

## **Job Satisfaction Among Nurses in Saudi Arabia: A Systematic Review of Literature**

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## Abstract

**Aim:** This systematic review aims to answer the main question: What are the barriers and motivators of job satisfaction among nurses in Saudi Arabia. **Methods:** A comprehensive systematic literature review with narrative analysis was performed in this study. The search included the following online databases: Cochrane library, PubMed Central, Science Direct, Medline (EBSCO), CINAHL, and Google Scholar for the current study. The following keywords or search terms; Job satisfaction; workplace; nurses; AND Saudi Arabia were used in this study. All key terms were used simultaneously for each database. The search was limited from articles published in 2006 through to July 2016. This study was based on the guidelines of the Preferred Reporting Items for Systematic Review and Meta-Analyses (PRISMA) statement. **Findings:** A total of 10 studies met the inclusion criteria for this systematic review. Three studies reported medium to high levels of job satisfaction of nurses in their workplace. The lowest satisfaction level among nurses was reported in relation to the factors of salary or pay and the workload that they do or accomplish at work. The factors that act as barriers to the satisfaction of nurses include: salary, lack of support for stress relief, head nurses' leadership and professional support, prospects for promotion, and a lack of educational opportunities. **Conclusion:** Revision of these barriers makes nurses improve their level of job satisfaction. Moreover, the studies indicate that job satisfaction played a vital role in staff retention, as well their job title, nationality and marital status.

**Keywords:** *Barriers; Job Satisfaction, Motivators, Nurses, Saudi Arabia, Workplace*

## I Background

This chapter presents the background to the current systematic review of literature in relation to job satisfaction among nurses in Saudi Arabia. Firstly, the job satisfaction models are identified to have a clear contextual definition of the current topic being undertaken. Secondly, the benefits of satisfied nurses are identified. Thirdly, the issues relating to the job satisfaction among nurses, which include within the nursing profession and the strategies to enhance nurses' job satisfaction, are explored. Fourthly, a brief overview of the current status of nurses in Saudi Arabian hospital, with a clear rationale of conducting this systematic review will be explained. Lastly, the review questions will be presented.

Thompson (2016) stated that every person has his own views towards job satisfaction and considers different factors to affect their satisfaction level. The potentiality of job dissatisfaction can lead to concurrent increases in the turnover of nurses in Saudi Arabia, which likely threatens the quality of the healthcare delivery system in the kingdom. As a consequence, the healthcare management of the kingdom has been exerting efforts in perfecting the scheme of hiring professionals, not only in other countries, but among Saudi nationals. Hence, there is a need to explore both intrinsic and extrinsic factors that influence the rapid turnover of nurses, by which fulfillment may be one of the influences that the kingdom has to deliberately resolve.

### **Research Review Questions:**

Organizations strive for employee satisfaction, although not all are successful enough to claim that goals are fully met, while the progress of the economy of the organization can be influenced by the high level of satisfaction among employees. Increasing salaries, benefits and perks for the workers are just some of the several dynamics that can positively impact upon the level of satisfaction. Therefore, it is fundamental for an organization or institution to know more about factors that can increase their employees' satisfaction levels. Therefore, this current study aims to answer the main question: What are the barriers and motivators of job satisfaction among nurses in Saudi Arabia?

The gathered data will be substantiated with published research studies and scholarly literature researches conducted by authors from journals through systematic reviews. Below, are the sub-questions derived from the main title, which were formulated to answer specifically the aims and objectives of the study:

1. What factors affect the level of job satisfaction among nurses in Saudi Arabia?
2. What is the relationship between socio-demographic variables and the level of job satisfaction among nurses in Saudi Arabia?
3. What do studies in other countries (the Gulf region) ascertain about nurses' job satisfaction? (How does job satisfaction in compare to the rest of the world?)
4. What problems have been found within other studies relating to this topic with nurses? (eg: How have they improved response rates? Was there a particular sub-population that responded

– such as those who were especially unhappy?

## II Search Strategy

### Introduction

The current study implemented a narrative analysis through a comprehensive systematic literature review, which comprised various methodologies in order for a set phenomenon to be comprehended better: job satisfaction in nursing. Initially, to identify the research that was relevant, a preliminary search strategy was conducted, with different databases and additional sources to be evaluated, as well as the search terms that would be utilized. This a vital factor in minimizing the levels of bias in the review process, when conducted correctly (Centre for Reviews and Dissemination, 2009). Moreover, to identify further studies of interest, a reference list of database searches was also analyzed, while the entire process was documented, in order for it to be evaluated and replicated.

