

Scientific Paper Entitled: The Impact of Job Satisfaction on the Performance of Health Personnel in the Government Health Sector in the Kingdom of Saudi Arabia

Merfat Husni Ali Albaltaji¹, Alyah Obeid Ali Alenizi², Salha Salem Ahmed Algrni³, Sahar Saeed Jubran Alqahtani⁴, Nouf Abdullah Abdulaziz Aljuhail⁵, Rayyisah Ali Muflih Alsaadi⁶, Fatmah Abdullah Hazza Alajel⁷, Shaikhah Jamaan Sweed Kuliby⁸, Fatimah saeed Mohammed Algasim⁹, Ibtehal Abbas Mabrok Jamjoom¹⁰, Hanadi Tayseer Reda Alhaddad¹¹, Hanan Mazyad Ahmed Qaisi¹², Jamla Fayez Alshahrani¹³, Fahad Murdhi AlEnazi¹⁴, Souad Mohammed Alanazi¹⁵, Reem Jahez Alharbi¹⁶, Ebtihal Moosa Almowais¹⁷, Kadom Ibrahim Ahmed AlMadeh¹⁸, Najah Ahmad Almakhamel¹⁹, Noura Abdullah Aldossari²⁰, Basmah Abdullah Aldossari²¹, Sami Saleh Alnazi²², Yuosef Faleh Alanazi²³

1. Merfat Husni Ali Albaltaji, Nursing Technician, Riyadh First health cluster, Ministry of Health, Kingdom of Saudi Arabia. malbaltaji@moh.gov.sa
2. Alyah Obeid Ali Alenizi, Nursing Technician, Riyadh First health cluster, Ministry of Health, Kingdom of Saudi Arabia. aoalenizi@moh.gov.sa
3. Salha Salem Ahmed Algrni, Nursing Technician, Al Khalidiya Health Center, Ministry of Health, Kingdom of Saudi Arabia. Salgrni@moh.gov.sa
4. Sahar Saeed Jubran Alqahtani, Pharmacy Specialist, Al Khaldiah Health Center, Riyadh's First Cluster. Salqahtani164@moh.gov.sa
5. Nouf Abdullah Abdulaziz Aljuhail, Health Assistant Nurse, Health Assistant – nursing, Al Khaldiah Health Center in Riyadh, Ministry of Health, Kingdom of Saudi Arabia. naljuhail@moh.gov.sa
6. Rayyisah Ali Muflih Alsaadi, Nursing, Khalidiya Health center, Ministry of Health, Kingdom of Saudi Arabia. Rialsaadi@Moh.gov.sa
7. Fatmah Abdullah Hazza Alajel, Dental Assistant, Al-Murba PHC, Ministry of Health, Kingdom of Saudi Arabia. falajel@moh.gov.sa

8. Shaikhah Jamaan Sweed Kuliby, Nursing Technician,
Al-Khalidiyah Health Center in Riyadh,
skuliby@moh.gov.sa
9. Fatimah saeed Mohammed Algasim, Nursing
Technician, Al-Khalidiyah Health Center in Riyadh,
Ministry of Health, Kingdom of Saudi Arabia.
Falgasim@moh.gov.sa
10. Ibtehal Abbas Mabrok Jamjoom, Nursing Technician,
First Health Cluster – Riyadh, Ministry of Health,
Kingdom of Saudi Arabia. ijamjoom@moh.gov.sa
11. Hanadi Tayseer Reda Alhaddad, Nursing Technician,
Al-Khalidiyah Health Center in Riyadh, Ministry of
Health, Kingdom of Saudi Arabia.
htalhaddad@moh.gov.sa
12. Hanan Mazyad Ahmed Qaisi, Nursing Technician,
Eradah Complex for Psychiatric Diseases and
Addiction, Ministry of Health, Kingdom of Saudi
Arabia. hqaisi@moh.gov.sa
13. Jamla Fayez Alshahrani, Nursing Technician, King
Khaled Hospital in Al-Kharj, Ministry of Health,
Kingdom of Saudi Arabia. galshahrani@moh.gov.sa
14. Fahad Murdhi AlEnazi, Consultant Physician, Prince
Mohammed bin Abdulaziz Hospital in Riyadh, Ministry
of Health, Kingdom of Saudi Arabia.
Fmalenazi@moh.gov.sa Alenazifm@pmah.med.sa
15. Souad Mohammed Alanazi, Phlebotomy Technician,
King Khaled Hospital in Al-Kharj, Ministry of Health,
Kingdom of Saudi Arabia. SAlanazi166@moh.gov.sa
16. Reem Jahez Alharbi, Phlebotomy Technician, King
Khaled Hospital and Prince Sultan Center in Al-Kharj,
Ministry of Health, Kingdom of Saudi Arabia.
reemja@moh.gov.sa
17. Ebtihal Moosa Almowais, Dental Assistant Technician,
Qatif Central Hospital, Ministry of Health, Kingdom of
Saudi Arabia. lalmowais@moh.gov.sa
18. Kadom Ibrahim Ahmed AlMadeh, Dental Assistant
Technician, Shurafiah Health Cluster - Supply
Management, Kalmadeh@moh.gov.sa
19. Najah Ahmad Almakhamel, Dental Assistant
Technician, Qatif Central Hospital, Ministry of Health,
Kingdom of Saudi Arabia. Nalmakhamel@moh.gov.sa
20. Noura Abdullah Aldossari, Female Nursing Technician,
Imam Abdullah Al-Faisal Hospital, Ministry of Health,
Kingdom of Saudi Arabia. naldosari4@moh.gov.sa

