

العنوان :

**استراتيجيات لتحسين رضا الممرضين الوظيفي وتقليل معدل دورانهم في مستشفى
وزارة الحرس الوطني**

إعداد: شهد مرزا

إشراف: د. الفيصل عبد الحميد

د. فايز جراد

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1.1. Introduction

In today's dynamic healthcare environment, the well-being and stability of the nursing workforce have become critical indicators of institutional success and patient care quality. Nurses play an indispensable role in the delivery of healthcare services, acting as the frontline caregivers who ensure that patients receive timely, compassionate, and effective medical attention. However, despite their vital role, nurses across the globe – and particularly within the Kingdom of Saudi Arabia – continue to face mounting challenges that affect their professional satisfaction and long-term commitment to their roles. One such institution that exemplifies both the potential and the pressures of modern healthcare delivery is the Ministry of National Guard Health Affairs (MNGHA), which oversees some of the country's most advanced and specialized medical facilities (Nnah,2020).

MNGHA hospitals are known for their excellence in medical services, research, and education. They provide care to National Guard personnel, their families, and a broader segment of the population, which places immense responsibility on their staff, especially the nursing workforce. Despite this recognition, the sector has not been immune to rising concerns over nurse dissatisfaction and turnover. High turnover rates among nurses not only disrupt the continuity of care and compromise patient safety but also incur significant financial and operational costs for healthcare institutions (Haron,2020). Moreover, persistent dissatisfaction among nurses often leads to reduced morale, burnout, increased absenteeism, and a negative workplace culture, all of which undermine the overall performance of healthcare teams (Zaw,2023).

Several internal and external factors contribute to job dissatisfaction among nurses in MNGHA hospitals. These may include heavy workloads, insufficient staffing, lack of professional growth opportunities, inadequate compensation, poor management support, limited recognition,

and challenges in achieving a healthy work-life balance. The cumulative effect of these issues often leads to emotional exhaustion, job stress, and a diminished sense of professional fulfillment—key predictors of intention to leave the organization. These concerns are further amplified in high-pressure environments such as intensive care units and emergency departments, where nurses must perform under constant physical and emotional strain (Almansour,2017).

Understanding and addressing these issues is not merely a matter of workforce management—it is a strategic imperative that directly impacts patient outcomes, organizational resilience, and healthcare sustainability. As such, identifying and implementing strategies to improve job satisfaction and reduce turnover among nurses is a priority for healthcare leaders and policymakers within MNGHA (Andargeery,2019).

This paper seeks to explore a range of evidence-based strategies that can enhance job satisfaction and retention among nurses in MNGHA hospitals. These strategies may include improving leadership practices, fostering a culture of recognition and support, enhancing communication between staff and management, providing continuous professional development opportunities, ensuring competitive compensation and benefits, implementing flexible scheduling practices, and promoting a healthy organizational culture rooted in respect, equity, and collaboration. By developing a holistic and sustainable approach to nurse retention and satisfaction, MNGHA can strengthen its position as a leading healthcare provider in the region while ensuring that its nurses remain motivated, engaged, and committed to delivering high-quality patient care. Through this exploration, the paper aims to contribute meaningful insights to the broader discourse on healthcare workforce development and inspire practical action that addresses the real needs of nursing professionals.

1.2. Problem Statement

Despite the essential role nurses play in delivering high-quality healthcare services, hospitals under the Ministry of National Guard Health Affairs (MNGHA) in Saudi Arabia are increasingly facing a pressing challenge: the difficulty in retaining qualified nursing staff and maintaining high levels of job satisfaction. Recent observations and studies have reported a rise in voluntary turnover rates among nurses in these institutions, accompanied by clear signs of professional burnout, declining morale, and job dissatisfaction (Beaty, 2023). This escalating issue is not only a threat to the well-being and stability of the nursing workforce but also directly compromises the overall quality of patient care, clinical safety, and the operational performance of the healthcare system. A variety of interrelated organizational and individual-level factors contribute to this challenge. These include excessive workloads, inadequate nurse-to-patient ratios, limited opportunities for career progression, lack of professional recognition, weak leadership support, and ongoing difficulties in achieving a healthy work-life balance (Wali et al., 2023; Liu et al., 2019). The situation is further compounded by workplace stressors such as emotional exhaustion and exposure to workplace violence, which have been shown to significantly reduce job satisfaction and increase burnout among nurses (Liu et al., 2019). In a specialized environment like MNGHA hospitals, where clinical excellence and operational readiness are expected at all times, such systemic issues create an unsustainable burden on both nursing professionals and the healthcare system at large (Almodaimegh, 2020).

