

Scientific Paper Entitled: The Factors That Affect The Job Stability From The Perspective Of Staff Who Works In The Government Health Sector In The Kingdom Of Saudi Arabia

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Summary

Maintaining affordable and accessible healthcare is a big concern for healthcare institutions. They must change and elevate their performance in order to do this. Organizations must affect employee work performance in order to achieve this. As a result, it's critical to understand the main aspects of employment stability in the healthcare industry as well as potential improvements. The bulk of research found that factors influencing health workers' job satisfaction were salary, years of experience, nationality, and marital status. For both male and female nurses, work satisfaction was unaffected by gender or educational attainment. Overall, the study showed some gaps in our understanding of how gender and educational attainment relate to the impact of social determinants of health on the job stability of health workers.

Keywords: Factors, job stability, health sector, Saudi Arabia, Job Security.

Introduction

Working in healthcare can take a toll emotionally and physically. The workplace environment plays a crucial role in either fostering or hindering the health and productivity of workers. Given that employees interact with the community post-work, toxic work environments can have negative effects on employees, management, the business itself, and the wider community. Leaders are seeking new strategies to support the personal and professional well-being of workers, especially in light of increasing rates of suicide, burnout, turnover, and departures from the healthcare field. (Donley, 2021).

For patients to recover and get better, health care providers need to provide a safe environment. Because working in the health services involves caring for people, there is a significant deal of personal accountability for delivering excellent care, building relationships with patients, and attending to their well-being.¹ Staff members are put under physical and emotional strain by heavy workloads, sharpened acuity, and emotional responsibilities related to others' well-being. Health workers

frequently prioritize the interests of others and go above and beyond to assist patients since they typically bear a significant deal of responsibility for providing high-quality care. This frequently entails putting in lengthy workdays with little time for relaxation and recuperation (Donley, 2021).

In terms of job stability, this would lead to employees working shorter periods with one employer and more frequent terminations as they move between firms. Adjustments to workforce levels would be made in response to economic cycles' instability. Consequently, a notable decrease in employment tenure and a rise in numerical flexibility were expected (Murphy & Turner, 2022).

Employment stability indicators are frequently used in researching workers' job security and longevity in the labor market. A worker's position or circumstances in the labor market greatly influence their prospects in capitalist systems. Their chances of accessing the cultural and financial benefits of a society are known as their "life chances." Studies indicate that job security significantly impacts various work-related outcomes. For instance, it plays a crucial role in determining an employee's performance, organizational commitment, turnover, retention, job satisfaction, and physical and mental well-being. Early welfare states established traditional job relationships as the primary means of establishing social rights, which were mainly derived from formal employment ties and protection against market forces (Murphy & Turner, 202).

In order to boost social distancing and stop the virus from spreading, the World Health Organization (WHO) has urged companies to create work plans that include working from home and shift work. Particularly for healthcare workers, the changes have had an impact on workers' work-family balance, financial security, and job security. More significantly, though less frequently discussed, are the emotional effects these changes have had on workers, particularly the stress they experience getting ready for work (Blackwell, 2021).

Work stability does not differentiate between voluntary and involuntary work separation; job security emphasizes the lack of concern about losing one's job. Employment stability is often used interchangeably with employment security. In this context,

"tenure" and "employment stability" refer to the duration of time an employee has worked for their current employer, respectively. (Murphy & Turner, 2022).

Job security is a crucial factor influencing various aspects of an employee's life and work. It impacts their performance, dedication to the organization, job satisfaction, retention, turnover rates, and even their physical and mental well-being. In the early stages of welfare states, traditional job arrangements were fundamental in granting social rights derived from official employment ties, providing protection against the uncertainties of market forces. (Murphy & Turner, 2022).

Study Problem

Detect the factors that affect the job stability from the perspective of staff who works in the government health sector in the Kingdom of Saudi Arabia

Study questions

1. What are the factors that affect the job stability?
2. What is the effect of Job Satisfaction on job stability?
3. What is the effect of Job Security on job stability?

Study objectives

1. To detect the factors that affect the job stability.
2. To discuss the effect of Job Satisfaction on job stability.
3. To detect the effect of Job Security on job stability.