### Data Base and Description

A variety of comprehensive databases that included vast amounts of articles relating to the topic of study were used in the research process, which helped to advance the capability to search and filter correctly. A comprehensive summary of the databases from the current study's systematic review are shown in Table 2. Additionally, for a comprehensive retrieval of publications that were relevant, other related studies from the databases were opened. Overall, the line databases search

included: (1) the Cochrane library; (2) PubMed Central, (3) Science Direct, (4) Medline (EBSCO), (5) CINAHL and (6) Google Scholar from 2006 through to July 2016. Table 1 below shows the description and the reason for using the above mentioned databases. According to the Centre for Reviews and Dissemination (2009), there can be no agreed standard for what constitutes an acceptable search, in terms of the number of databases searched, due to the diversity of questions that are addressed by systematic reviews.

**Table 2.1 Database Source**

Database	Reason
1. Cochrane library	This site is very useful in locating randomized controlled trials especially in the medical field.
2. PubMed Central	This is an archive of biomedical and scientific journal literature, which collects and preserve significant studies in the medical area.
3. ScienceDirect	It is an excellent source of technical, scientific and medical research studies.
4. Medline (EBSCO)	This database offers a large volume of international medical research which is then indexed.
5. CINAHL	National League for Nursing and the American Nurses Association publications are included, while a variety of popular journals (entire text) become available that are not prohibited.

6. Google Scholar	This page allows a wide range search of published reports, which may have been removed from other databases and is not only limit to journal articles.
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## Inclusion and Exclusion Criteria

In order to determine the boundaries of the review question and to make sure that they are defined clearly, the inclusion criteria need to be stated. This study selection involves checking the different citations from the searches and analyzing entire reports of them, and thus, identifying the literature that fulfills the inclusion criteria (CRD, 2009). The search can often yield vast amounts of potentially eligible records that require inclusion assessment, which is checked against the predetermined criteria, although only a minimal percentage becomes included finally (CRD, 2009). There is a chance that potentially relevant studies could be missed when the inclusion criteria are defined too narrowly defined, while the results' generalizability can become reduced. Comparatively, when the base is too broad, the excessive information is retrieve that is difficult to compare and process (Collet, 2003; Glick et al., 2001). Moreover, the inclusion criteria must present as practical in application, as screening is often challenging and time-consuming when it has too much detail (CRD, 2009). Following the literature search through different databases, titles and abstracts were preliminary screened by the researcher for the inclusion criteria. All included studies had to meet the following criteria for this review (see Table 2).

### Table 2.2 Inclusion and Exclusion Criteria

Inclusion criteria	Exclusion Criteria
(1) The study should focus on issues related to job satisfaction of nurses	(1) Studies done in other countries other than in Saudi Arabia will be excluded from the present study
(2) Focus on factors affecting job satisfaction of nurses	(2) The focus of the study includes other healthcare professionals
(3) Studies published in English and in peer-reviewed journals between 2006 and 2016, as older research findings may already be obsolete and irrelevant.	(3) Studies published before 2006
(4) Articles describes original data	(4) literature reviews and book chapters

### Extraction of Data

Data extraction is the process by which researchers can obtain the vital information required in relation to the characteristics and findings from the included studies through the utilization of data extraction (CRD, 2009). In the current study, the findings from the analysis were identified and placed in a table. Titles and abstracts were reviewed in the current study by using the process of four inclusion criteria, in order to establish reliability, which helped to select abstracts and titles including ‘job satisfaction of the nurses’, as well as the different factors that affect their job

