

Scientific Paper Entitled: The Effect Of Factors That Cause Job Satisfaction On Work Turnover Among Health Cadres In The Government Health Sector In The Kingdom Of Saudi Arabia

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Summary

Worker relationships with the company, clients, and family may be impacted by their sense of well-being, which arises from the interaction of several occupational factors. Thus, it becomes more crucial to consider this subject thoroughly

than the standard of nursing care. The Kingdom of Saudi Arabia (KSA) is highly concerned about the current nursing shortage and high turnover because of the effects they have on the efficacy and efficiency of any system that delivers healthcare. The fulfilment, happiness, and delight that come from working is known as employee job satisfaction. The emotions that employees get from their employment itself are just as important as the pay or perks.

Keywords: job satisfaction, work turnover, health cadres, government health sector, Kingdom of Saudi Arabia.

Introduction

Any organization should be very concerned about staff nurses' job happiness. Most health care institutions employ a large number of nurses, and replacing licensed professionals is an expensive and time-consuming process. One of the most frustrating issues facing healthcare systems around the globe is the shortage of nurses and the high rate of nurse turnover. Many nations, including the KSA, are now quite concerned about these two challenges. The fulfilment, happiness, and delight that come from working is known as employee job satisfaction. The emotions that employees get from their employment itself are just as important as the pay or perks. Job satisfaction was described as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" in the most often used study definition. Both internal and external variables contribute to work happiness. An individual's sense of accomplishment, status, and personal success are examples of intrinsic variables that are internally derived. Resources, working conditions, compensation and benefits, and other aspects of the practice environment are examples of extrinsic influences (Asegid et al., 2014).

According to a study conducted in the United Kingdom, stress and leadership concerns are still factors that affect nurses' job happiness and turnover. Education attainment and income were also found to be related to job satisfaction. According to a research, nurses are happy with their jobs' content, their relationships with coworkers and patients, their responsibility, their independence and professional development, and their interactions with coordinators and patients. They still had issues with the coordinator's managerial style, the activity

programming, the organization's relationships with the doctors, and the patient relationship (Al-Takroni et al., 2016). Every firm wants to advance, expand, and flourish; however, this can only be achieved by aiming to make every employee feel satisfied with their work and by offering all the tools, resources, and support necessary to make this happen. Because an individual's contentment with his work directly affects the company, society, and the individual, job satisfaction is very important. Reaching psychological, organizational, and social compatibility is based on it. Because the government places a high value on expanding and enhancing its offerings, the government health sector in the Kingdom of Saudi Arabia is regarded as one of the most significant industries experiencing constant expansion. Since job happiness is seen to be one of the primary factors affecting these employees' performance, one of the most important components of this sector's success is the calibre of the health professionals who work there. Thus, it is crucial to comprehend how job satisfaction affects health professionals' performance in the Kingdom of Saudi Arabia's public health system since it raises the standard of healthcare overall and the quality of services offered to citizens (Albaltaji, et al., 2022).

A person's ability to develop and innovate, be motivated to work hard and get better, and adjust to their work environment are all improved when they are happy in their employment. When it comes to its significance to the company, it offers top-notch services, lowers absenteeism, turnover, and official work delays, and strengthens employees' sense of loyalty and belonging to the company. In terms of its significance to society, a decline in turnover rates promotes family stability, social cohesion, and advancement since they raise the rate of service provision and economic efficiency (Albaltaji, et al., 2022).

The emotional state and attitude of employees toward their work is referred to as job satisfaction. Workers are sensitive to a variety of factors related to their employment, such as compensation, co-workers, management, and the nature of work (NoW). Several ideas were applied to explain employee work satisfaction in earlier studies. The Motivational Hierarchy of Needs hypothesis is a well-known theory that identifies five levels of needs: physical, safety, love/belongingness, self-esteem, and self-actualization. Another popular hypothesis to explain motivation and work satisfaction is the dual or two-

factor theory. This theory discusses how two factors—hygiene factors and motivators—affect an employee's level of job satisfaction. Job-related elements including opportunities for growth, accomplishment, acknowledgment, and accountability are motivators. Extrinsic to the job include aspects related to hygiene, including as organizational policy, remuneration, supervision, and interpersonal connections (IR). Numerous research works have also examined the variables impacting workers' job happiness (Kuwaiti et al., 2020).

