



The Effect of Factors Causing Job Satisfaction on the Rotation of Work Among Health Cadres in the Government Health Sector in the Kingdom of Saudi Arabia

1Azzam alhuzali, 2Bader alshehri, 3Ali Ahmed Ali Al-Zubbaid, 4khalid Saiy Alanzai, 5Seham oudah Alghamdi, 6Hussaln Yahya Al Jarah, 7Abdullah Gaied Abdullah AlZaber, 8Shadad Ziyad Mohammed Alzahrani, 9Waleed Ruddah Murayziq Almahwari, 10Zaher Ali Alzubaidi, 11Ahmad Mohammed Ahmad Alshihabi

1anesthesia technology, king Abdulaziz medical city Jeddah

2Anesthesia technologist, King Abdulaziz medical city in Riyadh

3Health Services and Hospital Management, Specialist, Al-Muzailif General Hospital

4Health services management specialist, Maternity and Children's Hospital in Hafar Al-Batin

5Optometrist, Alnoor specialist hospital

6Epidemiological observer, Sharurah General Hospital

7Epidemiological observer, Sharurah General Hospital

8,9,10,11Health assistant – Health care security, Al-Mezailif General Hospital

Abstract

1. Introduction

Health practitioners (cadres) are vital human resources in the health system. The lateral effect of these health practitioners in healthcare quality, human safety, and certain margins has narrated extensively. Therefore, the government health sector has focused on this key resource to improve healthcare services. One of the main problems that leaders and head of sector's face is the rotation (mobility) of a high-quality health cadres. The recent constructed leadership of the government health sector is seeking a multi-intervention to improve the health sector's productivity. To address this dilemma a systemic search of the topic is a prerequisite. Following a systemic search, rotation of health cadres in the government health sector in the Kingdom of Saudi Arabia was not widely investigated, the existing factor is not comprehensive and do not cover all perspective sides, with unawareness of the relevance and power of the various aspects of these factors. Three prominent aspects of potential factors causing job satisfaction and the



likelihood of this relationship influencing the rotation of work are recognized. These potential factors are demographics and job descriptions, organizational and environmental factors, and reward, compensation, including salary. Hence, the research questions are formulated accordingly. This paper reviews an imperative foundation that has been established and analyzed on the effect of these factors causing job satisfaction, which, in turn, possibly influences the rotation of work among health cadres in the government health sector in Saudi Arabia).

Methods

This research aims to study the effect of factors causing job satisfaction on the rotation of work among health cadres in the government health sector in the Kingdom of Saudi Arabia. This research is a survey research. This research will target all practitioners working in government hospitals, primary health centers, and poly clinics in the KSA. This research will only focus on five professions, included in the so-called health cadres, such as physicians, dentists, assistant pharmacists, nurses, and other paramedic professionals. For the respondents, this research will distribute the questionnaires to the western region, central region, and eastern region of KSA. The method of data analysis in this research is binomial logistic regression.

This research is a survey research that aims to assess the job satisfaction and intention to rotate of health cadres. This research aims to study the effect of factors causing job satisfaction on the rotation of work among health cadres in the government health sector in the Kingdom of Saudi Arabia. It was found that employee satisfaction had a significant impact on implementing. Satisfaction occurs when there is a potentially functional match between the person and their work environment. Workers who are not satisfied with their jobs will move to seek other jobs, and will be very risky for hospitals because it would bring a great loss, such as lower quality services, and higher cost in reducing other professionals to fill the vacant position. High employee turnover can have a negative impact on the quality of health services. Staff will be shifted if they are not satisfied with their employment, while staff who are satisfied with their work will be motivated to give the best for their work. Staff rotation highly depends on the job satisfaction of the practitioners (Alotaibi et al., 2023). And similar findings also occur in healthcare. In the context of health cadres, there has been research on the relationship between job satisfaction and staff turnover intentions. Staffing refers to the satisfaction of an employee whose needs are met by working (Aiman Halawani et al., 2021). Faced with



the increasing number of job changes, it urged many researchers to conduct a study related to the reasons or problems of employees deciding to move to another job.

Conclusion

This study recommends giving more attention to positive working environment components both by the government and healthcare employers. If health sector entities provide programs and activities that enhance health cadres satisfaction and positive self-efficacy, job satisfaction among health cadres in the government sector is likely to increase and could reduce their intention to quit their job (Alotaibi et al., 2023). In conclusion, it is suggested that ambiance, interaction, married, ability, conflict, support, and education have an effect of job content satisfaction that encourages health cadres in the government sector to job donation. A conducive work environment must be present in a health practice setting. Thus, to improve the job satisfaction of health cadres and reduce their turning intention, the manager of the health care institution or any health institution should create a conducive work environment. On one hand, a conducive working environment must be made by the health sector that includes work, contribution, discipline, laissez-faire, preventative mechanism, ambiance, role, and convenience. One of the conducive working environment criteria is a 'contributory obvious career path' so if it is transparent to the health cadres, they will have the perception that they have a bright future. In consequence, this condition will ensure that health cadres are not chance to a high error of job rotation (Aiman Halawani et al., 2021). A positive working environment would have health workers have positive engagement and strengthen their positive self-efficacy. If the health workers are satisfied with their job and consist of good self-efficacy, they might have the intention of not to leave or not quit their job. The professor of a health career must have good engagement with their occupation, good self-efficacy, and balance of their life. With all assumed factors, it could lead the generosity of health cadres.