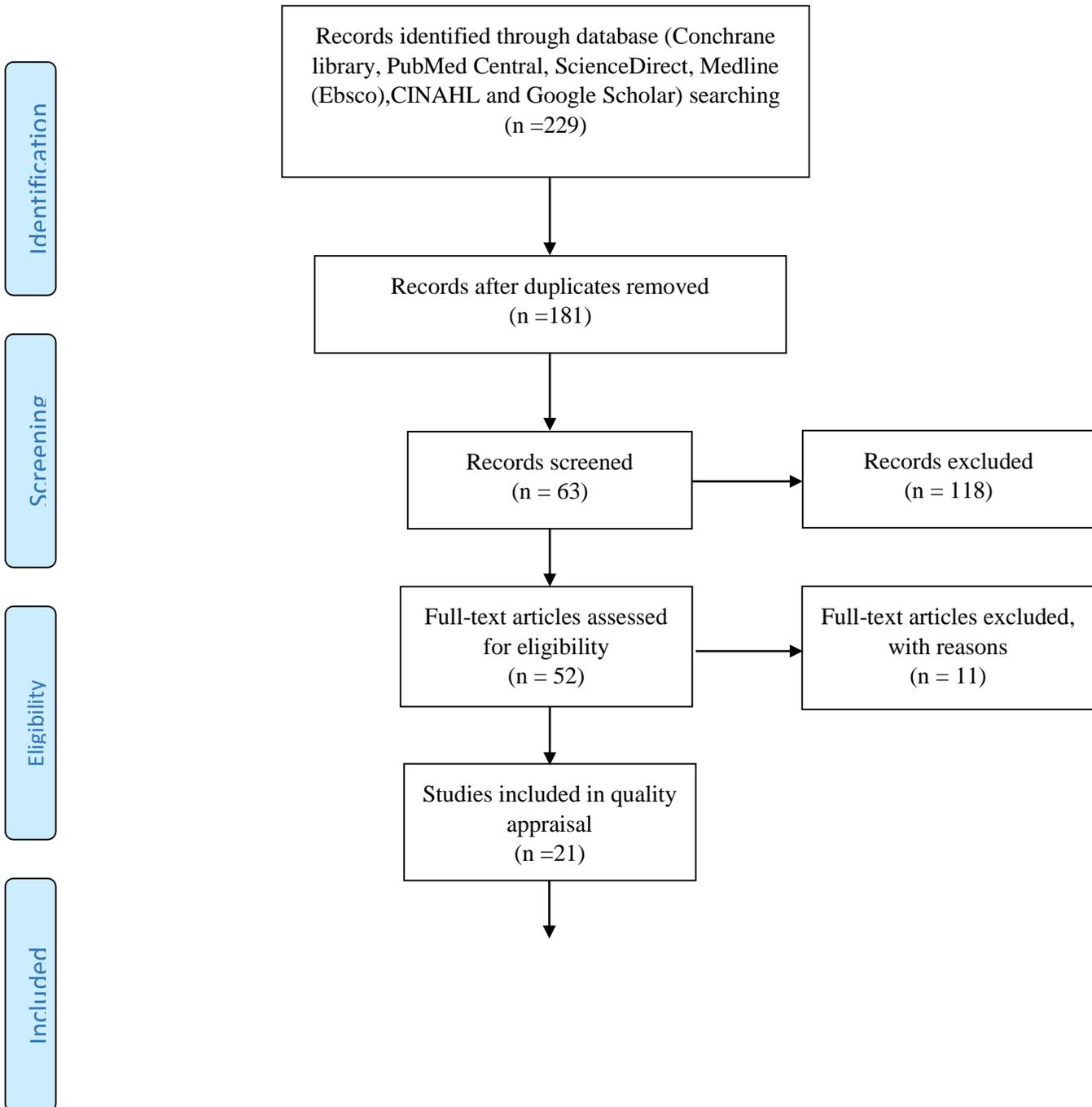
satisfaction. Then, to remove potential duplication, the selected studies were screened to view similar copies, as full details were recorded of the studies, including: the author, location; sample size; response rate; findings and conclusion; potential limitations.

## Critical Appraisal

Various research studies significantly differ in methodological accuracy, thoroughness and objectivity, which in some cases may influence the findings. An indication of the evidence's strength that is provided by the review is achieved through the study assessment, which may also detail future research standards required. Indeed, whether the studies actually possess the in-depth scope to direct treatment, prevention, diagnostic or policy decisions is shown through the quality assessment (Thomas, 2004). Through this process, it was possible for the research to review and analyses all the documented articles, as the Quality Assessment and Validity Tool for Correlational Studies, which was adapted from past systematic reviews studies, was used to screen for quality (Cummings & Estabrooks, 2003; Wagner et al., 2010; Cummings et al., 2008; Cummings et al., 2010; Cowden et al., 2011).

A total of 13 questions were included in the Quality Assessment and Validity Tool for Correlational Studies instrument, in order for the research designs, as well as the samples, measurements and statistical analyses to be evaluated and marked. 14 points could be assigned from the 13 stipulated questions, which were produced in a dichotomous answer format. From this, 12 were marked as 0 (=not met), while 1 was scored as (= met); and 2 was the score for the

items that related to outcomes measurements. Moreover, the articles were classified into three distinct quality categories by the instrument: low = 0–4; medium = 5–9; and high = 10–14.



Total of studies included in the  
systematic review  
(n = 10)

**Figure 2.1** Flow diagram for  
the selection of studies  
included in a systematic  
review from Saudi Arabia.

### III RESULTS

This chapter presents the search results of the review in relation to the job satisfaction of nurses in Saudi Arabia. The search results are displayed in the flow diagram, while the main findings of the reviewed study are shown in Table 3.1.