Although the Saudi Arabian healthcare industry has grown significantly, employee job satisfaction is still a major factor influencing patient care, staff retention, and system effectiveness. Healthcare professionals' job satisfaction is influenced by a number of factors, including but not limited to compensation, benefits, opportunities for professional growth, and organizational support. There is a clear difference in job satisfaction between the public and private healthcare sectors in Saudi Arabia, with just 50% of public healthcare workers reporting satisfaction against 70% in the private sector. This disparity raises concerns regarding the consistency of procedures and rules throughout the healthcare system as well as their impact on worker motivation and morale. Worker happiness has an effect on more than just healthcare professionals; it also has an impact on patient care and organizational success. Studies reveal a positive correlation between increased job satisfaction among healthcare personnel and better patient satisfaction, reduced medical error rates, and increased patient safety (Alkanfari et al., 2022).

Study Problem:

Discussing the effect of factors that cause job satisfaction on work turnover among health cadres in the government health sector in the Kingdom of Saudi Arabia.

Study questions:

1. Is there a relationship between the quality of life at work and the performance of workers?
2. Does the quality of working life impact on the level of workers' performance?
3. Is there a variation in the level of employees' awareness of the quality of life at work and its impact on performance according to personal factors?

Study objectives:

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1. To examine the factors associated with the quality of the working environment that affect the performance of workers.
2. To discuss Salaries and Wages Adequate and Fair Compensation.
3. To explore the work environment and workload and work-life balance

Study limitations:

- Geographical boundaries: The study will be applied in the Kingdom of Saudi Arabia.
- Time limits: The study will be implemented in 2022.
- Human limitations: The study will be applied to a sample of health personnel in the government health sector in the Kingdom of Saudi Arabia.
- Subject limits: limited to studying the “the effect of factors that cause job satisfaction on work turnover among health cadres in the government health sector in the Kingdom of Saudi Arabia”.

Literature Review

Scholars have verified that the accomplishment of objectives and the prosperity of organizations cannot occur at the cost of workers. The primary means of establishing a unique work environment is for organizations to continually enhance the work environment's quality within their social and technological contexts to guarantee success and compatibility. Additionally, according to research, "an individual's perception and attitudes towards his work and the overall work environment" are referred to as "quality of working life." To put it simply, this means that an individual's satisfaction with both his work and the organization's overall work environment is a key component of quality of working life. Because an organization's work environment fosters industrial democracy, management must seek to establish an environment that supports the organization's ability to achieve its objectives in order to ensure its survival and prosperity. Unquestionably, a higher quality of career life will contribute to employees' increased job satisfaction, which will play a part in this success. The organization as a whole, job satisfaction in general, and achieving a high quality of life at work all help an organization thrive and improve, which in turn increases operational effectiveness and efficiency. For this reason, management

must periodically review how to improve working life standards (Al-Otaibi, 2020).

Salaries and Wages Adequate and Fair Compensation

A wage is the base pay that an employee receives for his or her work-related efforts; it is often seen as the primary source of income that an employee depends on to meet his or her fundamental needs. Earning fair wages and incentives is a major aspect in motivating people to work hard towards achieving organisational goals. It is also regarded as one of the most essential motivational factors. Companies typically base bonus and salary decisions on an employee's personal abilities, work history, and educational background. One of the most significant determinants of quality of working life (QWL) is wages, which indicate an individual's ability to meet his wants and requirements. Workers who perceive their jobs as their primary source of income and who feel they are in the correct organization are those who are paid fairly and receive bonuses. Since there is a positive and significant correlation between proper remuneration, fair bonus systems, and quality of work life (QWL), numerous studies have shown that salary is one of the factors used to quantify QWL (Chanana & Gupta, 2016).

