productivity among employees on public sectors with the Kingdom of Saudi Arabia.

The vision also stressed that the Kingdom seeks to optimize the use of hospitals and medical centers in improving the quality of health services in both preventive and therapeutic aspects. The public sector will also focus on providing preventive medicine to citizens, encouraging them to benefit from primary healthcare as a first step in their treatment plan. In the fight against dangerous diseases, and will raise the degree of coordination between health care and social welfare services, to achieve integration in meeting the requirements of citizens including their beneficiaries' needs (Saudi Vision 2030 Report, 2016). In

order to improve the quality of health services, healthcare services will be provided through companies to maximize all available resources to improve better health care for all citizens. However, this is could be possible if employees show higher level of accountability and responsibility. This is can be reflected the degree of satisfaction among healthcare employees so Saudi healthcare organization should examine all factors that may impact their performance negatively including job satisfaction level (Hamad, 2013).

Despite the remarkable development in the health sector in the Kingdom, it is still need more attention, as it is the most sensitive sector among all. It is concerned primarily with the public health of citizens and residents. It also receives great attention from the Kingdom's leadership and is expected to develop and expand its services (Saudi Vision 2030 Report, 2016). This is why the National Guard Ministry is striving to develop its healthcare services, as it has been always concern for the Saudi government. Health care in Vision 2030 is one of the most important factors that will make the Kingdom one of the world's leading countries. The

vision is to create extraordinary opportunities for the development of the health sector as well as to provide competitive healthcare services that may develop the Saudi economy.

*** JUSTIFICATION OF THE STUDY**

Many organizations whether private or governmental can struggle to utilize its human resources efficiently. Healthcare employees play an important role on delivering the best care for patients (Adams et al, 2000). It is paramount to understand what motivate them to certain extents that ensure each employee can contribute to the organization's success. Job satisfaction is linked to customers' care and eventually this will lead that organization to gain positive reputation. However, job dissatisfaction would lead to negative consequences that would not only impact patient care, but also it may impact the organization performance (Tzeng, 2002).

A number of studies have examined job satisfaction among different disciplines, but few researchers center their research on healthcare employees. Many studies are limited to manufacturing companies and especially other

organizations that are profit oriented. Successful organizations have to care for all employees in favor to increase employees' productivity and stratification in order to achieve better performance (Arnetz, 2000). This research will determine the level of job satisfaction among employees in National Guard Hospital (NGH) as well as it will recommend techniques to motivate employees. The data collected will hopefully help in examining factors that may influence job satisfaction among healthcare employees from various departments of NGH.

Therefore, the present study includes an attempt to investigate the role of job satisfaction by answering some indicators such as wages, supervision, and satisfaction of individual needs. The National Guard Hospital is one the most leading organization in the field of healthcare, which is concerned with the care of the patients through applying proper manner and efficient behavior. Development of stratification studies would allow us to know the extent to which they reflect on reality and approach that could be or achieved from this subject (Adams et al, 2000). In this sense, this study is intended to

diagnose the actual reality of the role of job satisfaction in the National Guard Hospital who is permanently employed in achieving the objectives of best standards of healthcare.

*** RESEARCH GOAL**

The main goal of the research is to identify the factors impacting job satisfaction among healthcare employees in National Grad Hospital at Jeddah, (KSA).

*** OBJECTIVES OF THE STUDY**

1- To find out what could enhance employees' productivity and satisfaction among healthcare employees.

2- To determine what contribute to decrease employee's satisfactions among healthcare employees at the National Guard Hospital at Jeddah.

3- To examine the extent to which employees' productivity and satisfaction lead to employees' turnover and absenteeism.

4- To measure the relationship between the level of satisfactions among employees and the development of employees to achieve higher quality standards.

*** RESEARCH QUESTIONS**

1- What is the level of job satisfaction among healthcare employees at National Guard Hospital at Jeddah?

2- What influence the level of job satisfaction among healthcare employees at National Guard Hospital?