#### Search Results

A total of 229 references were produced by the electronic database search, while 166 references were subsequently excluded following an analysis of titles and abstracts, as these failed to meet the inclusion criteria necessary for the current study. Following this, 63 articles were selected for the formal inclusion/exclusion stage, and 52 of them were evaluated in order to determine whether the eligibility criteria were met. Hence, 21 studies were then retained for quality appraisal and 11 were excluded, as they showed a low level of quality (see Figure 2.1 from the previous chapter).

#### Quality Review Summary

The quality assessment rated all the studies between a medium and high level. From this it was determined that most of the studies were cross-sectional, while one presented a research design that was retrospective and quantitative non-experimental descriptive. A 60% percent response rate

or higher was shown through the majority of studies, while three of them analysed the correlation between job satisfaction and retention/turnover, together with another that evaluated the correlation between work life quality and job satisfaction. Additionally, most studies reported the use of a multiple logistic regression and multiple linear regression analysis. The strengths in the selected studies for the review included: the use of a prospective design; the use of reliable and valid instruments for the measurements of the study; the use of probability sampling; a study design based on theoretical models to guide the research. What is more, the most common weaknesses identified during the quality review stemmed from the fact that most of the subjects were included from only one site. Furthermore, the selected studies had a lack of discussion and justification for a sample size, which was based on the appropriate power calculation. Table 3.1 illustrates a summary of the quality assessment of the included studies.

**Table 3.1 Summary of Quality Assessment**

Criteria	No of Studies (N=10)	
	NO	YES
<b>Design:</b>		
Prospective studies	0	10
<b>Sample</b>		
Probably sampling	5	5
<b>Appropriate Sample Size</b>		
Sample drawn for more than one site	6	4
Anonymity protected	0	10
Response rate greater than 60%	3	7
<b>Measurement:</b>		
Reliable measure outcome	0	10

Valid measure outcome	0	10
Valid measure empowerment	2	8
*Empowerment internal consistency $\geq 70$	3	7
Theoretical framework used	3	7
<b>Statistical Analysis</b>		
Correlation analysis when multiple effect studied	3	7
Management of outliers addressed	3	7

\*Scores 2 points

## Synthesis of Evidence

Details of the included studies are shown in Table 3.2. A total of 10 studies met the inclusion criteria for this systematic review.

### Theme 1. Level of Job Satisfaction

Five studies reported moderate to high levels of job satisfaction for nurses in their workplace (Salam et al., 2014; Alshahrani & Baig 2016; Al-Ahmadi, 2009; Alotaibi, Paliadelis & Valenzuela, 2015; Bahnassy et al., 2014). The lowest level of satisfaction among nurses was reported in relation to the factors of salary or pay and the workload that they do or accomplish at work (Al-Ahmadi 2009; Alotaibi, Paliadelis & Valenzuela, 2015; Alasmari & Douglas 2010; Bahnassy et al., 2014; Salam et al., 2014; Salem et al., 2016; Saleh, Saleh & AbuRuz 2013).

A significant finding of the current review comes from the effect of transformational leadership on the job satisfaction among nurses. In a cross-sectional study conducted by Alshahrani and Baig (2016), which evaluated the impact of transformational and transactional styles of leadership

among 8 head nurses on the job satisfaction levels of 89 staff nurses in the critical care unit of a tertiary level hospital. They found that the nurses were moderately satisfied with their work and 23% of the variation in nurses' job satisfaction could be explained by the head nurses' leadership style with positive effect of professional support, intellectual motivation, and management by correction and their influence to other people activities. Their findings concur to other international studies that had been published (Failla & Stichler, 2008; Casida & Parker, 2011; Alloubani et al. 2014; Leach, 2005). Moreover, the study stressed the value of implementing transformational style of leadership for increasing the job satisfaction among staff nurses. They recommended training and support for the head nurses to become more effective in management in the critical care unit.

Bahnassy et al. (2014) in a cross-sectional study among 980 nurses working in tertiary care center in Saudi Arabia determined their overall job satisfaction and what it correlated to. The study revealed that the mean satisfaction of the nurses was 105.2 out of 150, which yielded 70% satisfaction. The younger group of nurses below 30 years old had a higher job satisfaction level than the staff members above 50 years old. However, the statistics revealed no significant differences. Furthermore, the females had a higher satisfaction level than the males, although no significant differences were shown. This means that female nurses are more satisfied with their jobs as a whole. The results also show that non-Saudis had higher levels of satisfaction than the Saudi Arabian staff, with a mean percentage of 70.23% compared to 68.61%. However, there is no significant difference with the p value of 0.06. Additionally, the divorced nurses had the highest level of job satisfaction, while the widowed scored the lowest in terms of marital status.