Work Environment

In addition to the decline in the quality of health care services, the most significant elements influencing job satisfaction that contribute to turnover are the working environment and benefit packages. A health worker's work environment can be broadly defined as the location, circumstances, and external factors that affect their ability to perform their duties. An unfavourable work environment has a bigger influence on productivity, efficacy, and quality while also raising healthcare expenses. Numerous studies revealed a connection between health professionals' job happiness and factors such as years of experience, age, professional category, work environment, incentives, job recognition, and prospects for promotion, as well as workloads and relationships between staff members and supervisors. A reasonable workload, the supplies and equipment needed to complete the task, the availability of drugs and medications, a clean workspace, a regular lunch break, access to safe and clean water at home and at work, a reliable internet connection, access to high-quality child education, efficient and safe transportation, anxiety about

losing one's job, and enjoyable shopping and entertainment are all significant factors that affect working conditions (Merga & Fufa, 2019).

Opportunities for Career Development

The Ministry of Health in Saudi Arabia is in charge of strategic planning. The Saudi health care system is undergoing dramatic structural and functional changes as part of the nation's larger strategic National Transformation Program 2020. While infrastructure improvement is another goal of this initiative, health care professional education has received less attention. There are acknowledged gaps in Saudi Arabia between the training, expertise, and knowledge of doctors and nurses and the needs that have been recognized to address adolescent health issues. We need to fill in these gaps. It has also been questioned if Saudi Arabia is prepared for an organizational shift in the health care system. One important way to gauge the success of the Gulf Cooperation Council's (GCC) health care system change is to monitor and evaluate it. A further tactic to evaluate performance management would be to put in place contractual agreements between public regulators and health care providers that align strategy, performance, and responsibility (Alharbi, 2018).

The GCC's labour shortage and related issues present a chance to improve health care systems through carefully chosen investments and the advancement of current healthcare workers' education. For instance, if postgraduate training programs for students and continuous professional development (CPD) programs for professionals are not invested in, aligned, or even exist, then physicians' access to high-quality training programs will be limited. To ensure, all health care workers in the GCC countries must complete continuing medical education, or CME, or continuous professional development. Creating programs that are suitable and meet the needs of the GCC countries with their distinct populations is a problem. Culturally sensitive capacity building initiatives aimed at enhancing professional competence (skills and knowledge) ought to be grounded in needs assessments unique to each nation, with an emphasis on problem- and competence-based learning as a means of instruction (Sheikh et al., 2019).

Workload and Work-Life Balance

Regardless of the field in which they are employed, work-life balance is one of the fundamental components of an employee's quality of life at work. Work-life conflict arises when family life gets in the way of work (family-to-work conflict) or when work gets in the way of family life (work-to-family conflict). Therefore, optimizing these two factors is essential for a higher standard of living. The concept of work-life balance (WLB) refers to an individual's ability to make decisions about when, where, and how they work, with the implicit goal of achieving both job success and emotional and physical well-being. This phrase is typically used to characterize the equilibrium that a working person need between time allotted for work and other facets of their lives. The interdependence and mutual impact between the work and home domains make it a significant issue for human resource development (HRD). Furthermore, one domain's feelings, behaviours, and actions would transfer to the other. The key to a good work environment is maintaining optimal work-life balance (WLB), which lowers stress and guards against burnout. The goal is to increase employee productivity and loyalty by establishing and preserving safe, encouraging work environments that allow staff members to balance work and personal obligations. WLB is concerned with every facet of an individual's professional and personal life, regardless of caregiving, dependency, or obligations to one's family. It necessitates both mental (work/life satisfaction, pressures, overall health, and well-being) and physical (time, space, and family size) engagement (Subbarayalu et al., 2021).