The implications of this problem are far-reaching. High turnover rates lead to increased recruitment and training costs, disruption in team dynamics, lowered staff morale, and diminished continuity of care. More importantly, they negatively impact patient satisfaction, safety outcomes, and the institution's ability to meet its strategic healthcare goals. As noted by Alsaqri (2014), the

absence of a coherent and evidence-based strategy to improve job satisfaction and nurse retention represents a critical gap in the management of healthcare human resources in Saudi Arabia.

Additionally, contextual and cultural factors—such as intrinsic motivation, values, and beliefs—may influence nurses’ responses to organizational challenges. For example, Haron (2020) emphasized the moderating effect of religious beliefs on turnover intention, suggesting that in some cases, intrinsic personal values may mitigate dissatisfaction with rewards and working conditions. Such findings further highlight the complexity of turnover behaviors and the need for tailored strategies that consider both organizational and cultural dynamics. In light of these challenges, there is an urgent and growing need for MNGHA hospitals to develop and implement targeted strategies that address both the systemic and human factors contributing to job dissatisfaction and turnover. This includes but is not limited to improving leadership practices, ensuring fair compensation, enhancing professional development opportunities, and fostering a supportive work environment that prioritizes nurse well-being. Without such interventions, the institution risks further workforce instability and declining quality in healthcare delivery—outcomes that contradict its mission and reputation for excellence).

1.3. Research Significance

1.3.1. Theoretical Significance

This study contributes meaningfully to the theoretical understanding of job satisfaction and employee retention within healthcare organizations, particularly in the context of the Middle East. By applying established theories such as Herzberg’s Two-Factor Theory, Maslow’s Hierarchy of Needs, and the Job Demands-Resources (JD-R) Model, the research provides a practical interpretation of these frameworks in a high-pressure, culturally specific healthcare environment.

like that of the Ministry of National Guard Health Affairs (MNGHA) hospitals. Furthermore, the study helps fill a noticeable gap in the literature related to nursing workforce dynamics in Saudi Arabia, offering insights that are currently underrepresented in global research. It also builds a conceptual foundation for future empirical studies that aim to explore organizational behavior, leadership, and employee well-being in government-affiliated healthcare institutions. The theoretical models developed or adapted in this research can be extended or tested in similar institutional settings, contributing to the broader field of healthcare human resource management.

1.3.2. Practical Significance

On a practical level, the findings of this research have the potential to drive significant improvements in workforce management and organizational performance within MNGHA hospitals. By identifying the specific factors that influence job satisfaction and nurse turnover, the study provides hospital administrators and policymakers with a roadmap for developing targeted strategies to address these issues. Practical recommendations may include implementing flexible work schedules, enhancing leadership support, fostering recognition and rewards programs, and offering continuous professional development opportunities. These improvements can lead to a more engaged and committed nursing workforce, which in turn contributes to higher quality patient care, reduced operational disruptions, and improved staff morale. Additionally, lowering nurse turnover can help MNGHA hospitals save substantial costs associated with recruitment, onboarding, and training, while maintaining the continuity and stability of healthcare services. Importantly, this research aligns with broader national objectives under Saudi Vision 2030 by promoting a more resilient and sustainable healthcare system. By empowering one of the most critical segments of the healthcare workforce—nurses—the study supports the goal of delivering

world-class medical care and enhancing the overall efficiency and effectiveness of healthcare institutions in the Kingdom.