Study limitations

1. Geographical limitations: The study will be applied in the Kingdom of Saudi Arabia.
2. Time limitations: The study will be implemented in 2022.
3. Human limitations: The study will be applied to a sample of health personnel in the government health sector in the Kingdom of Saudi Arabia.
4. Subject limits: limited to studying the factors that affect the job stability from the perspective of staff who works in the government health sector in the Kingdom of Saudi Arabia

Literature Review

One organizational reaction that most negatively affects employees' mental and physical health is work stress. This is particularly true in-service businesses, where studies have shown that employees in better health experience higher levels of stress than those in worse health. Stress, emotional weariness, and burnout are commonplace in healthcare organizations due to a variety of variables, including long hours and shift work, intense job expectations, inadequate resources, and lethargy. In certain cases, the issue is made worse by poor pay, professional invalidation, and restricted career advancement, which lowers job satisfaction and causes employees to quit their companies (Hebles et al., 2022).

The quality and stability of the organization are badly impacted by the stress brought on by work fatigue and overload, which is frequently the result of long shifts and the necessity to compensate for colleagues' absences. It can also increase employee unhappiness and lead to plans to quit. Stress can have a big impact on how well employees perform at work, but it has a considerably bigger impact on how they feel about their job security (Hebles et al., 2022).

The provision of high-quality patient care explains that staff turnover in the healthcare industry implies additional costs for human resource management and recruitment (e.g., in time and effort to employ new staff and train them for their job). High staff turnover in the healthcare industry has significant consequences for the organizations. Additionally, a high turnover rate puts more pressure on employees to work longer hours than they are contracted to, which can result in mistakes and lower morale among the remaining employees. Due to the potential significance of turnover intentions for both employee well-being and organizational productivity, they have garnered significant attention throughout the years as a precursor to actual turnover (Ravangard et al., 2019).

Aside from vacation, personal illness or disability has been the most frequent cause of absences from work since comparable statistics became available. According to earlier studies, working in the public sector, having union representation, and being an older employee are all linked to a higher amount of time lost due to

illness or disability. The degree of exposure to extended work hours differed by province. How much current healthcare professionals are used depends on provincial variations in the need for health services, open positions, policy decisions, and labor availability (Blackwell, 2021).

Factors Affecting Job Stability:

1) Job Satisfaction

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 element in the quality of working life (QWL) and have discovered that job satisfaction plays a significant role in the evaluation of an employee's QWL case (Al-Otaibi, 2020).

People's general contentment is a valuable meaning that conveys their beliefs. The degree to which employees feel content or dissatisfied with their occupations could be characterized as job satisfaction, and it could be a reflection of their positive attitude toward their work. Furthermore, job satisfaction played a significant part in boosting employees' excitement, which in turn had a good effect on the caliber of the work produced and ultimately contributed to the success of health organizations (Halawani et al., 2021).

Health care professionals' job happiness may be correlated with their degree of human relations and work organization. It significantly impacted their output, the standard of care they delivered, and occasionally the expense of medical care. The two main aspects thought to be in charge of boosting the organization's success and improving the effectiveness of the health service are the job satisfaction of healthcare professionals and the caliber of care they deliver. Saudi Arabia, a nation that is rapidly developing, has a scarcity of medical personnel in its hospitals, which may be caused by a lack of job satisfaction among medical personnel (Halawani et al., 2021).

2)Career Development: Opportunities for career advancement, skill development, and continuous learning contribute to stability.

In the age of global competition, career life quality has become a crucial factor in luring and keeping skilled workers. As such, it is critical for companies to uphold a high standard of workplace quality in order to fulfill employee expectations. This has been substantiated by a review of the literature and practical research done in this area across a range of business contexts, decades, and administrative levels (Chanana & Kumar Gupta, 2016).

3)Work-Life Balance: A supportive work-life balance fosters stability.

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, maximizing these two factors is essential for a higher standard of living. 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). It involves establishing and preserving safe, encouraging work environments that allow staff members to balance work and personal obligations in order to increase productivity and employee loyalty (Subbarayalu et al., 2021).

Family-work conflict (FWC) arises when there is a mutual incompatibility between the demands placed on the family and work domains. Consequently, fulfilling the work function becomes more challenging when one is also fulfilling the family duty. Its main focus is on how family affects family members' employment activities. On the other hand, work-family conflict (WFC) is characterized as an individual's experience of incompatible roles between work and family, with a focus on the influence of work on the family (Alotaibi & Aldossry, 2022).