Evaluating the Performance

Scholars have emphasised the significance of performance evaluation in determining skills and aiming to enhance capabilities; it can serve as a gauge of organisational atmosphere, employee contentment, and motivation. The practice of gauging an employee's adherence to the behaviours necessary to do the assignment within a given amount of time is known as performance evaluation. characterized as an evaluation of performance in relation to historical or benchmark performance rates. In order to analyse, comprehend, and evaluate a worker's performance within a given time frame and to determine whether or not the worker is technically, practically, and scientifically competent to perform the tasks associated with his current and future work,

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

Job security

The idea that employees can stay in their positions for as long as they wish and that there are no objective or subjective reasons that could cause them to lose their jobs is known as job security. On the other hand, work insecurity refers to the belief that one may lose their employment without their consent. The research distinguishes between two types of job insecurity: qualitative job insecurity, which is a perceived worry of losing important job advantages, and quantitative job insecurity, which is a perceived fear of losing one's job. Job security was seen as a subjective experience that rested on an individual's subjective perception of working conditions. Within the same work environment, employees experience different degrees of insecurity (Falatah et al., 2021).

Leadership Styles

Organizations require competent leaders who can draw in and inspire employees to meet the organization's objectives in light of the rapidly globalizing circumstances. Based on the validity of usage, a leader can exhibit three distinct behavioural patterns: the messy leader, the authoritarian leader, and the democratic leader. Research found that workers' QWL is significantly impacted by the leadership styles used. From the foregoing, it is clear that QWL is an umbrella term that encompasses a wide range of administrative initiatives, including pay and wage systems, chances for career advancement and promotion, security and safety in the workplace, leadership and supervisory styles, and higher levels of job satisfaction for employees (Al-Otaibi, 2020).

Aim of the study:

To discuss the effect of factors that cause job satisfaction on work turnover among health cadres in the government health sector in the Kingdom of Saudi Arabia.

Methods

Research design:

Descriptive analytic cross sectional study design to discuss the effect of factors that cause job satisfaction on work turnover among health cadres in the government health sector in the Kingdom of Saudi Arabia. This design is a systematic and structured technique to collecting data from a sample of persons or entities within a broader population, with the primary purpose of producing a thorough and accurate description of the features, behaviors, views, or attitudes that exist within the target group.

Research Setting:

The study will be conducted in Al Iman General Hospital in Saudi Arabia.

Subject:

Purposive sample of 1000 of health cadres, The sample will be selected according to certain inclusion criteria health cadres who working in Al Iman General Hospital in Saudi Arabia, male and female.

Sample size:

Study sample was selected via the systematic random sampling method.

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

Inclusion Criteria:

The inclusion criteria were set as follows:

- (1) health cadres who working in Al Iman General Hospital in Saudi Arabia.
- (2) female and male.
- (3) from Saudi Arabia.

Sampling Technique:

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

Tools for data collection:

It will concern with Participants demographic data as age, gender, marital status and educational level. Also questions about the effect of factors that cause job satisfaction on work turnover among health cadres in the government health sector in the Kingdom of Saudi Arabia.

Validity:

The revision of the tools were ascertained by a panel of experts to measure the content validity of the tools and the necessary modification was done accordingly.

Administrative design:

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

Ethical considerations

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

Results

Validity and Reliability Tests:

Internal Consistency Reliability Calculation:

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

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

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

Statement number	r	Statement number	r
1	0.508**	7	0.657**
2	0.808**	8	0.506**
3	0.632**	9	0.721**
4	0.746**	10	0.470**
5	0.661**	11	0.759**
6	0.654**		

****:** p value <0.001

It is clear from the previous table that all of the statements are significant at the 0.01 level, as the values of the dimensional correlation coefficients ranged between (0.470 - 0.808), which are excellent correlation coefficients, and this offers a hint of strong internal consistency coefficients as well. It provides strong validity indications that may be relied in utilizing the present research technique.