Significantly higher satisfaction was associated, with staff nurses II presenting the highest scores  $106.8 + 8.3$  with percentage level of job satisfaction 71.18% with ( $p=0.02$ ). The nurses working in the rehabilitation units had the lowest job satisfaction levels ( $101.2 + 8.9$ ) compared to the nurses working in women's hospitals ( $106.1 + 6.3$ ) ( $p=0.02$ ). Moreover, the nurses with doctorate degrees had the lowest level of job satisfaction than the other staff with lower educational attainment ( $85.6 + 9.4$ ) ( $p < 0.01$ ). Likewise, there is a significant relationship between the salary and satisfaction ( $p < 0.0001$ ), as the higher the payment for the nurses, the more satisfied they become. There was no statistical significant difference found between the years of experience and job satisfaction level.

In addition, Salam et al. (2014) found a significant positive correlation between the job satisfaction level and the age, together with the length of service. This indicates that nurses with longer years of experience have higher levels of job satisfaction, as they receive more support and feel comfortable at work. The study also revealed that nurses who receive support during times of crisis and stress have greater levels of job satisfaction, as well as nurses who are able to spend time with family, have friends at work, and participate in extracurricular activities.

## **Theme 2. Barriers to Job Satisfaction**

The factors that act as barriers to the satisfaction of nurses include: salary, lacks of support for stress relief, head nurses' leadership and professional support, prospects for promotion and a lack of educational opportunities (Alshahrani & Baig 2016; Al-Ahmadi, 2009; Alonazi & Omar, 2013; Alotaibi, Paliadelis & Valenzuela, 2015; Alasmari & Douglas, 2012; Bahnassy et al., 2014; Salam

et al., 2014; Salem et al., 2016; Saleh, Saleh & AbuRuz 2013; Almalki, Fitzgerald & Clark 2012).  
Revision of these factors enables nurses to improve their levels of job satisfaction.

Separately, a different study demonstrated the correlation between stress and job satisfaction, as 213 nurses were tested and analyzed, where a distinct negative correlation was found between stress upon an individual and job satisfaction among nurses, as was by the Pearson correlation values (-.437 and p value of <0.05) (Saleh, Saleh & AbuRuz, 2013). However, it was demonstrated through a multi-center cross-sectional study by Salam et al. (2014) that no marked correlation existed between the total score on job stress upon job satisfaction levels ( $r = -.003$ ,  $p = .941$ ). Therefore, these studies demonstrate that it is vital to adopt strategies that understand perceived stress levels correctly, in order to reduce them and provide more workplace based support.

### **Theme 3. Job Satisfaction and Staff Outcomes**

In total, another four research studies defined the noted correlation that affect job satisfaction from different factors (Alonazi & Omar, 2013; Alotaibi, Paliadelis & Valenzuela, 2015; Alasmari & Douglas, 2012; Almalki, Fitzgerald & Clark 2012). These determined that the quality of work life and an individual staff member's intention to leave could ultimately affect the job satisfaction levels. Meanwhile, the study by Salem et al. (2016) analyzed the connection that is present between organizational commitment and nursing job satisfaction.

Almalki, Fitzgerald and Clark (2012) revealed that the nurses, and in particular primary healthcare nurses, were dissatisfied with their work life and indicated a turnover intention from the current

workplace. The results also showed turnover intention was significantly related to the quality of work life (work life/home life, work design, work context, and work world). Al-Ahmadi (2009) identified the factors that influence the performance of the 923 staff nurses in 15 hospitals in Riyadh, Saudi Arabia with a specific objective of determining the self-reported job satisfaction. The study also found that the job satisfaction levels among nurses are strongly correlated with their job performance.

Salem et al. (2016) revealed that the majority of nurses have a fair level of satisfaction in their job and most nurses had a good commitment to their organization. Indeed, the study concluded that satisfied nurses tend to be more loyal to their organization. The study indicated that the nurses can satisfy themselves interiorly more than the satisfaction being promoted from their environment and supervisors. Furthermore, a study conducted by Alasmari and Douglas (2012) explored the job satisfaction of nurses and the intentions to stay at their place of work. The study found that reduced levels of personal satisfaction, higher workload and a lack of professional support lead to the desire of the staff members to leave and resign from their work. Subsequently, the study puts emphasis for the administration to formulate strategies to keep the nurses by reducing workload or delegating non-nursing tasks to others and increasing their support, as well as providing promotions to enhance retention of nurses.

