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Workplace Satisfaction and its Determinants among Healthcare Providers at University Hospital in Saudi Arabia

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ABSTRACT:

Background: Job satisfaction is a critical component of effective healthcare delivery, as it is closely linked to staff retention, productivity, and the quality of patient care. This study aimed to assess the level of job satisfaction and its associated determinants among healthcare professionals at King Fahad University Hospital (KFHU), Saudi Arabia.

Methods: An analytical cross-sectional study was conducted among 332 healthcare professionals. Data was collected using a validated self-administered questionnaire. Descriptive statistics and one-way analysis of variance (ANOVA) were used to examine differences in job satisfaction across demographic and job-related characteristics. A p-value of <0.05 was considered statistically significant.

Results: A total of 332 healthcare professionals participated in the study; 52% were female, and 48.0% were male, with a mean age of approximately 35 years. The overall job satisfaction score was high (mean = 4.39 ± 0.84). Statistically significant differences in job satisfaction were observed across age, gender, educational level, professional specialty, and work experience ($p < 0.05$), whereas marital status showed no significant association. Higher satisfaction levels were reported among participants aged 21–30 years, those holding postgraduate qualifications, physicians, and staff with 2 to 10 years of work experience. Among job-related factors, pay and benefits, quality of care, and patient satisfaction received the highest mean scores, while working hours and work culture environment received comparatively lower scores.

Conclusion: Healthcare professionals at KFHU demonstrated generally high levels of job satisfaction. Strengthening promotion pathways, recognition systems, communication, and workload management may further enhance staff satisfaction, retention, and the quality of patient care.

INTRODUCTION

Job satisfaction among healthcare professionals plays a pivotal role in the effectiveness and sustainability of healthcare systems. It influences workforce productivity, quality of patient care, staff retention, and organizational performance (Deriba et al., 2017; Kumar et al., 2014). Job satisfaction reflects healthcare workers' perceptions of their work environment, compensation, professional relationships, opportunities for growth, and recognition.

In Saudi Arabia and across the Gulf Cooperation Council (GCC), job satisfaction among healthcare professionals is influenced by multiple factors, including compensation, promotion opportunities, leadership style, workload, working conditions,

interpersonal relationships, and demographic characteristics (Alkhateeb et al., 2025). Although the Saudi healthcare sector has undergone a major transformation under Vision 2030, with substantial investments in infrastructure and human resources, increasing service demands may intensify work-related stress and satisfaction challenges (Rahman & Qattan, 2021).

Previous studies conducted in Saudi Arabia have often focused on single professional groups, such as nurses or physicians, limiting the understanding of job satisfaction across diverse healthcare roles (Abou Hashish, 2017). At King Fahad University Hospital (KFHU) in Al Khobar, earlier research reported generally favorable job satisfaction levels, identifying physical work environment, organizational culture, compensation, patient satisfaction, and demographic factors as key influences (Alali, 2023). KFHU is a major tertiary teaching hospital and has been recognized in *Newsweek's World's Best Hospitals* ranking, highlighting its importance within the national healthcare system (Newsweek, 2024).

The literature consistently demonstrates that job satisfaction among healthcare professionals is multifactorial. Studies across the GCC region have identified determinants such as salary, promotion, supervision, workload, leadership quality, communication, and patient relationships as critical contributors (Alkhateeb et al., 2025). Leadership support, workload balance, and stress management have also been shown to influence burnout and emotional exhaustion, which negatively affect job satisfaction and performance (Shanafelt et al., 2015; Vermeir et al., 2017).

Despite growing evidence, limited research has examined job satisfaction across multiple professional categories within tertiary hospitals in the Eastern Province of Saudi Arabia. Moreover, few studies comprehensively assess organizational and psychosocial determinants alongside demographic factors. Therefore, this study aimed to assess job satisfaction among healthcare professionals at KFHU, examine differences across demographic and professional characteristics, and identify key job-related factors associated with satisfaction. The findings are intended to inform hospital leadership and policymakers in developing strategies to enhance workforce satisfaction and healthcare quality.