3- What can motivate employees toward better performance and productivity? Whether intrinsic or/and extrinsic motivation?

4- How job satisfaction is related to other factors such as career development, care of customers, work pressure and staffs' relations?

*** FINDING OF OTHER RESEARCH**

Shah et al (2001) has examined job satisfaction of healthcare professionals in Kuwait and the results indicated that job satisfaction is highly linked to education level. The respondents who have a diploma degree most likely are more satisfied than others. Moreover, staffs that have longer work experiences are more satisfied than those with shorter experience. The studies have found also employees who have opportunity to pursue more education during their services are more satisfied than those who did not have this opportunity.

Another study has been conducted by Ali-Mohammed (2004) to identify factors that impact employees' satisfaction in public hospitals in Iran. The study has found

that a moderate level of satisfaction among respondents and most of employees were unsatisfied because they do not have opportunity to develop. The greater opportunity to develop and to receive higher education and training, the higher level of job satisfaction can be noticed within employees' feedback. Hospital managers do not have the authority to invest on employees' training and education, which would limit employees from improving their skills to obtain higher salary and promotions. The public hospital does not pay adequate effort to know factors that would impact healthcare professionals' satisfaction. As a result, some employees would prefer to shift their careers or look for another opportunity on the private sector.

Nemmaniwar and Deshpande (2016) have conducted a study to evaluate job satisfaction of hospital staffs as well as to identify importance of job satisfaction. The study found that job satisfaction is not only impacted by salary, incentive and working environment, but also other intrinsic factors may affect job satisfaction among hospitals' employees such as achievement recognition, development and growth,

decision empowerment. Those factors have been highlighted by Herzberg two factors and Maslow theories. The study has considered other literature reviews on how higher satisfaction can lead to better performance and working conditions. Hospitals generally will be more impacted if they experience lower satisfaction among employees because lack of job commitment will directly impact patients' care.

Bagheri S., et.al. (2012) Have investigated factors impacting job satisfaction from the aspect of employees working in healthcare industry. The study has examined different groups to identify factors that may influence their job satisfaction. It has been noted that organizational structure, the working environment, social and welfare are main issues that directly impact the level of job satisfaction of staffs. The study has also revealed that characteristics of individual, which is different from one person to another, can impact how employees perceive aspects that may impact their level of satisfaction. The paper authors determine importance examinations of personal characteristics on how it would impact overall satisfaction of employees.

In 2008, Nassab studies elements that could impact the satisfaction of plastic surgery trainees in the United Kingdom. This study showed that job dissatisfaction is mainly associated with time pressure, specifically long working hours. The authors concluded that reducing time pressure could be possible if healthcare centers in the UK decreases its working hours in order to increase doctors' satisfaction.

The literature emphasizes that organizations that promote higher job satisfaction most likely can deliver and support patient care. Teamwork, independence, support of management and opportunity to develop are important factors of job satisfaction that would lead to deliver higher quality of patient care. It is crucial to pay greater attention for human resource development more than before, as organizations compete to have skillful staffs, who can serve customers effectively. Patient care is a top priority for all healthcare institutions, so they should seek any more ways to develop its abilities to deliver best care.

*** RESEARCH DESIGN**

In the framework of the field study and the purpose of testing factors

is impacting job satisfaction and performance of healthcare professionals. The study will conduct a questionnaire that could identify factors that could impact the job satisfaction among healthcare employees on National Guard Hospital at Jeddah. The researcher will follow the descriptive analytical approach in this study where the phenomenon will be described, and then more analysis will be addressed as well as interpretation, based on data collected. In addition, observation method will be included to ensure from the study creditability, as the researcher works at the same organization where the study will be conducted.

*** STUDY POPULATION**

The study population includes all healthcare professionals whether admin, nurses, or/and doctors on National Guard Hospital at Jeddah. Those employees work directly with patients on outpatient and inpatient services. Most participants are male. The healthcare employees have different cultures, backgrounds, education level and religions, which they have different perceptions and ethnicity. Participant who works under operation departments mostly are Saudi nationals, which they handle

administrative tasks and they deal with patients issues and social aspects. However, nurses are mostly from Asia and others parts of the world.