21. Basmah Abdullah Aldossari, Health Administration Technician, Eradah and Mental Health Hospital, Ministry of Health, Kingdom of Saudi Arabia. Baaaldossari@moh.gov.sa
22. Sami Saleh Alnazi, General Dentist, Primary Health Care Center in Aldar Albedha 2, Ministry of Health, Kingdom of Saudi Arabia. ssalnazi@moh.gov.sa
23. Yuosef Faleh Alanazi, Nursing Specialist, General Directorate of Compliance, Ministry of Health, Kingdom of Saudi Arabia. yfalanazi@moh.gov.sa

Abstract:

The study aims to identify the impact of job satisfaction on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia. The study adopted the descriptive analytical approach because it is the most appropriate to the research topic.

The study sample included expert workers and health cadres in the government health sector. The researcher prepared a questionnaire to measure the level of job satisfaction among health cadres and their performance. The study tool was built, and after presenting it to a committee of knowledgeable and experienced arbitrators to ensure its apparent validity, the Pearson correlation coefficient was calculated to ensure the validity of the internal consistency between the statement of each goal and the total score for the axis of belonging. The questionnaire was applied to a pilot sample of 40 health care workers to ensure internal reliability, with researchers calculating correlation coefficients to evaluate the internal validity of the study tool. The results of the study highlighted a strong, positive correlation between job satisfaction and job performance of health workers in the government health sector. in KSA.

Keywords

- Job satisfaction, health personnel, health sector, hospital.

Introduction

All organizations seek to develop, grow, and move forward, and this will only be done by striving for the individual to feel job satisfaction, by providing all means, methods, and capabilities that help in this. Job satisfaction is of great

importance to the individual and the organization, as well as to society, because the individual's satisfaction with his job is the basis for achieving psychological, organizational and social compatibility. (O Ede& NN Lasebikan& GC Oguzie& ED, 2020)

The government health sector in the Kingdom of Saudi Arabia is considered one of the most important sectors that is witnessing continuous development, as the government attaches great importance to developing it and improving its services. One of the most prominent elements of the success of this sector is the quality of the health personnel working in it, as job satisfaction is considered one of the main factors that affect the performance of these personnel. Therefore, understanding the impact of job satisfaction on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia is extremely important, as it contributes to improving health services provided to citizens and enhancing the quality of health care in general.

The importance of job satisfaction for the individual enhances the ability to create and innovate, the motivation to perform and improve, and the ability to adapt to the environment in which the individual works. As for its importance to the organization, it provides high-quality services, reduces the rate of turnover, absenteeism, and delays in official work, and increases individuals' belonging and loyalty to the organization, as well as a strong desire to stay there. In terms of its importance to society, the rate of service provision and economic efficiency increase as the turnover rate decreases, which leads to family stability, social cohesion and progress. (A. N. Ofili& M. C. Asuzu& E. C. Isah and O. Ogbeide. 2015,)

STUDY PROBLEM

The research seeks to highlight the impact of job satisfaction on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia

Whereas, job satisfaction is considered an important factor in improving the performance of employees and increasing their productivity, and studying its impact on health personnel may be of great importance for improving the quality of health services, especially since there are many health care institutions that do not care about the importance of job satisfaction. The government health sector in Saudi Arabia is considered one of the most important sectors. Which provides health services to citizens, and therefore studying the impact of job satisfaction on the performance of health personnel in this sector is of special importance.