The literature on job satisfaction among healthcare professionals demonstrates its essential role in influencing workforce morale, performance, and the overall quality of healthcare delivery. Evidence from Saudi Arabia and the wider Gulf Cooperation Council (GCC) region shows that satisfaction levels vary considerably across professional groups and healthcare settings. A systematic review reported that nurses exhibited satisfaction rates as high as 92%, while orthodontists recorded 80.7%, dental assistants 76.5%, pharmacists 73.7%, and physicians only 7.3% (Alotaibi et al., 2022; Saikhan et al., 2025). In the Eastern region of Saudi Arabia, healthcare professionals reported moderate to high satisfaction, with an average score of 7.32 ± 2.9 , although flexibility was consistently rated as the lowest aspect of satisfaction (Albugami et al., 2024). At the national level, a cross-sectional study found that 52.7% of healthcare workers were dissatisfied, and job satisfaction was significantly correlated with the quality of health services (Halawani et al., 2021).

A broad range of systemic and workplace determinants has been identified as influential to job satisfaction. A comprehensive systematic review conducted across GCC healthcare facilities identified fourteen key determinants, including pay, promotion, supervision, workload, leadership style, communication, and patient relations (Alkhateeb et al., 2025). In Saudi Arabia's primary care settings, satisfaction has been linked to salary, work-hour flexibility, and the ability to choose specialty (Alotaibi et al., 2022). Organizational climate and regional governance structures have also been shown to shape satisfaction levels, emphasizing the role of institutional culture in shaping staff experiences (Cantarelli et al., 2023).

Leadership quality, workload, stress, and burnout have been consistently recognized as important contributors to job satisfaction. Although studies specifically examining leadership effects within Saudi Arabia remain limited, global research highlights the importance of leadership in enhancing communication, fostering supportive work environments, mitigating burnout, and improving satisfaction overall (Vermeir et al., 2017). Burnout continues to pose a critical challenge within healthcare professions; during the COVID-19 pandemic, a meta-analysis found that nurse burnout ranged between 1.87% and 7.75% (Ghasemi Kooktafeh et al., 2023). Stress and emotional exhaustion, which are well-documented contributors to low job satisfaction, have also been discussed extensively in broader literature on physician burnout and its implications.

Job satisfaction has further been shown to be closely connected to organizational outcomes and the quality of care provided. Studies conducted in Saudi Arabia have demonstrated clear associations between lower satisfaction, reduced productivity, increased turnover intentions, and decreased quality of patient care (Halawani et al., 2021; Albugami et al., 2024). These findings align with global research, which consistently confirms that satisfied healthcare workers tend to deliver higher-quality care, while dissatisfaction predicts poorer organizational outcomes and compromised service delivery (Alkhateeb et al., 2025; Cantarelli et

al., 2023). Together, the body of literature highlights the multifaceted nature of job satisfaction and underscores its importance not only for staff well-being but also for the overall performance and sustainability of healthcare institutions (Figure 1).

Despite growing research on workplace professionals among healthcare professionals in Saudi Arabia, most studies focus on single professional groups (e.g., nurses or physicians) or specific settings such as primary care. Limited evidence exists on multi-professional perspectives within tertiary hospitals, particularly in the Eastern Province. Moreover, few studies comprehensively link determinants such as workload, leadership, and organizational support to both individual well-being and healthcare quality outcomes. This gap underscores the need for context-specific investigations at King Fahad University Hospital to facilitate a holistic understanding of Workplace professionals and their implications. The objectives of this study were established to assess the prevalence of job satisfaction among healthcare professionals at King Fahd University Hospital, to examine how demographic, organizational, and psychosocial factors were associated with satisfaction levels, to evaluate the relationships between these determinants and overall staff satisfaction, and to generate evidence-based recommendations to support hospital leaders and policymakers in enhancing job satisfaction and healthcare service quality.