*** SAMPLING AND SAMPLE SIZE**

The targeted research population consists of employees on the upper, middle and lower levels among all employees, which over 600 employees dealing directly with patients care whether on medical or administrative aspects. The study adopted random sampling method in the selection. The sample has targeted 200 workers and the researcher distributed to them set of questions during number of visits. The sample could be divided on three groups: clinical staffs = 80 (doctors and nurses), clinical support staffs = 50 (pharmacists, radiographers, dental and physiotherapists) and operation staffs = 70 who handle administrative tasks (patient relation officers, patient service technicians and social workers). The researcher has contacted to most of participants personally to ensure from the creditability of answers as well as to ensure that they have enough time to finish the questionnaire list, as most of participants were approached during break-time or after office hours. Some participants preferred not to answer the

questionnaires so others participants instead were willing to participate. However, number of participants was willing to involve and answer to the questioners with declaring high level of honesty. The power of the study could be up to 85% considering the job satisfaction among participants.

*** Components and details of the instrument**

It is self-administered questionnaire designed to collect genuine data from the participants. This questionnaire consists of two parts: Section A includes socio-demographic components that addresses employees' gender, age, marital status, etc,. And on the other hand, Section B includes various statements that communicate satisfaction and participants have the choice to choose among different scale ranging from "strongly agree" to "strongly disagree". The researcher used numerical scale also to measure employees' answers to provide overall results of each category within the questionnaire. The other answers have their own numerical rating that would generate final answer to measure level of satisfaction on a percentage outputs. The dissatisfied participants' value will be less than zero, which also led to a

final percentage of less than 50%. However, some participants could be fairly satisfied, which ranged from 50% to 59%. Others could be moderately satisfied, which ranged from 60% to 69%. Finally, participants who are highly satisfied have to maintain 70% and above.

*** DATA ANALYSIS**

The research was targeting 200 employees, as questionnaire printed and distributed. However, only 170 were returned from the participants and 15 were not fully completed so 155 questionnaires were ready to be analyzed. Quantitative data was coded into Excel spreadsheet (Microsoft Office, 2010) to analyze data numerically with taking on consideration accuracy of analysis. Descriptive analysis was included for summarizing numerical results with a proper explanation. Data also were summarized with using graphical presentation to diverse explanation for research readers. In addition, statistics were explained based on rates and percentage. The data analysis has linked socio-demographic characteristics with job satisfaction in order to find any relationships between employees' age, level of education, years of experience and other elements

of demographics that could differentiate one employee to another. Factors affecting employees' satisfaction was measured with using correlations and other measures.

The research result is mainly focused on demonstrating the finding on a numerical with describing results in favor to have deeper understanding of all questionnaire appendixes. The reader can refer to "appendix A" on the last pages along with the result tables below.

Table 1: Socio-demographic characteristics of respondents

Variable		n	Percentage
Gender	Male	123	72.4%
	Female	47	27.6%
Age	<40	52	31%
	≥40	118	69%
Marital status	Single	57	34%
	Married	113	66%
Duration of service	Long service	65	38.2%
	Short service	105	61.8%
Level of education	In service training	5	3%
	Certificate	74	44%
	Diploma	37	22%
	Degree	54	32%
Job title	Clinical staff	80	47%
	Clinical support staff	50	29%
	Operation staff	70	41%

As it is mentioned earlier total of 170 participants were involved within the study. The above table shows that

the male percentage is (72.4%), which is almost three quarters of participants are males. The youngest participant is 22 years as well as the eldest one is 48 years. The study indicates that most participants are married (66%). It seems that most respondents have short experiences, which is equal to (61.8). The table 1 also shows the level of education is varied among participants, which is (44%) of respondents are certified medically, (22%) of respondents holds diploma, 32% holds university degrees on various majors. Finally, most respondents are clinical and operation staffs compared to less proportion for support staffs.