Reliability of the study tool:

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

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

	No. of statements	Cronbach's alpha
comprehensive quality standards questionnaire	11	0.758

The table showed that the Cronbach's alpha reliability coefficient for the total score of the questionnaire was (0.758), which is a good reliability coefficient suitable for the study.

Application Method of the Study Tool:

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

Table (3): Method for correcting the scale.

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

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

Sociodemographic variables	Cases (n=1000)	
	No.	%
Age category (years)		
Less than 25 years	200	20%
From 26 to 35 years	250	25%
From 36 to 47 years	360	36%
More than 47 years	190	19%

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Gander		
Male	600	60%
Female	400	40%
Marital status		
single	300	30%
married	450	45%
absolute	250	25%
Job		
doctor	150	15%
pharmaceutical	190	19%
specialist	250	25%
Technical	160	16%
nurse	100	10%
Administrative	150	15%
Educational status		
Diploma or less	200	20%
Bachelor's	350	35%
Postgraduate studies (PhD - Master)	450	45%
Years of experience		
1 – 5 years	220	22%
6 – 10 years	280	28%
11 - 15 years	290	29%
16 – 25 years	210	21%

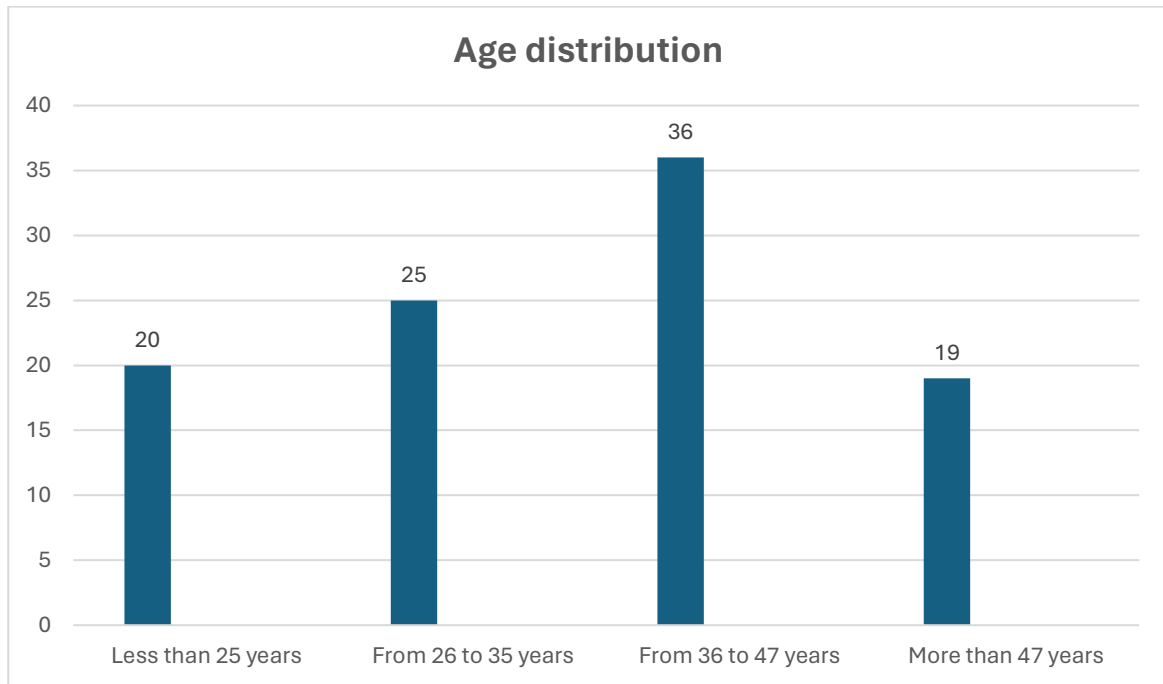


Fig (1): Age distribution among the studied participants

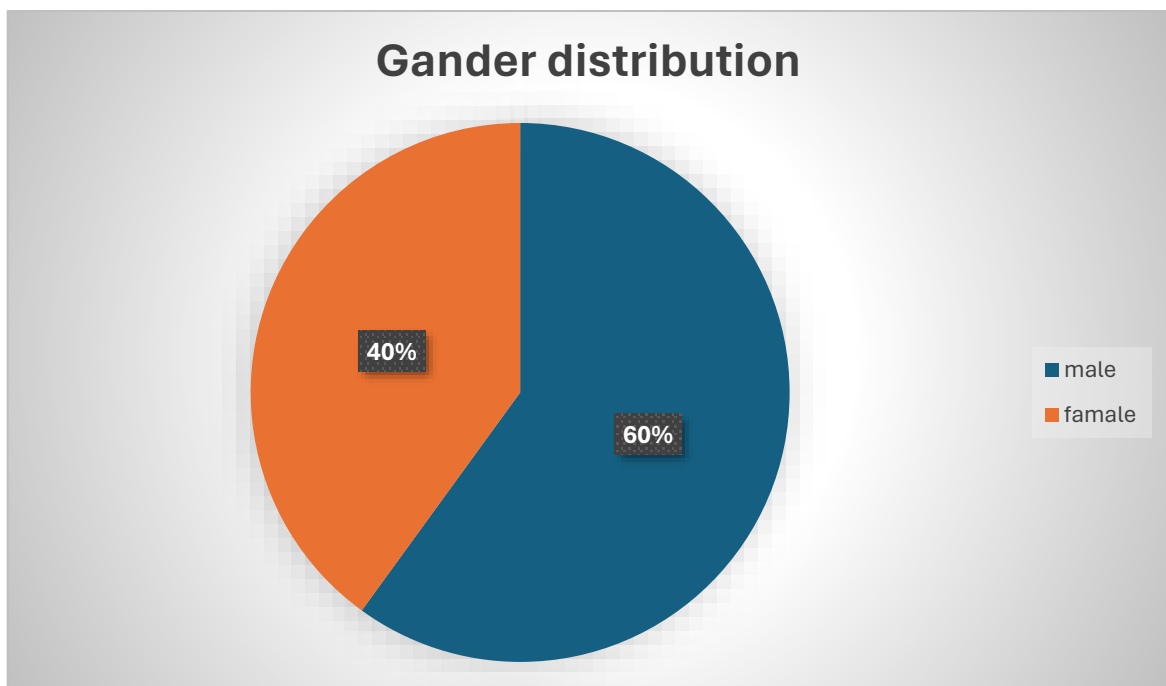


Fig (2): gander distribution among the studied participants