Figure 1. Conceptual Framework of Factors Influencing Job Satisfaction and Outcomes

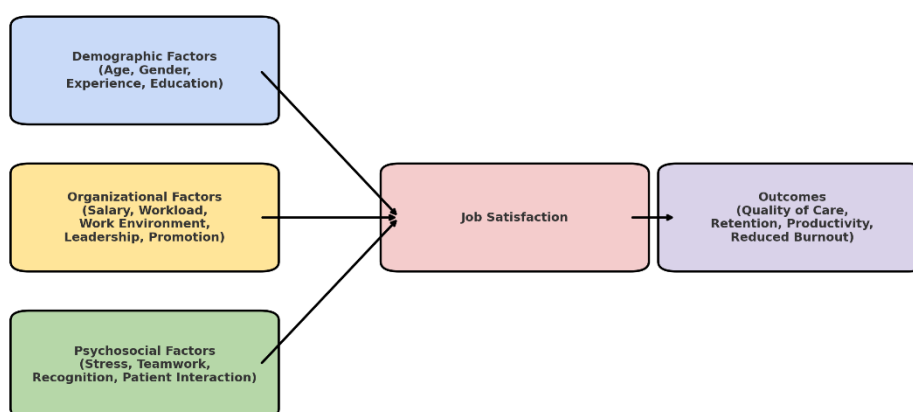


Figure 1. Conceptual Framework Factors Influencing working professionals

METHODOLOGY:

An analytical cross-sectional approach was employed to evaluate both the prevalence and the contributing factors of job satisfaction among healthcare personnel at King Fahad University Hospital in Al Khobar. King Fahd University Hospital (KFHU), established in 1981 in Al Khobar, Saudi Arabia, is a major public teaching hospital affiliated with Imam Abdulrahman Bin Faisal University. With a capacity of around 440 beds, it serves as both a referral center for the Eastern Province and the primary training site for medical students in their clinical years. The hospital provides comprehensive curative services while supporting education and research, aligning with its mission to deliver high-quality healthcare and advance scientific knowledge (Al-Muhanna, 1999).

The study included 332 healthcare professionals who were selected using random sampling to ensure a representative mix across eight professional categories: physicians (consultants and residents), nurses, pharmacists, physiotherapists, laboratory technologists, radiology technologists, administrative staff, and dentists. Data was collected between November 2022 and January 2023 questionnaire was designed using Google Forms and sent electronically through a link to the participants. The questionnaire was adapted from previously published and validated studies (Halawani et al., 2021; Lu et al., 2016; Negri et al., 2022) and consisted of 36 items in total, including sociodemographic questions and 20 items measuring job satisfaction across nine domains: pay, promotion opportunities, supervision, fringe benefits, contingent rewards, organizational procedures, coworker relationships, nature of work, and communication. Responses were recorded using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Ethical approval was obtained prior to data collection. Written informed consent was obtained from all participants. Participation was voluntary, and confidentiality and anonymity were strictly maintained throughout the study. (Halawani et al., 2021; Lu et al., 2016; Negri et al., 2022) and consisted of 36 items covering nine domains: pay, promotion opportunities, supervision, fringe benefits, contingent rewards, organizational procedures, coworker relationships, nature of work, and communication. The use of a questionnaire enabled efficient data collection from a large and diverse sample of healthcare professionals.

The questionnaire had two main sections. In the first section, participants were asked basic questions about their sociodemographic characteristics, such as age, gender, marital status, educational level, specialty, and work experience. The second section (20 items) examined job satisfaction among healthcare workers. The survey employed a five-point Likert scale, from which respondents could select “strongly agree=5,” “agree=4,” “neutral=3,” “disagree=2,” or “strongly disagree=1”. The questionnaire was designed using Google Forms and sent electronically through a link to the participants. Each item was measured on a five-point Likert scale. Additional questions were included to capture demographic and contextual information specific to the Saudi healthcare setting. Cronbach’s Alpha coefficient was utilized to determine the level of reliability between questionnaire items in this study. Cronbach’s Alpha for the entire questionnaire was high (0.865). As such, the questionnaire was deemed reliable.

The study included 332 healthcare professionals who were selected using random sampling to ensure adequate representation across eight professional categories: physicians (consultants and residents), nurses, pharmacists, physiotherapists, laboratory technologists, radiology technologists, administrative staff, and dentists. Data was collected between November 2022 and January 2023. The questionnaire was designed using Google Forms and sent electronically through a link to the participants. Ethical approval was obtained prior to data collection, and written informed consent was secured from all participants. Participation was voluntary, and confidentiality and anonymity were strictly maintained throughout the study.