1.4. Research Objectives

Main Objective:

To identify and evaluate effective strategies for improving job satisfaction and reducing turnover among nurses working in the Ministry of National Guard Health Affairs (MNGHA) hospitals.

Sub-Objectives:

1. To examine the key factors contributing to job dissatisfaction among nurses in MNGHA hospitals.
2. To assess the impact of leadership support, work environment, and recognition on nurse retention.
3. To explore nurses' perceptions of professional development opportunities and their influence on job commitment.
4. To identify the relationship between work-life balance and intention to leave among nurses.
5. To propose evidence-based recommendations for enhancing job satisfaction and reducing turnover in the MNGHA nursing workforce.

1.5. Research Questions

Main Research Question:

What are the most effective strategies to improve job satisfaction and reduce nurse turnover in MNGHA hospitals?

Sub-Questions:

1. What are the primary causes of job dissatisfaction among nurses at MNGHA hospitals?
2. How do leadership practices and managerial support affect nurse retention?

3. In what ways do recognition and appreciation influence nurses' job satisfaction?
4. What role do professional development and career advancement play in nurses' decisions to stay or leave?

1.6. Research Hypotheses

1. There is a statistically significant positive relationship between leadership support and job satisfaction among nurses in MNGHA hospitals.
2. Improved work-life balance significantly reduces turnover intention among nurses in MNGHA hospitals.
3. Recognition and reward systems have a statistically significant positive impact on job satisfaction among nurses in MNGHA hospitals.

1.7. Literature review

Study by: Nnah, M. M. (2020) Relationship Between Nurse Job Satisfaction Variables and Voluntary Turnover Intention examine the relationship between key job satisfaction variables—namely pay, supervision, coworker relationships, and the nature of the work—and voluntary turnover intention among registered nurses. Using a quantitative, correlational research design, the researcher collected data via standardized survey instruments from a sample of registered nurses. The analysis employed multiple linear regression to determine the predictive power of each variable on nurses' intention to leave their jobs voluntarily. The results indicated that supervision and the nature of work were statistically significant predictors of turnover intention, whereas pay and coworker relationships were not. The study concluded that enhancing the quality of supervision and improving the work environment are critical strategies for reducing voluntary turnover among nurses, thus contributing valuable insights for healthcare administrators seeking to retain nursing staff.

Study by: Zaw, T. (2023) Title: A Study on Job Satisfaction of Myanmar Military Nurses (Case Study: Military Institute of Nursing and Paramedical Science) assess the level of job satisfaction among military nurses in Myanmar, focusing on the Military Institute of Nursing and Paramedical Science. Using a quantitative case study design, the researcher collected data through structured questionnaires administered to a sample of military nurses. The findings indicated that job satisfaction was primarily influenced by factors such as working conditions, organizational support, promotion opportunities, and interpersonal relationships. Although nurses reported moderate overall satisfaction, the study highlighted concerns related to limited career advancement and rigid administrative systems. The study concluded that improving leadership support, implementing policy reforms, and enhancing career development initiatives are essential steps toward increasing job satisfaction and retaining qualified military nursing personnel.

Study by: Almansour, H. (2017) Title: The Association Between Nationality, Job Satisfaction, and 'Intention to Leave' Among Nurses in Saudi Arabian Government Hospitals investigate the relationship between nurses' nationality, their level of job satisfaction, and their intention to leave their jobs in Saudi Arabian government hospitals. The research employed a quantitative cross-sectional design, utilizing survey questionnaires to collect data from a diverse sample of nurses working in multiple government hospitals across Saudi Arabia. Statistical analysis revealed that job satisfaction levels varied significantly by nationality, with Saudi and non-Saudi nurses reporting different experiences and expectations. Furthermore, the study found a strong inverse relationship between job satisfaction and intention to leave, indicating that lower satisfaction levels were associated with a higher likelihood of leaving the job. The study concluded that culturally sensitive management practices, equitable policies, and targeted retention strategies

are essential to improve satisfaction and reduce turnover, particularly in a multicultural nursing workforce.