**Table 3.2 Major Findings of the Included Studies**

Author	Method	Sample	Findings	QA Score
Alshahrani FM, Baig AL (2016)	Cross-sectional study	89 staff nurses	The nursing staff were moderately satisfied with their work and 23% of the variation in nurses' job satisfaction could be explained by the head nurses' 6 leadership aspects with constructive consequence of professional support, intellectual stimulus, management by correction and their influence to other people activities.	6
Al-Ahmadi H. (2009)	Cross-sectional study	923 staff nurses	The data show that moderate levels of job satisfaction and organizational commitment are seen among nurses. Main satisfaction was reported with the relationship at work, and the lowest satisfaction was reported with an opportunity for salary increase.	11
Alonazi NA, & Omar MA (2013)	Retrospective cohort study	254 staff nurses	This study identified a number of factors that played a key role in staff retention, which included nationality, marital status, job title, and job satisfaction. The main motive for leaving their job was noted as family issues.	8
Alotaibi J et al. (2015)	Quantitative non-experimental, descriptive research design	27staff nurses	Deficiency of educational prospects and support and the poor image of the nursing profession, discernments of favoritism, higher workloads and a demanding work environment, as well as the influence of religion on job contentment.	8

Alasmari A & Douglas C (2012)	Cross-sectional study	182 nurses	The lower satisfaction with personal satisfaction, workload, professional support and salary and prospects for promotion, the greater intention to leave.	6
Bahnassy AA et al. (2014)	Cross-sectional study	980 nurses	The study results showed that mean satisfaction scores for all participants was 105.2 out of 150. There is a need to increase the salary of staff nurses and provide more benefits.	11
Salam A.et al. (2014)	Cross-sectional study	429 nurses	Those who could spend adequate time with their families and friends at work, together with receiving workplace support for stress at any given time were among those who present higher levels of job satisfaction. This was also true for those individuals who undertook extra-curricular activities to alleviate stress levels.	9
Salem OA et al. (2016)	Cross-sectional study	591 nurses	The majority of nurses presented a fair satisfaction level in regards to their job and most nurses had an upright commitment to their organisation. On the other hand, a high percentage of the nurses' dissatisfaction stemmed from extrinsic factors, including pay salary and working environment.	9
Saleh AM OA et al. (2013)	Cross-sectional study	213 nurses	Job satisfaction among nursing staff was marked as adequate through this study, as it took a combination of the highest levels and lowest levels of satisfaction; the nature of work and the operating conditions and duties within the organization, respectively.	8

Almalki MJ et al. (2011)	Cross-sectional study	508 nurses	Approximately 40% of the respondents indicated that they had the intention to leave their current PHC centers, which would signify a high level of dissatisfaction.	9
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## **IV Discussion**

### **1 Factors Influencing Job Satisfactions among Nurses**

Job satisfaction has been defined by authors as an experience which is complex. It has been associated with several factors that may influence the success that was once experienced by a person. The examination of these factors and their influence on job satisfaction has been utilized in nursing research to advance the scientific theoretical models of nursing, especially on levels of job satisfaction. Theories and concepts of satisfaction to the nursing profession may also anchor the development and the implementation efficient to reward nursing care management. In Saudi Arabia, Saleh et al. (2013) determined that the staff nurses have expressed the highest level of satisfaction regarding the nature of work. Based on the results of the study, several factors were identified as influential to the attainment of high satisfaction ratings amongst nurses on their nursing profession.

### **Leadership Styles**

In the study by Alshahrani & Baig (2016), nurses had varied responses when asked about their perceptions on their satisfaction as staff nurses towards their nursing practice. According to their findings, variations in job satisfaction can be accredited by the type of leadership skills used by their senior or head nurses. The positive impact of the leadership style towards nurses' job satisfaction has been found to be associated with organizational factors, such as intellectual motivation, professional support, management by correction and the influence of nursing leaders.

Another study that was conducted by Ahmad et al. (2013) also produced similar results in relation to leadership style and job satisfaction among nurses. The major findings of that study established that correlation of the leadership style and its profound effects on nurses' job satisfaction when transformational leadership is utilized. Aside from transformational leadership, those items that related to transactional leadership had also been found to potentially affect the perceptions of nurses on satisfaction. Likewise, the results of the study by Abualrub and Alghamdi (2012) emphasized the importance of transformational leadership. The study recommended the need for further attention to training and development of efficient and favorable leadership behaviors. Hence, with these three research findings, implications for nursing management in Saudi Arabia should capitalize on recognizing the importance of transformational leadership style and how it should be utilized, in order to enhance the level of job satisfaction among nurses.