Study questions

1. What is the level of job satisfaction among health personnel in the government sector in the Kingdom of Saudi Arabia?
2. What is the level of performance of health personnel in the government health sector in the Kingdom of Saudi Arabia?
3. What is the impact of job satisfaction on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia?

Objectives of the study:

1. Identifying the level of job satisfaction among health personnel in the government sector in the Kingdom of Saudi Arabia
2. Identify the level of performance of health personnel in the government health sector in the Kingdom of Saudi Arabia
3. Identifying the impact of job satisfaction on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia

Study limitations

- Spatial limits: 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.
- Objective limits: limited to studying the “The Impact Of Job Satisfaction On The Performance Of Health Personnel In The Government Health Sector In The Kingdom Of Saudi Arabia”.

Previous studies

Study by Nasser Mufarreh Ayed Asiri, 2022, Factors that form job satisfaction among employees in Saudi press institutions (survey study). This study aimed to identify the level of job satisfaction among employees in Saudi press institutions by adopting the following six elements in explaining the variation in employee satisfaction with work. In Saudi journalistic institutions, it is satisfaction with promotion opportunities, satisfaction with incentives and salaries, satisfaction with the relationship with colleagues, satisfaction with the workplace, satisfaction with the relationship with bosses, and satisfaction with the tasks included in the job. The results of the study indicate that there is an effect of the factors of age and educational qualification on the job satisfaction of workers in

Saudi press institutions, while there is no effect of the factors of gender, experience, monthly salary, and the type of work that the worker performs. The research found that there was a statistically significant relationship between age and educational qualification in their relationship to job satisfaction, while the relationship was not significant with the rest of the elements.

Study - Ben Abila Amin, Samet Shami Ayoub, 2017, The impact of job satisfaction on job performance. The study aimed to identify the impact of job satisfaction on job performance in the Moroccan Pipe Company, as job satisfaction is of great importance because of its role in improving job performance and making... The employee is a part of the company that cannot be dispensed with or neglected, as the employee is considered the primary focus for carrying out any process or activity in the company, so it must be interested in studying and satisfying him for the employee's needs, desires, ambitions, and viewpoints, and work to achieve them and develop his ability to achieve the required performance. Data was collected through a questionnaire that was designed for the purpose of determining the level of satisfaction and the level of performance. 40 questionnaires were distributed to the study population. The study concluded that there is an impact of job satisfaction on job performance at the Moroccan Pipe Company, and it has been shown that psychological comfort and appropriate pay The workplace has a significant impact on the employee's performance in the company

Study by Prof. Dr. Abdullah Muhammad Abdullah Atbiqua, Abdel Moneim Muftah Muhammad Farag, Dr. Salah Muhammad Al-Harari Al-Shaibani, 2022, Job satisfaction for doctors and nurses working in Libyan government hospitals, Ibn Sina Teaching Hospital in the city of Sirte as a model. The study aimed to identify administrative factors and factors related to salaries, incentives and rewards, factors related to the environment, devices and equipment, factors related to work content and the diversity of tasks affecting satisfaction. The career of doctors and nurses working at Ibn Sina Teaching Hospital. In this study, the researchers relied on the cross-section of a sample consisting of (51) individuals, who are doctors and nurses in Libyan government hospitals, represented by Ibn Sina Hospital in the city of Sirte. The researchers in this study relied on the questionnaire and personal interview tools. The study highlighted several results, which are: The doctors and nurses working at Ibn Sina Teaching Hospital believe that there is no independent public

relations body specialized in solving problems and overcoming difficulties faced by medical personnel. I concluded that there are no fundamental differences between the type and degree of satisfaction of the doctors and nurses working at Ibn Sina Teaching Hospital with their superiors at work, and thus accepting the hypothesis. It is said that there are no significant, statistically significant differences between gender and the degree of satisfaction of doctors and nurses working at Ibn Sina Teaching Hospital with their superiors at work.