Sample size estimation was conducted using the OpenEpi calculator, assuming a population of approximately 2,000 healthcare workers, a 95% confidence level, and a 5% margin of error. The minimum required sample was estimated at approximately 332 participants; a total of 332 complete responses were obtained and included in the final analysis.

Descriptive statistics were utilized to present demographic details and overall job satisfaction levels, whereas inferential analyses were performed to explore the associations between various influencing factors and satisfaction outcomes. Data analysis was performed using the most recent version of SPSS, applying descriptive statistics to summarize findings and inferential tests, including one-way ANOVA to assess differences across multiple groups. A p-value <0.05 was considered statistically significant.

RESULTS:

Table 1 shows the demographic profile of the 332 participants, which shows that most respondents were between 31 and 40 years old (44.6%), followed by those aged 21–30 (28.3%) and over 40 (27.1%). The sample included slightly more males than females. Most of the participants were married (77.4%), with smaller proportions identifying as single, divorced, or widowed. Educational levels were dominated by bachelor’s degree holders (75.3%), with diploma, master’s, and doctoral qualifications represented to a lesser extent. Registered nurses and physicians formed the largest professional groups, followed by pharmacists, technologists, physiotherapists, administrators, and dentists. Work experience varied, with the greatest proportion reporting 2–5 years of service (44%).

Table 1 presents the demographic profile of the 332 participants

Variable	Frequency	Percentage (%)
Age		
Years 21–30	94	28.3%
years 31–40	148	44.6%
More than 40 years	90	27.1%
Total	332	100
Gender		

Female	173	52.0
Male	159	48.0
Total	332	100
Marital Status		
Single	55	16.6%
Married	257	77.4%
Divorced	15	4.5%
Widow/Widower	5	1.5%
Total	332	100
Educational Level		
Diploma	18	5.4%
Bachelor	250	75.3%
Master	40	12%
Doctoral or equivalent	24	7.2%
Total	332	100
Specialty		
Physician	108	32.5%
Nursing	152	45.8%
Pharmacist	23	6.9%
Allied health professional	3	0.9%
Administrator	28	8.4%
Other specialists	13	3.9%
Technician	5	1.5%
Total	332	100
Work Experience		
years 2	36	10.8%
years 2–5	146	44%
years 5–10 years	68	20.5%
More than 10 years	82	24.7%
Total	332	100.0%
Planned Employment Duration		
Up to 5 years	37	11.1%
6–10years	73	22%
years 10 +	222	66.9%
Total	332	100