Study by: Andargeery, S. Y. (2019) Title: Factors Associated with Turnover Intention Among Newly Graduated Nurses explore the factors influencing turnover intention among newly graduated nurses. Using a quantitative research design, the researcher collected data through structured questionnaires targeting recent nursing graduates working in clinical settings. The analysis focused on variables such as job satisfaction, organizational commitment, stress levels, mentoring support, and work environment. The results indicated that low job satisfaction, high stress, and lack of support during the transition period were significantly associated with higher turnover intention. The study concluded that to reduce early-career nurse turnover, healthcare organizations should focus on improving the onboarding experience, providing strong mentorship, and creating supportive work environments tailored to the needs of novice nurses.

Study by: Almodaimegh, H. (2020) Title: Prevalence of Burnout Among Hospital Pharmacists at National Guard Hospital in Riyadh, Saudi Arabia assess the prevalence and contributing factors of burnout among hospital pharmacists working at the National Guard Hospital in Riyadh, Saudi Arabia. Using a quantitative cross-sectional survey design, data were collected through a standardized burnout inventory questionnaire distributed to pharmacists across various departments. The study measured key dimensions of burnout, including emotional exhaustion, depersonalization, and reduced personal accomplishment. The results revealed a high prevalence of burnout, particularly in the emotional exhaustion dimension. Contributing factors included heavy workload, lack of recognition, and limited professional development opportunities. The study concluded that addressing pharmacist burnout requires institutional interventions, such

as workload management, psychological support services, and improvements in workplace communication and leadership practices.

Study by: Haron, L. (2020) Title: Moderating Effect of Religious Beliefs on the Relationship Between Employee Reward and Turnover in Private Hospitals of Samburu County aimed to examine how religious beliefs moderate the relationship between employee rewards and turnover intentions among healthcare workers in private hospitals in Samburu County, Kenya. The research adopted a quantitative research design, using structured questionnaires to collect data from hospital employees across multiple institutions. The study focused on key reward components such as financial compensation, non-financial recognition, and employee benefits, and how these influence employees' decisions to stay or leave. The results revealed that while employee rewards had a significant inverse relationship with turnover intention—meaning better rewards led to lower turnover—religious beliefs played a moderating role. Specifically, employees with strong religious convictions were more likely to remain in their jobs despite lower levels of financial or non-financial rewards, suggesting that intrinsic values can buffer the effects of organizational shortcomings. The study concluded that both reward systems and the personal belief systems of employees should be considered when designing strategies to reduce staff turnover in healthcare institutions.

Study by: Wali, R., Aljohani, H., Shakir, M., Jaha, A., & Alhindi, H. (2023) Title: Job Satisfaction Among Nurses Working in King Abdul Aziz Medical City Primary Health Care Centers: A Cross-Sectional Study This cross-sectional study aimed to assess the level of job satisfaction among nurses employed in primary health care centers under King Abdul Aziz Medical City in Saudi Arabia. The researchers utilized a self-administered questionnaire to collect data from a sample of nurses working in various PHC centers. The study evaluated multiple

dimensions of job satisfaction, including work environment, workload, leadership support, career development, interpersonal relationships, and salary satisfaction. The findings revealed that overall job satisfaction levels were moderate, with the highest satisfaction reported in areas related to teamwork and collegial relationships, while the lowest levels were associated with salary and promotion opportunities. The study also identified certain demographic factors (such as age and years of experience) that had a statistically significant relationship with job satisfaction scores. The researchers concluded that to improve job satisfaction among nurses in primary healthcare settings, administrative efforts should focus on career development pathways, fair compensation, and enhancing the quality of the work environment. The study provides valuable insights for policymakers and hospital administrators aiming to retain skilled nursing staff and enhance service quality.