Examining work-life balance among working mothers necessitates exploring this matter within the healthcare sector.

Given that its demands are higher than those of many other businesses, particularly in light of the COVID-19 pandemic's issues, this sector is crucial for research on work-life balance for women who are also employed. Acute stress and burnout are just two of the stressors faced by healthcare professionals (Alotaibi & Aldossry, 2022).

Because an organization's work environment fosters industrial democracy, management must try to create an environment that supports the organization's success in accomplishing its objectives in order to ensure the organization's 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. However, since a high quality of life at work, job satisfaction in general, and organizational well-being all help an organization grow and improve as well as boost operational effectiveness and efficiency, management must periodically review how to improve working conditions (Al-Otaibi, 2020).

4) Compensation and Benefits: Competitive salaries, benefits, and incentives play a vital role

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 compensation and incentives is a major aspect in motivating people to work hard towards achieving organizational goals. It is also regarded as one of the most essential motivational factors. Salary and bonus decisions are typically based on an employee's personal abilities, work experience, and educational background. Pay is a crucial component of quality of life since it indicates an individual's ability to meet his wants and demands. Fair pay and bonus structures help employees feel like they are in the correct company and view their work as their main source of income. 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 & Kumar Gupta, 2016).

5)Job Security

All workers need occupational stability and security, and it's one of the most important foundations of any organization's success because it fosters a sense of belonging and assurance that encourages employees to be innovative and make wise decisions in support of the organization's strategic objectives. According to research, job security is defined as an employee's tenure with the same company without a pay cut, as well as their ability to maintain their insurance and pension benefits. All of these factors have a favorable effect on productivity, job satisfaction, and the employee's dedication to the organization's objectives. Employees value job security, and research has shown that permanent employment both gives employees security and enhances their quality of work life. These findings imply a positive and moral relationship between job security and QWL. An increasing amount of research in the literature demonstrates that job security plays a significant role in determining employees' quality of work life (QWL) (Al-Otaibi, 2020).

6)Work Environment

The term "work environment" refers not only to the physical location of an individual but also to the social and professional context in which they engage with others, collaborating and coordinating with them to accomplish the objectives of the company. Occupational safety circumstances, which comprise the tools and services that safeguard employees, are also a part of the work environment. Employees in good health are more productive, which means they are extremely important to the company. The workplace offers a range of secure, healthy, and psychologically sound working environments, as well as appropriate work schedules, personal care time, opportunities for professional growth, and access to work-related data.

The company should endeavor to lower medical risks and physical injuries while also fostering a safe and healthy work environment so that staff members can work without fear of illness or injury (Al-Otaibi, 2020).

Aim of the study:

To detect the factors that affect the job stability from the perspective of staff who works in the government health sector in the Kingdom of Saudi Arabia.

Methods

Research design:

Descriptive analytic cross sectional study design to detect the factors that affect the job stability from the perspective of staff who works 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 1500 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 factors that affect the job stability from the perspective of staff who works 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	0.506**	7	0.757**
2	0.768**	8	0.456**
3	0.632**	9	0.721**
4	0.746**	10	0.321**
5	0.901**	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 (0.321 - 0.901), 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=1500)	
	No.	%
Age category (years)		
Less than 25 years	250	16.6%
From 26 to 35 years	450	30%
From 36 to 47 years	490	32.6%
More than 47 years	310	20.6%
Gander		
Male	900	60%
Female	600	40%
Job		
doctor	350	23.3%
pharmaceutical	250	16.6%
specialist	240	16%
Technical	190	12.6%
nurse	210	14%
Administrative	260	17.3%
Educational status		
Diploma or less	390	26%
Bachelor's	630	42%
Postgraduate studies (PhD - Master)	480	32%
Years of experience		
1 – 5 years	340	22.6%
6 – 10 years	420	28%
11 - 15 years	390	26%
16 – 25 years	350	23.3%