Table 2: Levels of general satisfaction

		n	Percentage
Choice of career	Strongly Agree	57	34%
	Agree	76	45%
	Uncertain	12	7%
	Disagree	20	12%
	Strongly Disagree	5	3%
Job advantages & disadvantages	Strongly Agree	43	25%
	Agree	67	39%
	Uncertain	17	10%
	Disagree	22	13%
	Strongly Disagree	21	12%
Income	Strongly Agree	19	11%
	Agree	44	26%
	Uncertain	13	8%
	Disagree	40	24%

	Strongly Disagree	54	32%
Personal growth at work	Strongly Agree	21	12%
	Agree	33	19%
	Uncertain	22	13%
	Disagree	42	25%
	Strongly Disagree	52	31%
Intention to change career	Strongly Agree	12	7%
	Agree	31	18%
	Uncertain	17	10%
	Disagree	44	26%
	Strongly Disagree	66	39%
Work enjoyment	Strongly Agree	80	47%
	Agree	43	25%
	Uncertain	17	10%
	Disagree	22	13%
	Strongly Disagree	8	5%
Overall job satisfaction	Strongly Agree	44	26%
	Agree	82	48%
	Uncertain	16	9%
	Disagree	19	11%
	Strongly Disagree	9	5%

In order to obtain a clear interpretation about the results above, the research's reader should refer to the questionnaire (Appendix B). The above table discusses general components of general satisfaction, which indicated different opinions and views from one employee to another. (34%) of respondents answers indicated that they are strongly agreed their job choice and it was the right decision. However, more than a quarter

of employees agreed that the job could be more advantages compared to its advantages. Income is another questionnaire component; as more than half employees are not satisfied with their salaries. Moreover, (25% + 31%) of employees were not satisfied with the personal growth elements. Larger proportion of respondents disagrees with changing their career path, which most of them are already medically certified. The table 2 also showed that large percentage of employees' experience career enjoyment. Finally, most respondents are generally satisfied with their career.

Table 3: Opportunity to develop

Variables	Responses in each item – n (%)				
	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree
Sufficient opportunity to develop	69 (40.6)	59 (34.7)	9 (5.3)	29 (17.0)	4 (2.4)
Work variation	17 (10)	71 (42)	29 (17.0)	38 (22.4)	5 (3.0)
Work challenge	73 (42.9)	47 (27.6)	13 (8.7)	24 (15.5)	13 (2.9)
Work frustration	71 (45.6)	66 (37.9)	13 (7.6)	16 (9.4)	4 (2.4)
Lack of stimulation	26 (15.3)	52 (30.5)	28 (16.5)	49 (28.8)	5 (2.9)
Expectation at work	51 (30)	62 (36.5)	17 (10)	24 (14.1)	15 (8.)

It can be noted from table 3 that more than quarter of employees agree with sufficient opportunity to develop as well as (22.4% + 3.0%) of

respondents disagree that their task variation. Moreover, most employees find their career is challenging and frustrating compared fewer respondents who disagreed with these two variables. (15.3% + 30.5%) of participants agreed that their job tasks do not offer enough stimulation, while most respondents (30%+ 36.5%) reported that more is expected from their career.

Table 4: Level of responsibility

Variables		n	Percentage
Status in the community	Strongly Agree	69	40.59%
	Agree	73	42.94%
	Uncertain	11	6.47%
	Disagree	11	6.47%
	Strongly Disagree	6	3.53%
Recognition for task well done	Strongly Agree	29	17.06%
	Agree	59	34.71%
	Uncertain	14a	8.24%
	Disagree	56	32.94%
	Strongly Disagree	12	7.06%
Great responsibility	Strongly Agree	48	28.24%
	Agree	82	48.24%
	Uncertain	16	9.41%
	Disagree	19	11.18%
	Strongly Disagree	5	2.94%

The table 4 indicated that employees have higher status in the community, which equal to almost

83% who answered with "strongly agree" and "agree", while half of participants strongly agreed and agreed on success recognition. Employees experience high level of reasonability as almost quarter of them answered with agrees and strongly agrees for holding a great level of responsibility.