Study by: Liu, J., Zheng, J., Liu, K., Liu, X., Wu, Y., Wang, J., & You, L. (2019)
Title: Workplace Violence Against Nurses, Job Satisfaction, Burnout, and Patient Safety in Chinese Hospitals
This study investigated the impact of workplace violence (WPV) against nurses on their job satisfaction, levels of burnout, and patient safety outcomes in Chinese hospitals. Conducted across multiple healthcare facilities, the study employed a cross-sectional design and collected data through self-reported questionnaires completed by a large sample of nurses. The survey measured exposure to different forms of workplace violence—both physical and verbal—along with validated scales for job satisfaction, emotional exhaustion, depersonalization, and perceptions of patient safety. The results revealed that a significant proportion of nurses had experienced some form of workplace violence, and this exposure was strongly associated with lower job satisfaction and higher levels of burnout. Furthermore, the study found that increased burnout and dissatisfaction among nurses correlated with lower perceived patient safety,

suggesting that WPV not only harms staff well-being but also negatively affects healthcare quality. The authors concluded that workplace violence is a critical issue in the Chinese healthcare system and called for institutional policies and protective mechanisms to safeguard nurses. Interventions such as conflict resolution training, improved security, and leadership support were recommended to enhance nurses' well-being and ensure safer, more effective patient care.

Commentary on the Literature Review

The reviewed literature provides a comprehensive and multidimensional understanding of the factors influencing job satisfaction and turnover intentions among nurses and healthcare professionals across different contexts. Collectively, the studies underscore the complexity of workforce challenges in the healthcare sector and emphasize the importance of organizational, psychological, and socio-cultural factors in shaping employee outcomes. A recurring theme throughout the literature is the significant role of leadership support, working conditions, and professional development in determining job satisfaction and retention. For example, Nnah (2020) and Zaw (2023) both highlight the positive impact of supervisory quality and organizational support, while Andargeery (2019) emphasizes the need for mentorship and structured onboarding, particularly for newly graduated nurses. These findings reinforce the idea that supportive work environments are essential for nurse retention across varying levels of experience. Moreover, several studies, such as those by Almansour (2017) and Haron (2020), introduce cultural and religious dimensions that enrich the discourse by acknowledging the influence of personal values and background on work-related decisions. Almansour draws attention to the role of nationality in shaping job satisfaction in multicultural environments, while Haron demonstrates how intrinsic beliefs, such as religious convictions, can moderate the effects of organizational factors like

rewards. This reflects a growing awareness that retention strategies must be culturally adaptive and personalized.

Burnout emerges as another critical concern, particularly in high-demand environments. The studies by Almodaimegh (2020) and Liu et al. (2019) show how stress, emotional exhaustion, and exposure to workplace violence significantly degrade job satisfaction and pose a threat to patient safety. These findings call for urgent institutional interventions to enhance psychological support, workload management, and workplace safety protocols. Notably, Wali et al. (2023) offer a localized perspective from Saudi Arabia, aligning closely with the context of the present study. Their identification of dissatisfaction related to salary and promotion opportunities echoes trends found globally, while also confirming the relevance of career development and compensation in improving job satisfaction within primary care settings. Overall, the literature review demonstrates robust evidence that multi-layered organizational interventions—including supportive leadership, fair compensation, manageable workloads, cultural sensitivity, and personal development pathways—are essential to improving nurse satisfaction and retention. However, while the studies are rich in breadth and geographic diversity, there is a noticeable gap in longitudinal data and intervention-based research, especially in the Saudi Arabian context. Future research could benefit from evaluating the effectiveness of specific retention strategies over time and across different types of healthcare institutions. This review effectively lays the theoretical and empirical foundation for the current study, which seeks to develop targeted, evidence-based strategies to enhance job satisfaction and reduce turnover among nurses working in MNGHA hospitals.