### **Work-Life Balance**

It was stated in one study that individuals who implemented a better level of work–life balance would achieve a greater level of health and wellbeing, whilst also committing more to the organization, due to increased job satisfaction that enables the ability to achieve goals, and thus, attain family happiness (Tales, 2010). Accordingly, a balance in the work-life can develop better marital and family stability, together with cohesion and levels of happiness. Therefore, intellectual motivation among nurses in Saudi Arabia may be impacted by the type of leadership that is utilized by their nurse managers in the clinical settings. The role of the nurse managers in training and supervising their young/new nurses plays a crucial role, not only to their satisfaction of their

subordinate's performance, but also their own contentment. The majority of studies have shown that there is a positive correlation between job satisfaction and transformational leadership style, which ultimately proves beneficial on turnover rates and intentions.

## **Teamwork**

The current study has demonstrated that there is a requirement to increase teamwork within nursing within the units of patient care. Similarly, different studies stated that it is possible to predict nursing job satisfaction levels through their interdisciplinary teamwork and relationships (Rafferty et al., 2011; Chang et al., 2009). Moreover, teamwork needs to be improved within all patient care units, and 7 set guidelines develop this (Salas et al. 2005). Firstly, the placement of team training objectives are defined, as well as organizational goals with safety aims; secondly, there is the implementation of organisational support; thirdly, the participation of frontline managers is encouraged; fourthly, team training is enhanced through the correct design of environmental preparation and staff understanding; fifthly, there is a defined commitment to necessary resources and mandatory time; sixthly, the application of acquired teamwork skills is implemented; seventhly, the effectivity of the training program is measured. Additionally, other parallel interventions were defined by Kalisch et al. (2007) in order to develop the level of teamwork: firstly, advance staff feedback; secondly, define shared values, as well as visions and aims; thirdly, enhance communication levels; fourthly, reinforce the coaching and leadership; fifthly, incorporate teams that are composed of different leadership and staff members to guide.

Kalisch et al. (2007) showed that teamwork perceptions were improved by the developments in the stated changes, and thus, a nursing manager is defined as one who is supportive of teamwork intervention implementation. Subsequently, it becomes possible to evaluate the level of team leader or nurse manager support, alongside measuring the effects of the teamwork training. What is more, it was determined that the most vital influences upon job satisfaction in a healthcare team stem from: conditions at work, skill utilization, pay scales, supervision, promotional prospects, and recognition. Indeed, recognition remains a notable issue in the nursing profession within Saudi Arabia, as those who are appreciated and rewarded by the rest of the healthcare team, including their patients, yield a sense of fulfillment.

## **Workplace Support**

Job satisfaction was found to be greater among staff nurses who were able to receive workplace support for stress relief at any time, or at least at certain moments. Also, the same contentment was felt by nurses who were able to spend sufficient time with family and friends. The nurses' roles within their work situations and their effect on job satisfaction have a major role in the conflict and uncertainty, which are the main sources of job stress. In addition, the conflict of roles is distinguished in terms of congruency-incongruency; whereas congruency of compatibility is judged relative to a set of standards which encroach upon role performance. Role ambiguity is the predictability of the outcomes to one's behavior and the clarity of behavioral requirements. In fact, ambiguity is often referred to in terms of inputs from the working environment, which would serve as guidance in the individual's behaviour that provides the awareness that the behaviour is suitable.

Both role conflict and ambiguity are significantly linked to job stress. This also affects organisational commitment, which leads to job dissatisfaction and the intention to leave the nursing profession. Furthermore, nurses who knew whom to approach when feeling stress or when in crisis would also have their work or life affected in general.

## **2 Reasons for not Being Satisfied with Work**

The majority of nurses have shown that they have fair levels of satisfaction in their job and most nurses had a good commitment to their organization. Hence, the operating conditions inside the organization and the duties that they have to do or accomplish at work can greatly cause dissatisfaction when they are chaotic and not systematized (Salem et al., 2016). The result of the study revealed the significance of the working conditions, such as salary, working hours and shift working, relationships and support from administrations, family issues and some demographic variable on the job satisfaction among nurses in Saudi Arabia, which is consistent with previously cited literatures.

### **Family Issues**

The main motive for discontentment in the nursing profession was the impact of the nature of a nursing job with their sense of responsibilities with their families at home. This finding coincides with a study in Saudi Arabia, wherein nurses were shown to be leaving their work exclaiming that the primary reason is due to the responsibility and time required for their children and family (Alonazi & Omar, 2013). This can be due to the increase in pressure at work and the conflict within

the priority, as the staff nurses only get to see their family during vacations or because longer shifts requires them to be at work. Therefore, there should be a balance between the quality time with family and work.