A study by Bushra Habes (2018), entitled Determinants of Job Satisfaction According to Herzberg's Theory from the Nursing Staff's Point of View. This study aimed to identify the determinants of job satisfaction among nurses within the framework of Herzberg's theory and in order to achieve this goal on a sample of 80 male and female nurses, I used The descriptive analytical approach, and the questionnaire as a research tool, which contains two axes, the first related to the motivating factors, and the second to the preventive factors. In order to process the results of the questionnaire, we used frequencies, percentages, and the arithmetic mean. The study reached a set of results, which are represented in the calculation averages of each of the factors: recognition. With achievement, opportunities for advancement and promotion at work, policies, rules and methods of work, pay and job security were weak, averages calculating each factor of ability to achieve, importance of the job, obtaining appreciation and respect from others, individual responsibility for his work and the work of others, relationship with colleagues, relationship with superiors, circumstances. Work quality of leadership, supervision and job security were high.

Study methodology

The study adopted the descriptive analytical method because it is the most appropriate to the research topic, as it is a research method that aims to describe and analyze phenomena and the relationships between them. This approach involves collecting data, describing it accurately, and then analyzing it in detail to understand the relationships and interactions between different variables.

Study participants

All health personnel: doctors, nurses, technicians, administrators, and other workers in the government health sector in the Kingdom of Saudi Arabia.

The study sample

- Workers are experts and health cadres in the government health sector

Study tool and design stages

Study tool

1. Questionnaires: to measure the level of job satisfaction among health personnel and their performance.
2. Personal interviews: to obtain more in-depth information about the experiences and opinions of workers in the government health sector.
3. Review documents and secondary data: to obtain data such as previous evaluation and performance rates.

Design stages:

The stages of designing a research study for this topic usually include:

1. Determine the research objectives and the main problem that the research aims to solve.
2. Identify the variables to be studied, such as job satisfaction and job performance, and determine how to measure them.
3. Developing research tools, such as job satisfaction questionnaires and the performance of health personnel.
4. Selecting the study sample from health personnel in the government sector in the Kingdom of Saudi Arabia.
5. Collect data using previously designed tools.
6. Analyze the collected data using appropriate statistical methods.
7. Interpret the results and conclusions of the study and provide practical recommendations based on them.
8. Writing the final report of the study, including documenting all stages and results accurately and systematically.

External validity (content validity) of the study tool:

To achieve external validity (content validity) of the study tool that is used to study “the effect of job satisfaction on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia,” we can take several measures, including:

1. Verifying the representativeness of the sample: The sample chosen for the study must well represent health personnel in the government health sector in the Kingdom of Saudi Arabia.
2. Determine a large enough sample: The sample must be large enough to ensure representation of the various groups and specializations within the health personnel.

3. Use reliable measurement tools: Standard and reliable tools must be used to measure job satisfaction and performance of health personnel, while ensuring the validity of these tools for the specific cultural and professional context.
4. Check for data variance: Reasonable variance should appear in the collected data, indicating that the tool is able to capture actual variances between individuals.
5. Using a multiple random sample: Content validity can also be increased by using a multiple random sample, which increases the representativeness of the sample.

Results

Validity and Reliability Tests:

Internal Consistency Reliability Calculation:

The study tool was constructed, and after being shown to a panel of knowledgeable and experienced arbitrators to confirm its apparent validity, Pearson's Coefficient Correlation was calculated to confirm the validity of the internal consistency between each goal's statement and the belonging axis' overall score. The questionnaire was administered to a pilot sample of 40 healthcare staff to confirm internal reliability, with researchers calculating correlation coefficients to assess the internal validity of the study tool, as the following tables show:

Table (1): Correlation coefficients of each item in the total score of job satisfaction

Statement number	r
1	0.841**
2	0.791**
3	0.842**
4	0.786**

** : p value <0.001

Table (2): Correlation coefficients of each item in the total score of work performance

Statement number	r
1	0.692**
2	0.741**
3	0.899**
4	0.784**

** : 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 (0.692 - 0.899), which

are good correlation coefficients, indicating high internal consistency coefficients as well. It indicates high validity indicators that can be trusted in applying the current study tool.