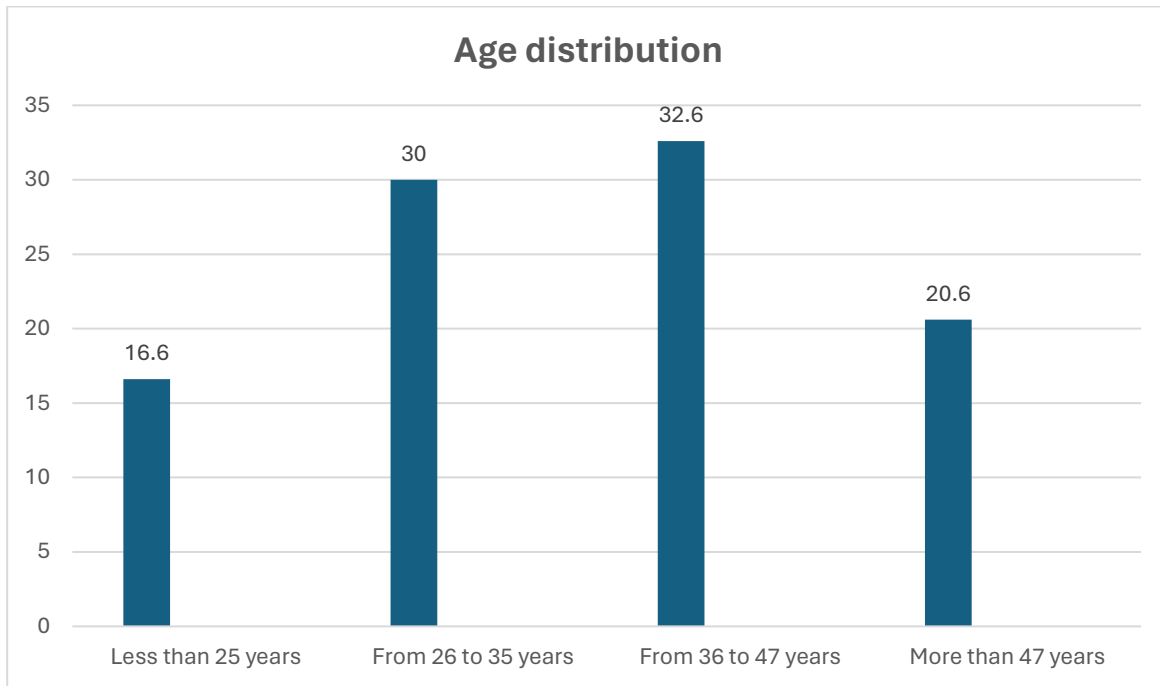


Fig (1): Age distribution among the studied participants

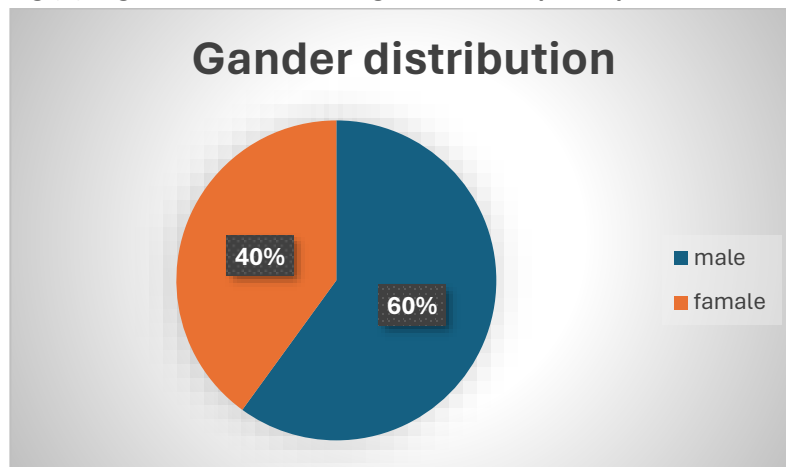


Fig (2): gender distribution among the studied participants

Table (1) & Figure (1-3) showed that 32.6% and 30 % of the studied participants were aged 36 -47 years and 26-35 years respectively. Regarding to the gender, more than half (60%) were males and 40% were females. 42% of the studied participants were bachelor's while only %26 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 would you rate the overall job stability in the government health sector?	4.211	0.83	Strongly agree	1
2-	Salary and benefits contribute to job stability in the government health sector.	3.521	0.821	Agree	5
3-	Job security contributes to job stability in the government health sector.	3.715	0.721	Agree	4
4-	Opportunities for career advancement contribute to job stability in the government health sector.	4.122	0.67	Agree	2
5-	Supportive work environment contributes to job stability in the government health sector.	3.97	0.79	Agree	3
Total score		3.83	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 (3.521 to 4.211), 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 would you rate the overall job stability in the government health sector? ranked first with an average agreement of (4.211)

