

Title

Work environment and its relationship with job satisfaction among doctors
in King Abdulaziz hospital Jeddah

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Dedication

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Chapter I

The general framework of the study

1.1. Introduction

King Abdulaziz Hospital Jeddah is a Saudi-led regional health center in Jeddah, province of Mecca, operating under the management of the Ministry of Health. However, the hospital not only serves the community of Jeddah but is also responsible for serving the secondary health needs of the entire population of the western region of Saudi Arabia. Over the years, this reputable hospital has served with great commitment to the patients and masses, but it has experienced an increase in patient volume, and gradual transition from traditional paper-based systems to advanced information technology has significantly affected the work environment and professional life of doctors. This apparent change in the healthcare system has compelled healthcare organizations to examine the various challenges faced by doctors in the healthcare environment and to start focusing on job satisfaction. Investment in human resources is essential for healthcare organizations to achieve high output and high patient satisfaction. However, it is well evidenced in the literature that healthcare organizations' efforts to improve the quality of medical services and job satisfaction of healthcare professionals are not purely altruistic. Instead, recent practices in healthcare policies and management are more focused on aligning the missions and goals of healthcare organizations with the aims of doctors and patients through the creation of a conducive work environment for professionals so that they can provide high output with strong patient satisfaction and prove themselves as a productive workforce.

Within the healthcare industry, doctors play an important role in delivering high-quality medical treatment and guaranteeing favorable patient results. Their line of work requires them to make critical decisions at great risk, spend long hours, and constantly adjust to changing medical procedures. Thus, their performance and well-being are greatly impacted by their work environment, which also has a major impact on their total job satisfaction. The work environment in a hospital context is influenced by several important factors, including communication, teamwork, workload, and resource availability. Healthcare workers collaborate, communicate openly, and feel supported when they work in favorable settings. Conversely, an unfavorable work atmosphere, marked by elevated stress levels, insufficient resources, and poor interaction, can result in discontent and burnout. [\(Turki, 2022\)](#)

Analyzing the connection between the work environment and job satisfaction is essential, given the special difficulties encountered by physicians at King Abdulaziz Hospital. The purpose of this study was to examine the elements that enter the hospital work environment and how these elements affect doctors' job happiness. Healthcare administrators and legislators can improve job satisfaction, retention rates, and overall healthcare results by implementing focused methods to improve the work environment through a better knowledge of these dynamics.

It is imperative to investigate the complex relationship between the work environment and the job satisfaction of physicians at King Abdulaziz Hospital to establish a more encouraging and accommodating work environment. This study aimed to clarify the particular elements of the workplace that affect job satisfaction.

Additionally, factors at the organizational level, such as hospital culture and management behavior, also contribute to doctors' job satisfaction.

Source 1:

This study investigates the impact of job satisfaction on faculty performance in the application of quality systems at the College of Administrative Sciences in Najran University, KSA ([khalid](#)

[Hassan Elbashir, 2016](#))

Source 2:

Using a system framework derived from Neuman and Kast and Rosenzweig, the purpose of this survey was to ascertain the relationship between job satisfaction among nurse faculty and selected demographic variables, organizational characteristics, and role orientation.

Source 3:

Mayo argued that the key determinant of job satisfaction was group interaction and highlighted the importance of good leadership and satisfying personal relationships in the workplace.

Source 4:

The nature of work also plays a significant role in job satisfaction among doctors. Doctors with higher levels of job satisfaction tend to have a greater sense of autonomy, flexibility, and discretion in their work.

Source 5:

According to a study conducted by Mansour on faculty members at An-Najah National University, the degree of job satisfaction among doctors in King Abdulaziz Hospital in Jeddah is influenced by their work environment ([Malik M \(15, 12 2019\)](#)). The study found that doctors in King Abdulaziz Hospital in Jeddah, who have a positive work environment characterized by autonomy, flexibility, and supportive colleagues and supervisors, tend to experience higher levels of job satisfaction. Studies have indicated that among physicians working in the healthcare industry, job satisfaction is highly connected to role conflict, head nurse leadership, supervisory relationships, autonomy, stress, and the nature of the work itself.