Table 5: Patient care

Variables		n	Percentage
Patient appreciation	Strongly Agree	66	38.8%
	Agree	45	26.5%
	Uncertain	13	7.6%
	Disagree	30	17.6%
	Strongly Disagree	16	9.4%
Time for each patient	Strongly Agree	34	20.0%
	Agree	29	17.1%
	Uncertain	21	12.4%
	Disagree	77	45.3%
	Strongly Disagree	9	5.3%
Patient co-operation	Strongly Agree	19	11.2%
	Agree	49	28.8%
	Uncertain	44	25.9%
	Disagree	38	22.4%
	Strongly Disagree	20	11.8%

The table 5 indicated that employees' effort is highly appreciated, as employees who answer with agree and strongly agree equal to 65%. However, half of respondents disagreed that they have enough time for each patient and 12% were uncertain about it. Participants have varied answers for patient cooperation, which could be equal for each answer category.

Table 6: Time pressure

Variables		n	Percentage
Non-clinical tasks	Strongly Agree	47	27.6%
	Agree	59	34.7%
	Uncertain	38	22.4%
	Disagree	19	11.2%
	Strongly Disagree	8	4.7%
Freedom to do work	Strongly Agree	33	19.4%
	Agree	66	38.8%
	Uncertain	28	16.5%
	Disagree	36	21.2%
Time spent doing lower level jobs	Strongly Agree	41	24.1%
	Agree	55	32.4%
	Uncertain	38	22.4%
	Disagree	28	16.5%
	Strongly Disagree	8	4.7%

With referring to the table above, employees believed that half of their tasks is non-clinical according to their answers of "strongly agree" and "agree", which equal to (27.6%+34.7%). Also, participants who are strongly agreed and agreed with level of freedom on doing their tasks is somehow similar to non-clinical tasks percentage. Finally, extremely low percentage of employees who are strongly disagree with the time that would employee take to finish lower level of tasks.

Table 7: Staff relations

Variables		n	Percentage
Working relationship	Strongly Agree	82	48%
	Agree	60	35%
	Uncertain	16	9%
	Disagree	9	5%
	Strongly Disagree	3	2%
Co-operation between staff & management	Strongly Agree	54	32%
	Agree	68	40%
	Uncertain	20	12%
	Disagree	16	9%
	Strongly Disagree	12	7%
Channel of communication	Strongly Agree	44	26%
	Agree	71	42%
	Uncertain	23	14%
	Disagree	21	12%
	Strongly Disagree	11	6%
Managers concern about staff wellbeing	Strongly Agree	29	17%
	Agree	47	28%
	Uncertain	41	24%
	Disagree	39	23%
	Strongly Disagree	14	8%
Staff involvement in decision making	Strongly Agree	21	12%
	Agree	41	24%
	Uncertain	38	22%
	Disagree	46	27%
	Strongly Disagree	24	14%
Colleagues support	Strongly Agree	40	24%
	Agree	73	43%
	Uncertain	20	12%
	Disagree	22	13%
	Strongly Disagree	15	9%
Management style	Strongly Agree	41	24%
	Agree	34	20%
	Uncertain	29	17%
	Disagree	27	16%
	Strongly Disagree	39	23%

It seems that higher percentage of respondents (48% + 35%) have a decent relationship with their coworkers as well as those employees

feel that their work environment is full of co-operation among staffs and management, which equal to (32% + 40%) of participant who strongly agreed and agreed with this element. Similar number of employees (26% + 42%) have strongly agreed and agreed that communication channel is extremely clear. However, less than half of respondents (17% + 28%) believed that their managers are not adequately concern with their wellbeing. This is also similar to respondents' answers of (24% + 12%) who are strongly agreed and agreed on not to be involved within the decision-making process. Majority of participants (24% + 43%) strongly agreed and agreed that they receive an adequate support from their colleagues. Finally, the management style variable received similar percentage for each answer category from strongly agreed to strongly disagree.