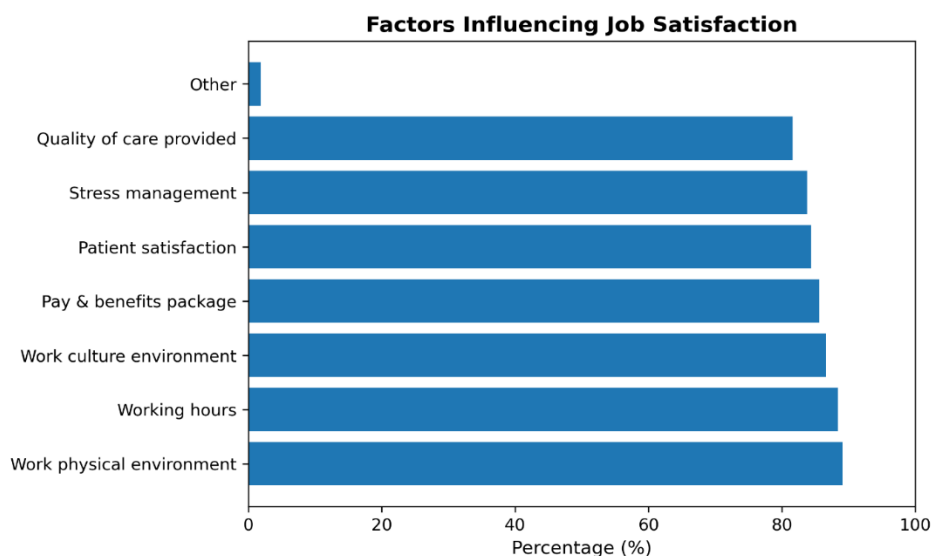


Figure 2: Factors influencing Job Satisfaction among participants

Figure 2 presents the distribution of factors reported to influence job satisfaction among the study participants. The work physical environment emerged as the most influential factor (89.1%), followed closely by working hours (88.4%) and the work culture environment (86.6%). Pay and benefits packages were also highly influential (85.6%), indicating the importance of financial and organizational incentives. Patient-centered aspects, including patient satisfaction (84.4%) and stress management (83.8%), were frequently reported, highlighting the role of psychosocial and service-delivery conditions in shaping job satisfaction. The quality of care provided was reported by 81.6% of respondents, underscoring professional fulfillment linked to care standards. In contrast, other factors were minimally reported (1.9%), suggesting that the listed determinants captured the principal drivers of job satisfaction in this population.

Table 2 presents descriptive statistics for individual job satisfaction items among the 332 healthcare professionals. The overall mean score across all items was 4.39, with item means ranging from 3.85 to 4.51, indicating generally high levels of agreement. The highest mean score was observed for the item stating that job satisfaction affects the quality of care provided (Mean = 4.51, SD = 0.78). Other highly rated items included enjoyment of work and relationships with colleagues (Mean = 4.47, SD = 0.74), the perceived impact of job satisfaction on performance (Mean = 4.46, SD = 0.80), job security (Mean = 4.45, SD = 0.87), and adequacy of training and equipment (Means = 4.44 and 4.45, respectively). Items related to supervision and interpersonal relations, including respect from supervisors, teamwork, trust in management, recognition, and feedback, also showed high mean scores (≥ 4.38). The lowest mean scores were reported for satisfaction with working hours (Mean = 3.85, SD = 1.28) and benefits packages (Mean = 4.12, SD = 1.30).

Table 2. Survey Responses: Pay, Promotion, Supervision, Benefits, and Interpersonal Relations (N = 332)

S	Statements	Mean	Standard Deviation	Order
1	I feel appreciated at this hospital	4.42	0.88	10
2	I am proud to work for this hospital	4.43	0.81	7

3	I have the autonomy to make decisions I need to accomplish my tasks	4.41	0.82	14
4	The physical work conditions are good	4.35	0.93	18
5	My good work is recognized appropriately	4.38	0.82	16
6	I believe my job is secure	4.45	0.87	4
7	I feel part of the team I work with	4.43	0.78	8
8	I like the type of work I do and the people I work with	4.47	0.74	2
9	I feel I can trust what I am told by the management staff	4.42	0.82	11
10	I feel that my supervisor gives me adequate support	4.41	0.83	15
11	My manager/supervisor treats me with respect	4.43	0.84	9
12	I am satisfied with my working hours	3.85	1.28	20
13	I am given timely feedback on my performance	4.41	0.90	13
14	I am provided with adequate equipment to accomplish my task	4.45	0.87	5
15	I am provided with adequate training to accomplish my task	4.44	0.84	6
16	I am fairly compensated for my work	4.38	0.91	17
17	My job offers me a good benefits package	4.12	1.30	19
18	My performance is affected by my job satisfaction	4.46	0.80	3
19	I believe that the quality of care we provide is affected by employee job satisfaction.	4.51	0.78	1
20	I am satisfied with my work	4.42	0.87	12
Total Mean Score		4.39	0.84	

Table 3 presents the results of one-way ANOVA analyses examining differences in participants' mean job satisfaction scores across demographic and job-related variables. A statistically significant difference in job satisfaction was observed across age groups ($F = 4.149, p = 0.017$). Participants aged 21–30 years reported the highest mean satisfaction score (4.56 ± 0.69), followed by those aged 31–40 years (4.34 ± 0.73) and those older than 40 years (4.28 ± 0.72). Significant differences were also found by gender ($F = 8.325, p = 0.001$), with male participants reporting slightly higher satisfaction (4.33 ± 0.62) compared with females (4.23 ± 0.54). No significant differences in job satisfaction were found according to marital status ($F = 0.723, p = 0.723$), indicating comparable satisfaction levels among single, married, divorced, and widowed participants. Significant differences were identified across educational levels ($F = 5.676, p = 0.001$). Participants holding a master's degree reported the highest satisfaction (4.54 ± 0.74), followed by doctoral degree holders (4.44 ± 0.68) and bachelor's degree holders (4.40 ± 0.69), while diploma holders reported comparatively lower satisfaction (3.75 ± 0.87).