Reliability of the study tool:

As for measuring the reliability of the questionnaire, we used Cronbach's alpha coefficient, and the following table shows the reliability axes of the study tool as follows:

Table (3): Cronbach's alpha coefficient reliability coefficient for the total score of the questionnaire

	No. of statements	Cronbach's alpha
Job satisfaction	4	0.845
Work performance	4	0.825
Total score	8	0.899

The table showed that Cronbach's alpha reliability coefficient for job satisfaction was (0.845) and work performance was (0.825) the total score of the questionnaire was (0.899), which is a high-reliability coefficient suitable for the study.

Application Method of the Study Tool:

Prior to entering the study data into the computer for statistical analysis, the researchers examined it after gathering it. They then analyzed it, put it into the relevant tables, and made connections to earlier research. Five points were awarded for different responses: strongly disagree (1 point), disagree (2 points), agree (4 points), and agree (3 points). The range ($5-1=4$) was computed and divided by the number of questionnaire cells to give the correct cell length ($4/5=0.80$), which was then utilized to establish the length of the pentavalent scale cells used in the study Phrases. The upper limit of the cell was then calculated by adding this number to the scale's lowest value, which is one, or the scale's beginning. The following table illustrates the method for correcting the Likert pentavalent scale.

Table (4): 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 (5): Socio demographic characteristics of the studied participants

Sociodemographic variables	Cases (n=500)	
	No.	%
Age (years)		
Min – Max	25 -52	
Mean + SD	38.25 +12.36	
Gander		
Male	300	60.0%
Female	200	40.0%
Marital status		
single	204	40.8%
married	148	29.6%
Divorced	46	9.2%
Widow	102	20.4%
Type of the work		
governmental work	272	54.4%
private job	228	45.6%
Educational status		
University	162	%32.4
Non-university.	100	20 %
Master	148	29.6 %
Ph.D	90	18 %