Table 8: Level of job satisfaction

Level of satisfaction	n	Percentage
Highly dissatisfied	27	16%
Not satisfied	79	46%
Fairly satisfied	38	22%
Moderately satisfied	18	11%
Highly satisfied	8	5%

Total	170	100
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The table above shows job satisfaction through calculating tested questionnaire. In order to come up with such a result, each answer group was given a numerical value ranging from (-2) to (+2). For example, respondents with highly satisfied rated as 2, satisfied rated as 1, uncertain rated as 0, dissatisfied rated as -1 and highly dissatisfied rated as -2. Afterward, participants with both strongly agree and agree would obtain "satisfied" result of (1), while "dissatisfied" participants would obtain results of (-1) with disagree and strongly dissatisfied. However, respondents who obtain score of less than zero are classified as "highly dissatisfied", which attained a score from 0 to 49 along with dissatisfied participants. "Fairly satisfied" respondent who attained a score from 50 to 59, other respondents who are "moderately satisfied" attained a score from 60 to 69 and finally "highly satisfied" participants attained a score beyond 70.

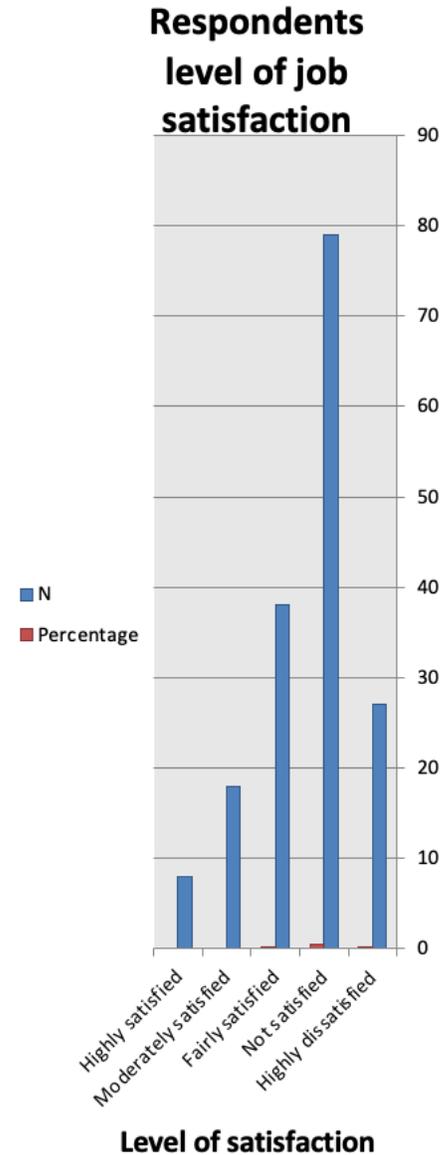


Figure 3: bar chart shows level of satisfaction among respondent.

*** RECOMMENDATIONS**

Below recommendations are based on the study findings.

1) Promotion and incentive system

Establish a fair system of promotion, in which priority is given to

high-efficiency human resources and outstanding performance. The results of the field study showed that this element is the least satisfied element among the healthcare staff. As well as an increase in the annual premium, which must be changed according to the cost of living rates, and a performance bonus, granted to the employees according to their performance, and can be linked to the performance appraisal report, and given annually to encourage good performance and motivation.

The hospital administration should assign tasks and responsibilities consistent with the capabilities and skills of staff as well as incentives system in line with the actual needs of staffs. Setting clear and realistic performance goals and objectives to encourage creativity and innovation, with an emphasis on providing feedback on progress once a desired goal is achieved.

The results of various studies indicated that there is a direct correlation between the availability of promotion and job satisfaction level. Vroom (n,d) believed that the determining factor for the impact of promotion opportunities on job satisfaction is the individual's ambition

or expectations of promotion opportunities. The more an individual's ambition or expectations of promotion is, the less he is satisfied with the job and the less the ambition of the promotion is. The more satisfaction can employees obtain from promotion, the greater the effect of the actual promotion on the individual's satisfaction.