1.8. Theoretical Framework of the Study

The theoretical framework of this study serves as the foundation upon which the entire research process is constructed. It offers a lens through which the researcher interprets data,

designs research questions, and proposes solutions. In the context of this study, which investigates strategies to improve job satisfaction and reduce turnover among nurses at the Ministry of National Guard Health Affairs (MNGHA) hospitals in Saudi Arabia, the theoretical framework draws upon three key theories from psychology and organizational behavior: Herzberg's Two-Factor Theory of Motivation, Maslow's Hierarchy of Needs, and the Job Demands-Resources (JD-R) Model. These theories have been widely used to examine workplace behavior, motivation, satisfaction, and employee retention, particularly in healthcare settings. MNGHA hospitals are known for their demanding work environments, where nurses are frequently exposed to long shifts, emotional pressure, and high expectations of care delivery. These conditions make it essential to understand the psychological and structural factors that influence nurses' intentions to remain in or leave their jobs. By integrating these three complementary theories, this study aims to provide a comprehensive explanation of the dynamics of job satisfaction and turnover intention in such complex clinical environments.

1. Herzberg's Two-Factor Theory of Motivation

Developed by Frederick Herzberg in the 1950s, the Two-Factor Theory is a seminal concept in the study of workplace motivation and job satisfaction. According to Herzberg, job satisfaction and dissatisfaction are influenced by two distinct sets of factors: **motivators** and **hygiene factors**.

- **Motivators** are intrinsic elements that contribute to genuine satisfaction and engagement. These include factors such as achievement, recognition, responsibility, professional growth, and meaningful work. In the nursing profession, these factors might manifest as appreciation from patients and supervisors, opportunities for skill advancement, or participation in clinical decision-making.

- **Hygiene Factors**, on the other hand, are extrinsic and do not necessarily lead to satisfaction when present, but their absence can cause significant dissatisfaction. These include salary, job security, working conditions, company policies, and interpersonal relationships. For nurses in MNGHA hospitals, inadequate staffing, inconsistent managerial support, and lack of rest breaks can function as hygiene-related stressors.

Herzberg's theory is particularly valuable in this study because it helps distinguish between the elements that lead to job satisfaction and those that prevent dissatisfaction. In a high-pressure setting like MNGHA, this distinction is crucial for designing retention strategies. For instance, simply increasing salaries (a hygiene factor) may not enhance satisfaction unless it is accompanied by opportunities for growth and recognition (motivators). This theory therefore underscores the importance of a balanced approach that addresses both intrinsic and extrinsic needs.

2. Maslow's Hierarchy of Needs

Abraham Maslow's Hierarchy of Needs is a foundational psychological theory that explains human motivation as a progression through five hierarchical levels: physiological needs, safety needs, love and belonging, esteem, and self-actualization. Each level must be at least partially satisfied before individuals are motivated by the next level.

In the context of nursing, Maslow's theory can be applied to understand the diverse range of needs that influence a nurse's workplace experience. For example:

- **Physiological Needs** involve basic working conditions such as adequate rest periods, fair compensation, and access to food and hydration during shifts.
- **Safety Needs** include physical safety in the workplace, job security, clear clinical protocols, and protection from workplace violence or infectious diseases.

- **Love and Belonging** are reflected in teamwork, collegial support, and strong relationships with patients, peers, and supervisors.
- **Esteem Needs** relate to professional recognition, respect from colleagues and managers, and a sense of accomplishment in one's role.
- **Self-Actualization** pertains to achieving personal and professional potential, often through advanced clinical roles, continuing education, and involvement in research or innovation.

When nurses perceive that their fundamental needs are unmet—such as poor scheduling, lack of support, or limited professional growth—they are likely to become dissatisfied and consider leaving. Maslow's model therefore provides a powerful framework for understanding how job satisfaction is linked to broader psychological fulfillment and how addressing needs at multiple levels can lead to long-term engagement and retention.