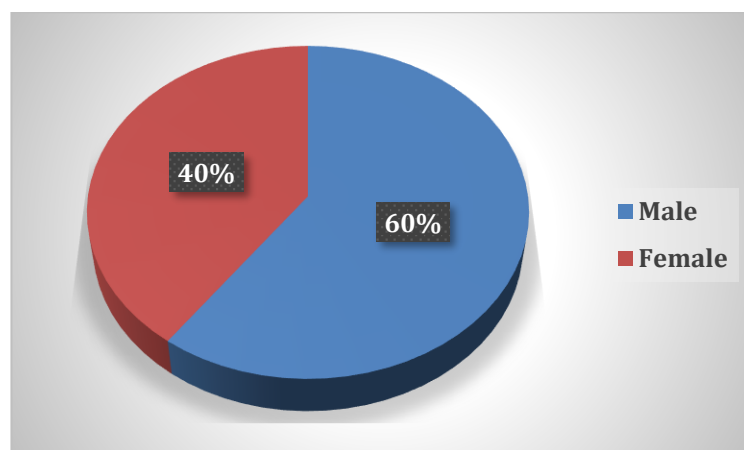


Fig (1): gander distribution among the studied participants

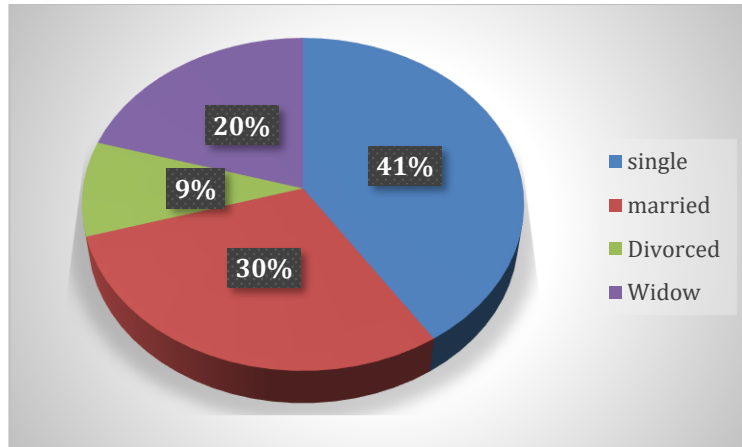


Fig (2): marital status distribution among the studied participants

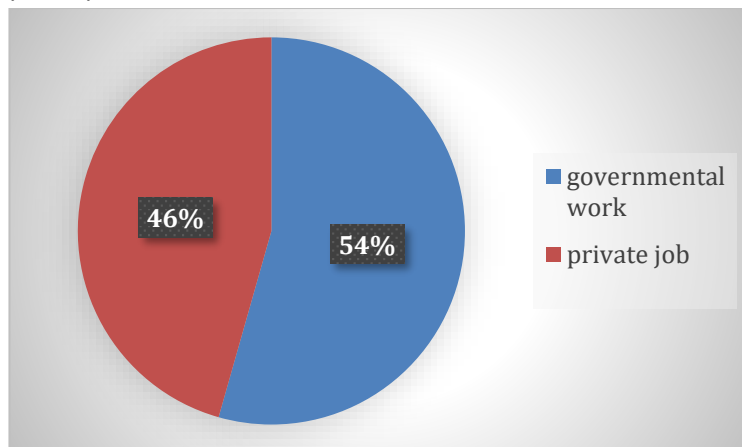


Fig (3): type of work among the studied participants

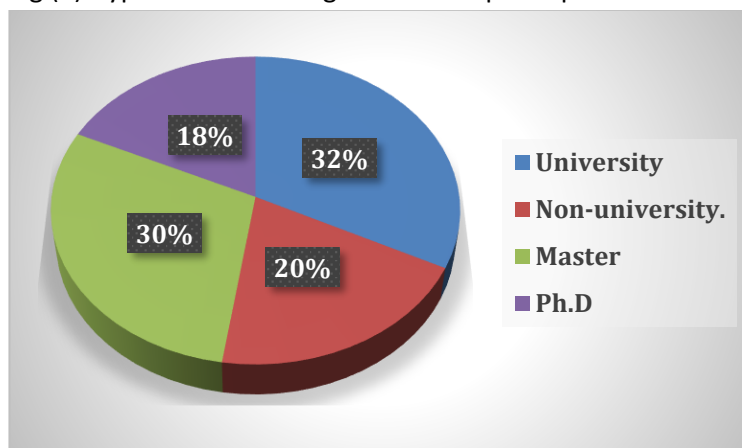


Fig (4): educational level distribution among the studied participants

Table (1) & Figure (1-4) showed that the age of the studied participants ranged from 17 – 54 with a mean of 38.25 ± 12.36 . Regarding to the gender, 52.4% were males and 47.6% were females. 40.8% were single. As regard to the type of work, 51.6% worked in governmental places. 32.4% of the studied participants were university educated while 18% were non university.

Secondly: The impact of job satisfaction on the performance of health workers in the government health sector in the Kingdom of Saudi Arabia

First question: What is the level of job satisfaction among health personnel in the government sector in the Kingdom of Saudi Arabia?

Table (6): response of the studied participants regarding to job satisfaction

No.	job satisfaction	Cases (n=500)			
		Mean	SD	Category	Rank
1-	Health personnel in the government health sector in the Kingdom of Saudi Arabia suffer from a lack of job satisfaction	4.61	0.77	Strongly Agree	1
2-	Improving the level of job satisfaction of health personnel will lead to improving their practical performance	3.89	0.85	Agree	4
3-	Working conditions, such as job stress and stress, affect your level of job satisfaction	4.26	0.80	Strongly Agree	3
4-	You feel that there are unmet needs in the work environment that negatively affect your job satisfaction	4.54	1.17	Strongly agree	2
Total score		4.32	0.71	Strongly Agree	

Table (6) showed the response of the studied participants as regard to job satisfaction in the government health sector in the Kingdom of Saudi Arabia.

It was found that the majority strongly agree with the statement(1): Health personnel in the government health sector in the Kingdom of Saudi Arabia suffer from a lack of job satisfaction and this came in the first rank (4.61), statement (4) You feel that there are unmet needs in the work environment that negatively affect your job satisfaction and this came in the second rank (4.54), statement (3) Working conditions, such as job stress and stress, affect your level of job satisfaction and this came in the third rank (4.26), while they agree with statement (2) Improving the level of job satisfaction of health personnel will lead to improving their practical performance and this came in the fourth rank (3.89).

Second question: What is the level of performance of health personnel in the government health sector in the Kingdom of Saudi Arabia?