### **Salary or Wage Disparities**

Another factor which plays a major role in dissatisfaction among nurses in Saudi Arabia is the probability of gaining promotions or in relation to salary upgrades. According to Al-Ahmadi (2009), the lowest satisfaction was reported due to low salary or wage and poor opportunities for increased salary. In the most recent study conducted by Salem et al. (2016), one of the extrinsic factors with a high percentage of complaints relates to the salary. The amount of work done by the nurses seemed to not compensate against the amount of work that the nurses contribute. In, Saudi Arabia the average salary for a registered nurse is 58,328 Saudi Riyal per year; and according to salary scaling, the skills in special treatment areas like in the Intensive Care Unit (ICU) is known to have higher levels of pay, as the skills required are more exhaustive than in other areas. In nursing, the amount of experience and the more advanced are the skills of the nurses, then the more influence they gain in their roles. Subsequently, the better the skills are that the nurses possess, the better they influence the income amount from the nursing job. Hence, staff nurses who stay in the nursing profession for longer get opportunities of increased salary when working in Saudi Arabia. However, research shows that that majority of the nurses generally do not acquire more than 20 years' duration of experience. Nurses in Saudi Arabia, especially the expatriates, consider the kingdom as a gateway for opportunities to open cities in countries, such as in the United Kingdom,

Canada and the United States of America. Hence, advancement in employment status and training to staff nurses in order to become heads and managers in the future appears to be restricted.

### **Weak Organizational Structure**

Most nurses present with a fair level of job satisfaction in general, and in Saudi Arabia it has been shown that most are often committed to their place of work. Therefore, in order for the nurses to accomplish their jobs correctly, the organizations' operating conditions must attempt to reduce the levels of dissatisfaction, as this can prove detrimental when not systematized (Salem et al., 2016). It was also determined that working conditions also actively affect the nurses' satisfaction levels, which can often include the hours of work and shift times, a physical environment, as well as the organizations' policies. Moreover, it was demonstrated that these levels can be improved when the nurses feel challenged to improve and utilize their skills and when given responsibility through tasks. Hence, those tasks that are undertaken by nurses within these hospitals should be analyzed and updated constantly, as this will allow them to implement their known skills and expertise. Hence, increasing the extrinsic factors' potential to enhance satisfaction will consequently improve their intrinsic satisfaction.

## V Conclusion

Job satisfaction is an essential component for nurses, as this impacts their performance in their working environment. According to several researchers, their contentment and happiness can affect the way they ensure the safety of the patients. Generally, their productivity and performance will impact their contribution towards ensuring quality of care that is delivered by the medical institutions. Studies also showed how dissatisfaction and barriers impact the retention and turnover of nurses, which causes shortage and staffing issues. If not fulfilled, their commitment to the organization and even their profession as a nurse will also be compromised. Based on the findings of the review, the current research identified the following factors as influential upon the job satisfaction of nurses in Saudi Arabia: (1) leadership style of the nurse manager, (2) relationship with colleagues and fellow nurses, (3) salary or wage, (4) opportunities for continuing educational program, (4) image of nursing, (5) workload, (6) stress in the working environment, and (7) opportunities of spending more quality time with friends and family. Several researchers support the conclusion that the relationships of nurses with their colleagues or team members affect their job satisfaction as well.

The factors that influence job satisfaction for nurses have been detailed through the current study, which have been shown to alter over time. Hence, there is a distinct requirement to implement continual research, in order to analyses new differences, which managers in healthcare need to consider when they attempt to increase the job satisfaction levels of nurses. This is a vital aspect to improved working performance and retention levels of staff, although challenges are always present in encouraging nurses and managers become unified for a better standard of workforce. In

accordance, any organizational alteration that occurs within university hospitals needs to be structured around the concept of improved nurses' job satisfaction, as this subsequently improves the quality of patient care. Furthermore, the current study can conclude that job satisfaction is affected strongly by the remit of time, as in the early stages of a career it is highly determined by the particular jobs or tasks given, which can be within the same profession. The nurses who work in contrasting contexts and settings can often have conflicting organizational cultures, which potentially lead to different experiences and satisfaction levels towards their job. Of course individuals choosing these career paths may also differ in terms of characteristics and aspirations, and this also may have direct or indirect encouragement upon the development of satisfaction. There is no single, simple answer to the trend in job satisfaction over time, as evidenced by the literature from the current study.

The current study used various systematically reviewed studies that assisted in recommending future research, as it was shown that job satisfaction needs to be focused on comprehending the correlation that exists between the satisfaction levels and the separate job characteristics. Therefore, new research needs to analyses whether specific job characteristics are able to define the findings and provide a more empirical review of satisfaction and its developments and changes through time, as different aspects of satisfaction can be presented by contrasting research. What is more, the current study has demonstrated how qualitative approaches are very useful when attempting to comprehend coping strategies and capabilities by nurses, as well as identifying factors that influence job satisfaction levels through the working years of individuals who are employed as staff nurses in the kingdom of Saudi Arabia

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