Job satisfaction also differed significantly by professional specialty ($F = 8.286, p = 0.001$). Physicians reported the highest mean satisfaction (4.54 ± 0.64), followed by nurses (4.41 ± 0.66) and pharmacists (4.40 ± 0.66). Lower satisfaction scores were observed among allied health professionals, and technicians. A significant association was observed between work experience and job satisfaction ($F = 10.815, p = 0.001$). The highest satisfaction levels were reported by participants with 5–10 years (4.54 ± 0.51) and 2–5 years of experience (4.52 ± 0.57), whereas those with more than 10 years of experience reported lower satisfaction (4.02 ± 0.91). Finally, ANOVA results indicated statistically significant differences across job satisfaction factors ($F = 8.124, p = 0.001$). The highest mean scores were reported for pay and benefits package (4.69 ± 0.52), quality of care provided (4.42 ± 0.56), and patient satisfaction (4.39 ± 0.74). Lower mean scores were observed for working hours (3.21 ± 0.84) and work culture environment (3.65 ± 0.48), suggesting greater variability in satisfaction across specific job dimensions.

Table 3. Analysis of Variance (ANOVA) of Job Satisfaction by Participant Characteristics

Items		No	Mean $\pm$ SD	F	P value
Age	21–30 years	94	4.56 $\pm$ 0.69	4.149	0.017*
	31-40 years	148	4.34 $\pm$ 0.73		
	More than 40 years	90	4.28 $\pm$ 0.72		
Gender	Male	157	4.33 $\pm$ 0.62	8.325	0.001**
	Female	175	4.23 $\pm$ 0.54		
Marital Status	Single	55	4.43 $\pm$ 0.82	0.723	0.723
	Married	257	4.39 $\pm$ 0.7		
	Divorced	15	4.19 $\pm$ 0.78		
	Widow/widower	5	4.39 $\pm$ 0.41		
Educational Level	Diploma	18	3.75 $\pm$ 0.87	5.676	0.001**
	Bachelor	250	4.4 $\pm$ 0.69		
	Master	40	4.54 $\pm$ 0.74		
	Doctoral or equivalent	24	4.44 $\pm$ 0.68		
Specialty	Physician	108	4.54 $\pm$ 0.64	8.286	0.001**
	Nursing	152	4.41 $\pm$ 0.66		
	Pharmacist	23	4.4 $\pm$ 0.66		
	Allied health professional	3	3.72 $\pm$ 0.45		
	Administrator	28	4.39 $\pm$ 0.63		
	Other specialists	13	3.35 $\pm$ 0.92		
	Technician	5	3.39 $\pm$ 1.17		
Work Experience	Less than 2 years	36	4.4 $\pm$ 0.83	10.815	0.001**
	5 years	146	4.52 $\pm$ 0.57		
	5-10 years	68	4.54 $\pm$ 0.51		
	More than 10 years	82	4.02 $\pm$ 0.91		
Factors of Job Satisfaction	Work physical environment	285	4.12 $\pm$ 0.64	8.124	0.001**
	Work culture environment	277	3.65 $\pm$ 0.48		
	Pay benefits package	274	4.69 $\pm$ 0.52		
	Working hours	283	3.21 $\pm$ 0.84		
	Stress management	268	3.95 $\pm$ 1.12		
	Patient satisfaction	270	4.39 $\pm$ 0.74		
	Quality of care provided	261	4.42 $\pm$ 0.56		

**Significant at <0.05 ; **Significant at <0.01*

DISCUSSION

The findings from this study provide a comprehensive view of job satisfaction among healthcare professionals at King Fahad University Hospital (KFHU). The high overall level of job satisfaction observed in this study is consistent with previous national studies conducted in Saudi Arabian healthcare settings, which similarly reported favorable satisfaction levels among healthcare workers (Alotaibi et al., 2022; Halawani et al., 2021). High satisfaction related to the nature of work indicates that healthcare professionals at KFHU perceive their roles as meaningful and aligned with their professional values. Such intrinsic motivation has been widely recognized as a fundamental contributor to job satisfaction and positive workplace experiences in healthcare environments (Van Bogaert et al., 2014).