Phrase (4): Opportunities for career advancement contribute to job stability in the government health sector. ranked second with an average agreement of (4.122)

Phrase (5): Supportive work environment contributes to job stability in the government health sector. Ranked third with an average agreement of (3.97)

Phrase (3) Job security contributes to job stability in the government health sector. ranked fourth with an average agreement of (3.715)

Phrase (2): Salary and benefits contribute to job stability in the government health sector. ranked fifth with an average agreement of (3.521)

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

No.		Cases (n=1000)			
		Mean	SD	Category	Rank
1-	Training contributes to job stability in the government health sector.	4.022	0.74	Agree	5
2-	professional development opportunities contribute to job stability in the government health sector.	3.935	0.76	Agree	6
3-	Work-life balance policies contribute to job stability in the government health sector.	4.712	0.9231	Strongly Agree	2
4-	Employee recognition and	4.149	0.965	Agree	3

	appreciation contribute to job stability in the government health sector.				
5-	How satisfied are you with your current job stability?	4.83	0.962	Strongly agree	1
6-	Do you feel that your contributions are valued and recognized within your organization?	4.126	0.731	agree	4
Total score		4.42	0.85	Strongly agree	

Phrase (5): How satisfied are you with your current job stability? ranked first with an average agreement of (4.83)

Phrase (3): Work-life balance policies contribute to job stability in the government health sector. ranked second with an average agreement of (4.712)

Phrase (4): Employee recognition and appreciation contribute to job stability in the government health sector. Ranked third with an average agreement of (4.149)

Phrase (6): Do you feel that your contributions are valued and recognized within your organization? ranked fourth with an average agreement of (4.126)

Phrase (1): Training contributes to job stability in the government health sector. ranked fifth with an average agreement of (4.022)

Phrase (2): professional development opportunities contribute to job stability in the government health sector. ranked sixth with an average agreement of (3.935)

Discussion

There are a number of elements that impact the stability of employment for employees working in the government health sector in the Kingdom of Saudi Arabia. The dedication of the government to ensuring the provision of secure job opportunities via a variety of programs and policies is an essential component.

The Kingdom's Vision 2030 places a strong emphasis on the growth of the healthcare sector, which includes making steps to improve employment stability for professionals working in the healthcare industry (Hebles et al., 2022).

In addition, the government employs talented healthcare professionals by providing them with competitive pay and complete benefit packages. This helps the government retain these specialists. Another important consideration is job security, which is provided by the government in the form of tenured and permanent posts in order to provide stability for employee positions. Staff members are also provided with opportunities for career progression and professional development, which encourages them to flourish within the industry and contribute to the sector's overall success (Al-Otaibi, 2020).

Furthermore, the supportive work environment nurtured by collaborative teams and leadership further increases job stability by encouraging employee well-being and job happiness. This is accomplished via the promotion of job satisfaction. The retention and stability of employees may be improved by the implementation of measures that strive to preserve a good work-life balance. These measures include flexible working arrangements and generous leave policies (Blackwell, 2021).

Conclusion

It seems sense that increasing the stability and retention of the health workforce helps the organization, the employees, and the patients. This is somewhat supported by the scant research that is currently available, which also sheds light on how stable health workforces can lower costs while boosting productivity and improving patient outcomes. Examining the expenses associated with staff turnover and implementing a measure or indicator of staff stability are equally important, if not more immediately useful, in most businesses. Managers and policymakers can find these kinds of assessments useful in determining which policies could lower turnover and increase stability and retention. They might also be employed in the promotion of the adoption of fresh retention strategies. Another advantage is that the act of forming a local working group to estimate turnover costs can help managers and employees understand the detrimental effects of

turnover and motivate them to collaborate on finding and implementing stability measures. To ensure employment stability in the government health sector of the Kingdom of Saudi Arabia, it is imperative to prioritize Saudi health professionals, handle workforce planning, and improve job satisfaction.

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