Table (1) & Figure (1-3) showed that 36% and 25 % of the studied participants were aged 36 -47 years and 26-35 years respectively. Regarding to the gander, more than half (60%)

were males and 40% were females. 35% of the studied participants were bachelor's while only %20 was diploma or less. As regard to years of experience, 28% of the studied participants worked from 6 – 10 years.

Secondly: Results Related to the Axes of the Questionnaire:

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

No.		Cases (n=1000)			
		Mean	SD	Category	Rank
1-	How satisfied are you with your current job in the government health sector?	4.21	0.84	Strongly agree	1
2-	Salary and Benefits affect your job satisfaction.	3.51	0.825	Agree	5
3-	Workload affects your job satisfaction.	3.75	0.72	Agree	4
4-	Work-life Balance affects your job satisfaction.	4.13	0.68	Agree	2
5-	Career Development Opportunities affect your job satisfaction.	3.9	0.79	Agree	3
Total score		4.12	0.781	Agree	

From the results shown in Table (5), it is evident that there is variation in the agreement among the study participants regarding the comprehensive quality standards and the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia. The participants' agreement averages ranged from (3.51 to 4.21), falling into the fourth and fifth category of the Likert scale, indicating agreement to strongly agreement with the study tool. This demonstrates consistency in agreement among the study participants regarding the effect of factors that cause job satisfaction on work turnover among health cadres in the government health sector in the Kingdom of Saudi Arabia.