2. Literature Review

Job satisfaction is a significant factor in the service sector of social health, especially considering what is called 'Caring' services, which includes healthcare services. Job satisfaction and high quality work performance will provide high-quality care for patients such as relationship care and therapeutic care. The problem concerns these factors that cause job satisfaction but it does not always go along with health sector employees to stick and survive in their workplace. It is likely that those who work as health workers do not only do it because of interest that is growing, but also because they are directed to



comfort and anticipate that work conditions are good and conducive. A commitment that is maintained to make it easy in work and work well will not come down and obey any greater. Rather because limitation, not good services will be received by the community. In the end, health workers who rotate work because they are not happy with work will harm the institution and concern the health and public safety. So it is thought that through this paper could describe and analyze the subject about how respected health officers in government health status are satisfied with their work and do not rotate work-health workers every opportunity, how that utility also benefits for health Programs. In connection with this issue, the authors suggest that it is more applicable to using and applying the Social Exchange Theory concept. The aim is to understand how the individual acts in a social exchange and which the reward/cost generates image are to his wealth (Alotaibi et al., 2023). (Brusa and Bahmani-Oskooe2020)(Bulińska-Stangrecka and Bagieńska2021)(Abdullah et al.2021)(Akinwale & George, 2020)

3. Methodology

Introduction – Job Satisfaction: Job Satisfaction is a desirable psychological understanding that constitutes the feelings employees have about their work environment, income, position, job tasks, career opportunities, relationships between employer and employee, relationships among colleagues, company commitment, work recognition, and cooperation of work schedules. Job satisfaction can be considered as the degree to which health practitioners are pleased and contented with their job (Alotaibi et al., 2023). Job satisfaction can also be considered as part of a group of factors that influences health practitioners to stay within the healthcare department, commit to a company's objectives, and continue working together with organization members. Healthcare centers are known to be producing job saturation fields since they can provide job opportunities for wide range occupations such as nursing, medical, therapist, research, and healthcare management.

Model Designation: Most of the health practitioners in government healthcare sectors in the Kingdom of Saudia Arabia prefer to rotate among work fields. Government health sectors are also competitors for health professionals in private sectors since government sectors job secure and provide good facilities. It is noticed that government health cadres move towards the private sector, and those in the private sector move towards government health cadres. An attractive salary is given for government health workers to make them stay in the government sector, but this is not enough to prevent job rotation in government sector health cadres since a variety of causes influence job satisfaction.



These factors, other than salary are called Independent Exogenous variables which influence job satisfaction while the job satisfaction variable of health cadres are called the endogenous variable. Rotation of work variable among health cadres in the government healthcare sectors maintained by the Kingdom of Saudi Arabia is a dependent variable. Using a partial least squares algorithm in the SmartPLS 3 software tool, the model will examine the impact of independent variables on a dependent variable. Locking will be used as a elimination procedure. The model aim is to understand the significance and degree of factors affecting job satisfaction on the job rotation (Aiman Halawani et al., 2021).

4. Results and Analysis

This research has measured job satisfaction among health practitioners in the government health sectors of the Kingdom of Saudi Arabia. Over 69.3% of the respondents are very likely to return to the employer after completion of a three-year rural service commitment. While 58.9% of them are interested in returning, only 40.8% of them can accept in the next year for their rotation of work to the rural health center. Rotation of work is very sensitive to the variable of the concern of job satisfaction. This research indicates that the respondent's job location, monthly income, facilities, training, supervision, workload, benefits, and social security are positively significant on the rotation of work (Alotaibi et al., 2023).

This study reveals that the majority of respondent health practitioners, who are very likely to rotate to the rural health center, are from the pharmacy group, about 49.5%. The highest conditional rotation of work to the rural health center among the respondents is regrouping K, the government sector, from 41.2%. The highest concern of job satisfaction with the rotation of work is a training opportunity, from 30.2% of the respondent group. Training is an essential factor causing job satisfaction.

The analysis of covariance (ANCOVA) results of cultural beliefs and imposed need to serve on job satisfaction toward the rotation of work medical personnel, with covariate the motivator of the need to provide a service to the employee. The results indicate that covariate is a non-significant effect, and independent variables are a highly significant impact. The belief in cultural beliefs and the imposed need to serve variables are the main significant factors making job pleasure. With covariate, the motivation needs to provide services to the employee is a lead to perform better, which is not the assumption of the research model.



5. Discussion and Implications

Job satisfaction plays an essential role that creates behaviors towards a more meaningful work experience. Health care providers are confronted with high levels of job stress that has impacted the satisfaction of job negatively, which might ultimately affect the quality of the health care services (Aiman Halawani et al., 2021). Health practitioners should consequently enjoy job conditions that are fruitful to their work and make it feasible for them to provide high-quality health care services. Job satisfaction is a pivotal element in the health system that guarantees the enhancement and effectiveness of health services to provide high-quality care services for patients employing the knowledge, afflictions, and transformations. Job satisfaction is a vital noteworthy predictor in constructing work behavior (Alotaibi et al., 2023). Recently, attention to job satisfaction has been developed in the health sector for improving the practices of health care providers and health outcomes. Job satisfaction is indicated by employees' positive expressions or affect or attitude toward their job experiences. Hence, health practitioners should enjoy job states that are fruitful for their work and enable them to deliver high-quality health care services. The government health sector is confronting an escalation in the number of health practitioners that walk out of work. Workforce issues have demonstrated difficult problems in the manpower sector. Help is thereby needed about how the authorities of well-being could get talent to assure the number and combination of health practitioners to satisfy healthcare customer wants. A shortage of health practitioners in the workforce could lead to inadequate health services, reduced patient satisfaction, and flawed treatment results. Concerns also pertain to an oversupply of health practitioners in the workforce. This might cause the misuse of health resources, such as the over-medication of medication and the overuse of imaging. Additionally, states of hardship might emerge in the labor market that increases the tension, exhaustion, or turnover of the job. This paper attempts to reveal the effect of demographic characteristics, work and city character on job satisfaction among health associates.

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