Table (7): response of the studied participants regarding to work performance

No.	job satisfaction	Cases (n=500)			
		Mean	SD	Category	Rank
5-	The level of job satisfaction affects your performance at work	4.09	0.98	Agree	3
6-	Salaries and rewards reflect your efforts and motivate you to provide the best performance	3.65	0.85	Agree	4
7-	You feel that there are equal opportunities for promotion and development among all employees in the government health sector	4.36	0.80	Strongly Agree	2
8-	It is believed that there is a need to develop programs and policies aimed at enhancing job satisfaction for health personnel in the government health sector	4.54	1.17	Strongly agree	1
Total score		4.15	0.71	Agree	

Table (7) showed the response of the studied participants as regard to work performance in the government health sector in the Kingdom of Saudi Arabia.

It was found that the majority strongly agree with the statement (8): It is believed that there is a need to develop programs and policies aimed at enhancing job satisfaction for health personnel in the government health sector and this came in the first rank (4.54), statement (7) You feel that there are equal opportunities for promotion and development among all employees in the government health sector and this came in the second rank (4.36). while they agree with statement (5) The level of job satisfaction affects your performance at work and this came in the third rank (4.09) and statement (6) Salaries and rewards reflect your efforts and motivate you to provide the best performance and this came in the fourth rank (3.65).

Third question: What is the impact of job satisfaction on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia?

Table (8): association between professional seniority and healthcare service quality as perceived by health personnel in the government health sector in the Kingdom of Saudi Arabia.

	job satisfaction	
	r	P
performance of health personnel	0.745**	0.001**

Table (8) found a positive strong correlation between job satisfaction and work performance of health personnel in the government health sector in the Kingdom of Saudi Arabia

Results:

The majority strongly agree that there is a need to develop programs and policies aimed at enhancing job satisfaction of health workers in the government health sector.

Many participants feel that there are equal opportunities for promotion and development among all workers in the government health sector.

The level of job satisfaction greatly affects work performance. Salaries and rewards reflect the efforts of employees and motivate them to provide the best performance.

Recommendations:

- Developing programs and policies aimed at enhancing job satisfaction for workers in the government health sector.
- Providing equal opportunities for promotion and development among all workers in the government health sector.
- Improving the rewards and salaries system to motivate employees to provide the best performance at work.
- Directing attention to improving the work environment and providing the necessary support to employees to increase the level of job satisfaction and thus improve their performance.

Reference

- Nasser Mufarreah Ayed Asiri, 2022, Factors that form job satisfaction among employees in Saudi press institutions (a survey study, International Journal of Media and Communications Research, Volume 2, Issue 5
- Dr. Abdullah Muhammad Abdullah Tabika, Abdel Moneim Moftah Muhammad Farag, Dr. Salah Muhammad Al-Harari Al-Shaibani, 2022, Job satisfaction of doctors and nurses working in Libyan government hospitals, Ibn Sina Teaching Hospital in the city of Sirte as a model, Evely Magazine for Public Relations...Second Year - Volume Two - Issue Three
- Ben Abila Amin, Samet Shami Ayoub, 2017, The Impact of Job Satisfaction on Job Performance, Kasdi Merbah University - Ouargla - Institute of Applied Sciences and Technologies (ISTA), Institute of Technology

- Bushra Habes (2018), entitled Determinants of job satisfaction according to Herzberg's theory from the point of view of the nursing staff.
- <https://theses-algerie.com/2608176515032130/memoire-de-master/universite-larbi>
- . A. N. Ofili&M. C. Asuzu& E. C. Isah and O. Ogbeide.2015, Job satisfaction and psychological health of doctors at the University of Benin Teaching Hospital. Occupational Medicine, Vol. 54 No. 6.2015.p401. (on line) Available: <http://occmed.oxfordjournals.org/>
- . O Ede& NN Lasebikan& GC Oguzie& ED,2020 Chukwujindu Job satisfaction among health professionals in a federal tertiary hospital in Nigeria. Nigerian Journal of Clinical Practice Volume .23 375(on line) Issue3 2020. pp 371-
<https://www.njcponline.com/article.asp?issn=1119-3077:year=2020;volume=23;issue=3;page=371;epage=375;aulast=Lase>
- Nasser Mufarreh Ayed Asiri, 2022, Factors that form job satisfaction among employees in Saudi press institutions (a survey study, International Journal of Media and Communications Research, Volume 2, Issue 5