Furthermore, the high levels of satisfaction reported in relation to supervision and coworker collaboration highlight the presence of strong interpersonal relationships and effective teamwork within the hospital. Supportive leadership and collaborative work environments have been consistently emphasized in literature as key elements of healthy healthcare organizations, contributing to reduced workplace stress, enhanced morale, and improved quality of patient care. The positive findings in these domains suggest that KFHU demonstrates notable strengths in leadership practices and team cohesion, which play an important role in sustaining staff satisfaction.

Despite these positive findings, the study also identified comparatively lower satisfaction levels regarding promotion opportunities, fringe benefits, and organizational procedures. These findings suggest the presence of systemic challenges related to institutional policies, workload organization, and career advancement pathways. Similar concerns have been widely reported across healthcare systems in the Gulf Cooperation Council (GCC), where limited opportunities for professional progression and perceived inadequacies in compensation structures remain ongoing challenges (Alkhateeb et al., 2025). Addressing these areas is essential for improving overall job satisfaction and reducing turnover intentions, particularly among younger and less experienced healthcare professionals who may be more sensitive to limited career development opportunities.

Analysis of demographic variables revealed significant differences in job satisfaction across age and work experience groups. Higher satisfaction levels among younger professionals and those with moderate levels of experience may reflect greater enthusiasm, adaptability, and optimism early in one's career. Conversely, slightly lower satisfaction among staff with longer tenure may be associated with accumulated workload pressures or unmet expectations regarding professional growth. These findings are consistent with previous studies conducted in Saudi Arabia and Ethiopia, which reported similar associations between age, experience, and job satisfaction (Asegid et al., 2014; Albugami et al., 2024). Although statistically significant gender differences were observed in this study, the magnitude of these differences was small, suggesting limited practical significance and indicating a generally equitable work environment at KFHU.

Organizational and psychosocial factors were also shown to play a central role in shaping job satisfaction. Factors such as workplace culture, supervisory support, stress management, compensation, and perceived quality of care were significantly associated with satisfaction levels. These findings underscore the importance of fostering a supportive organizational climate that promotes effective communication, fair leadership practices, recognition, and employee well-being. Psychosocial elements, including meaningful work, professional recognition, and perceived impact on patient care, have been shown to buffer against burnout and emotional exhaustion and to enhance overall job satisfaction (Shanafelt et al., 2015; Van Bogaert et al., 2014).

Several limitations of this study should be acknowledged. First, the cross-sectional design captures job satisfaction at a single point in time and does not allow for causal inference between satisfaction and its associated factors. Second, reliance on self-reported data may introduce response bias, as participants may provide socially desirable responses or underreport negative experiences. Finally, although the sample size was adequate, data were collected from a single tertiary hospital, which may limit the generalizability of the findings to other healthcare settings in Saudi Arabia.

CONCLUSION

This study found that healthcare professionals at King Fahad University Hospital reported generally high levels of job satisfaction, with meaningful work, supportive coworkers, and effective supervision emerging as key strengths. Lower satisfaction related to promotion opportunities, benefits, and workload highlighted ongoing organizational challenges. Job satisfaction differed significantly across several demographic characteristics, including age, educational level, and work

experience, while marital status showed no significant association. Although a statistically significant difference was observed by gender, the magnitude of this difference was small and of limited practical significance. Organizational factors such as workplace culture, supervision, compensation, stress management, and patient satisfaction were significantly associated with overall job satisfaction. These findings suggest that improving job satisfaction requires strengthening both structural elements, such as promotion systems, benefits, workload management, and relational aspects, including leadership support, communication, and recognition. Addressing these areas may enhance staff retention, reduce turnover intentions, and contribute to improved quality of patient care.

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The authors thank all the participants for taking part in the study.

Authors' contributions

The sole author conducted all aspects of this research, including the study design, data collection, data analysis, interpretation of results, and preparation of the manuscript. The author reviewed and approved the final version of the paper and accepts full responsibility for the content and integrity of the work.

Conflicts of interest

The authors declare no conflict of interest.

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