The reward system in the organization is one of the most effective motivational tools that the manager can use. Individuals always interpret and design the rewards system as a reflection of organizational trends, structure and overall organizational climate. The HR management within the hospital should review the responsibility for coordinating and managing the rewards system. The selection of rewards for individuals is also a critical process that the hospital should review carefully in order to apply an effective reward system. The crucial step that the administration must start from the point of recognizing what an individual perceives as rewards.

The reward system in the organization affects the level of satisfaction of the individual, as well as the direct effect of the rewards on the

level of the individual's satisfaction. The method or manner in which the reward is granted also affects the individual's satisfaction. For example, if an increase of 5% on a fixed time, individuals will not feel that they have achieved a remarkable achievement to earn targeted increment.

2) Management and Employees Relationships

The need to pay attention to social relations between employees and management, and to exploit and strengthen them through concerted efforts, teamwork, ease of communication and harmony between the goals of the individual and the administration to make contributions to the interest of the hospital's objectives. Senior management has to establish trust with all employees from various levels. Demonstrating credibility and integrity are essential components for promoting greater trust that departments' director should show to lower level managers. This is can be accomplished by communication, which can guarantee trust between managers and employees. It is because communicating clearly will explain why certain decision should be taken.

3) Sense of responsibility importance

The hospital's staff should be given a variety of tasks and greater responsibilities. This is can be achieved through training of staff and development programs. Sense of importance on taking sensitive role that employees could play in serving organizational objectives is an important indicator of satisfaction, which employees would challenge their selves for better achievement. Thus, the most effective way that an organization can enhance is job satisfaction of its employees and this is can be achieve through number of elements including empowering employees to have higher responsibility on their working environment. The most important way in which most individuals can improve their job satisfaction is to find work that is challenging and rewarding.

*** CONCLUSION**

The study results have focused on factors that influencing job satisfaction and it has produced varied findings among participants. However, more studies should be conducted to confirm this results as well as to examine more factors that could affect the level of satisfaction among employees on the National Guard

Hospital and other organizations within Saudi Arabia. Similar studies were conducted on different countries such as Kuwait, Iran and Norway, which are great sources for comparison with this study. This study revealed that majority of employees are not satisfied within their work environment with considering study and its limitation, which also has to be confirmed by the hospital management. Such a study is important for taking corrective actions and improving the working environment. Different studies are consistent within the finding of this research, which identified similar factors influencing job satisfaction that are similar to those on National Guard Hospital.

Satisfaction among employees can impact work motivation negatively. Employees who work under demanding jobs could lead to uncertainty about the future, which could reduce job satisfaction. Healthcare employees should have a good level of job satisfaction in favor to raise quality of care. If healthcare employees do have less job satisfaction, this can lead to inefficient quality that may impact patients' care. It has been approved that there is direct correction between satisfaction of

employees and satisfaction of patients (Trzeng, 2002). Therefore, healthcare organization should assess their employees' satisfaction and understand what can motivate them to pay a reasonable effort for applying their institution's standards.

National Guard Hospital experiences number of factors that affect its employees' satisfaction. The self-administered questionnaire along with a descriptive approach were applied on one hundred and seventy employees have indicated that employees show various level of satisfaction. The data was analyzed carefully through using descriptive analysis to examine satisfaction level for each variable. This study considered other international studies that measured job satisfaction among healthcare staffs in order to use similar methods that could assess job satisfaction among employees on National Guard Hospital effectively.

The study's findings indicated a low job satisfaction among healthcare employees who were surveyed. Opportunity to develop, responsibilities are decision-making involvement are factors that influence staffs on National Guard Hospital. Socio-demographic characteristics

have no association with job satisfaction among employees. The study considered many variables that may impact job satisfaction to reveal what really could influence job satisfaction.

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