3. Job Demands-Resources (JD-R) Model

The Job Demands-Resources (JD-R) Model is a more contemporary and flexible theory that explains employee well-being, engagement, and burnout through the interaction between **job demands** and **job resources**. According to the model:

- **Job Demands** refer to physical, psychological, or emotional aspects of the job that require sustained effort and may lead to stress or burnout. For nurses, these may include high patient loads, emotional trauma, administrative burden, and shift work.
- **Job Resources** refer to aspects of the job that help achieve work goals, reduce job demands, and stimulate growth. These can include managerial support, autonomy, recognition, access to training, and a positive work environment.

The JD-R model posits that high job demands without adequate resources result in burnout, disengagement, and increased turnover intention. Conversely, when job resources are sufficient,

they act as a buffer and enhance motivation, performance, and job satisfaction. In MNGHA hospitals, where nurses frequently experience high stress levels and operational pressure, the JD-R model is particularly relevant. It suggests that reducing job demands alone may not be enough; instead, hospitals should also invest in improving the availability and quality of resources that empower nurses and protect their well-being. Interventions guided by this model can be practical and adaptable, making it a useful tool for healthcare administrators aiming to improve workforce stability.

Integration and Relevance to the Present Study

Taken together, Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs, and the JD-R Model provide a robust and multidimensional framework for understanding the complex factors that influence job satisfaction and turnover among nurses in MNGHA hospitals. Each theory captures a unique aspect of employee experience—motivation, basic needs, and the balance between demands and resources. When integrated, they offer a comprehensive explanation of why nurses may choose to stay in or leave their roles, and what organizational strategies can address these concerns.

This integrated theoretical approach supports the research questions and hypotheses of the study and guides the interpretation of its findings. More importantly, it provides an evidence-based structure for designing interventions that are tailored to the realities of the nursing profession in Saudi Arabia. By grounding the research in this theoretical framework, the study aims not only to contribute to academic literature but also to offer practical recommendations that can inform nursing leadership, hospital policy, and human resource development in one of the Kingdom's most vital healthcare institutions.

1.9. Research Methodology

This study adopts a quantitative descriptive-analytical approach, as it is well-suited to examining the relationship between various organizational factors and nurses' job satisfaction and intention to leave. This methodology allows for the collection and statistical analysis of data that reflect the attitudes and perceptions of a representative sample of nurses working at the Ministry of National Guard Health Affairs (MNGHA) hospitals. Data were collected through a structured, closed-ended questionnaire, which was distributed to a stratified random sample of nurses across different departments and specialties within MNGHA hospitals. The data were analyzed using descriptive statistics to summarize responses and inferential statistical techniques such as correlation analysis and linear regression to test the effect of independent variables on the dependent variables.

1.10. Study Tools

The primary tool used for data collection was a structured questionnaire, due to its effectiveness in gathering information from a large number of participants within a limited timeframe and its suitability for quantitatively measuring variables. The questionnaire was designed based on relevant theoretical frameworks and previous empirical studies. It included a set of items related to key dimensions of the study, such as leadership support, work environment, recognition and reward, professional development opportunities, and work-life balance. It also contained items to measure nurses' overall job satisfaction and their intention to stay or leave the organization. Content validity was ensured through expert review by academic and healthcare professionals, and reliability was assessed using Cronbach's Alpha to confirm internal consistency of the questionnaire scales.

1.11. Study Delimitations

This study is subject to several delimitations that define its scope and context:

- Geographical Delimitation: The study is limited to hospitals operated by the Ministry of National Guard Health Affairs in Saudi Arabia and does not include hospitals affiliated with other sectors or private institutions.
- Time Delimitation: Data collection and analysis were conducted during the second academic semester of the 2024/2025 academic year.
- Topical Delimitation: The study focuses solely on the relationship between organizational factors and job satisfaction/turnover intentions. It does not address clinical or technical aspects of nursing practice.
- Human Delimitation: The study sample includes only female nurses currently employed in MNGHA hospitals. It excludes male nurses, administrative staff, and other healthcare professionals.

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Midocean University

College of Management

Department of Healthcare Administration



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Prepared by: Shahad Mirza

Supervised by:

Dr. Al-Faisal Abdelhamid

Dr. Fayez Jarad

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