Phrase (1): How satisfied are you with your current job in the government health sector? ranked first with an average agreement of (4.8)

Phrase (4): Work-life Balance affects your job satisfaction. ranked second with an average agreement of (4.13)

Phrase (5): Career Development Opportunities affect your job satisfaction. Ranked third with an average agreement of (3.9)

Phrase (3): Workload affects your job satisfaction. ranked fourth with an average agreement of (3.75)

Phrase (2): Salary and Benefits affect your job satisfaction. ranked fifth with an average agreement of (3.51)

Table (6): response of the studied participants regarding to the second axe of Questionnaire

No.		Cases (n=1000)			
		Mean	SD	Category	Rank
1-	Support from Colleagues/Supervisors affects your job satisfaction.	4.02	0.74	Agree	5
2-	Recognition and Appreciation affect your job satisfaction.	3.95	0.76	Agree	6
3-	Training and Development Programs affect your job satisfaction.	4.72	0.9231	Strongly Agree	2
4-	Job Security affects your job satisfaction.	4.19	0.965	Agree	3
5-	Workplace Environment affects your job satisfaction.	4.8	0.962	Strongly agree	1
6-	Have you ever considered leaving your current job in the government health sector?	4.16	0.731	agree	4
Total score		4.42	0.85	Strongly agree	

Phrase (5): Workplace Environment affects your job satisfaction. ranked first with an average agreement of (4.8)

Phrase (3): Training and Development Programs affect your job satisfaction. ranked second with an average agreement of (4.72)

Phrase (4): Job Security affects your job satisfaction. Ranked third with an average agreement of (4.19)

Phrase (6): Have you ever considered leaving your current job in the government health sector? ranked fourth with an average agreement of (4.16)

Phrase (1): Support from Colleagues/Supervisors affects your job satisfaction. ranked fifth with an average agreement of (4.02)

Phrase (2): Recognition and Appreciation affect your job satisfaction. ranked sixth with an average agreement of (3.95)

Discussion

Therefore, it is essential to have an understanding of the link between the variables that influence job satisfaction and work turnover among health cadres working in the government health sector in the Kingdom of Saudi Arabia in order to address the difficulties that are associated with workforce retention. A key influence on the morale and dedication of health professionals is the aspects that contribute to job satisfaction. These factors include compensation, workload, possibilities for career growth, and the atmosphere of the workplace. When it comes to job satisfaction, having a great work environment, fair salary, and possibilities for progress might help lessen the likelihood of employees leaving their current positions (Alharbi, 2018).

In Saudi Arabia, where the government plays a substantial role in the provision of healthcare services, it is necessary to address job satisfaction in order to retain a workforce that is both qualified and motivated. It is possible that work satisfaction and turnover rates among health cadres are influenced by factors that are specific to the Saudi environment. These factors include cultural norms, religious practices, and policies implemented by the government (Subbarayalu et al., 2021).

Interventions should be tailored to meet unique requirements and problems within the cultural and organizational context in order to promote work satisfaction among health cadres in Saudi Arabia. This should be considered as part of efforts to improve job satisfaction. Among them might be the enhancement of compensation and benefits packages, the provision of assistance for career progression, the improvement of working conditions, and the cultivation of a culture in the workplace that is friendly and welcoming to all employees (Sheikh et al., 2019).

Conclusion

A common definition of satisfaction is a joyful or contented emotion that arises from meeting a need or desire. The way workers view their work is known as job satisfaction, which also include factors like comfort level, stability and security of the workplace, productivity, involvement in unions, equitable pay, leadership, and job empowerment. Numerous studies have looked into the significance of job satisfaction as a crucial factor in determining an employee's quality of working life (QWL), and they have concluded that job satisfaction plays a significant role in this regard.

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