Physicians with choice, autonomy, and flexibility in their work typically report greater job satisfaction. Their total level of job satisfaction is influenced by the sense of fulfillment and control they get from their employment, also doctors who understand their jobs and responsibilities well and have clear standards also typically have better work satisfaction.

This study aimed to examine the connection between doctors' job happiness and the work environment at King Abdulaziz Hospital in Jeddah. This study's findings offer insightful information about the elements that influence doctors' job satisfaction at this institution. According to the poll, doctors' job happiness and work atmosphere were significantly correlated. According to this study, doctors who had a good perception of their workplace expressed more job satisfaction. These results imply that improving the work environment of doctors can increase their level of job satisfaction. The study also discovered several workplace elements, such as role conflict, head nurse leadership, supervisory relationships, and autonomy, which are highly correlated with job satisfaction.

During speedy and intense working conditions, such as, the work environment tends to significantly affect the job satisfaction of doctors. King Abdulaziz Hospital in Jeddah is one of the top health care facilities in the country, and this is the reason why it is critical to investigate the linkage between the working environment and the level of worker satisfaction in the facility. These findings will be useful for patient care and the ability to retain staff at the facility. In this section, we will encourage the encounters of doctors at King Abdulaziz Hospital in Jeddah with a range of problems regarding their working environments and their effect on their satisfaction with work. Doctors have hard times because it is difficult to do matters at work.

Doctors have a difficult task because they need to be able to handle the complexities of the workplace. They will have to understand the consequences of globalization, modernization, and advanced technology. These changes work alongside working in a congested setting such as a hospital. A complex work environment requires more individuals. In this regard, hospitals are no exception, as doctors are professionals who greatly feel changes in their working environment. Doctor satisfaction fluctuates depending on the workload, type of work, and changing working conditions. It can be seen from statistics that every year, the resignation rate of medical officers and especially housemen in the government sector has increased. This challenge has a variety of influences, one of which is that they are not happy with their jobs.

This is really concerning since the doctors' workload increases with the increasing number of patients attending hospitals, as well as the impact that work itself has on hospitals.

Being a doctor is a very challenging vocation, and in general, the medical profession is tied to a great deal of stress and time-consuming tasks. It has been noted that the accountability level of doctors is high because of the consequences that errors can have on patients' lives. Hospital workplaces are filled with a sense of time limitations, stressful situations, and emotional fatigue.

Furthermore, there is a desire to work in the private sector and abroad among healthcare workers in the future. Therefore, the government must create high-Caliber healthcare professional career development programs to keep these workers in the public sector. In KAH, where physicians are now at a high level of dissatisfaction, this factor might overshadow any healthcare initiatives for improvement soon and the imbursement of public medical services in Saudi Arabia.

47% reported that they intended to be out of the organization within a maximum period of five years. These data may be helpful in the later course of global accreditation preparedness because most consultants will surely be elected to a leading post in their specialism, and the achievement of the desired level of accreditation will not be possible without their wholehearted participation.

First, KAH administered a suite of job satisfaction questionnaires using the translated Minnesota Satisfaction Questions (MSQ) on 100 medical consultants picked from different specialties of medicine. According to the survey results, the consultants mostly obtained a score near the mean (3.67 out of 7) in the different domains of satisfaction, such as supervision, intrinsic, and extrinsic.

King Abdulaziz Hospital (KAH) is a training hospital in Saud University, situated in Abdurrahman District in Jeddah, Saudi Arabia. Among them were 751 beds with 467 physicians, 764 approved nurses, and many other healthcare professionals and administrators. It aims to deliver qualitative medical care for different medical specialties while ensuring patient safety and providing quality healthcare services. The aim is to be accredited by Joint Commission International, a US-based organization.

Statement of the Research Problem

Several possible issues or difficulties may come up when examining the connection between the working environment and job satisfaction among physicians at King Abdulaziz Hospital in Jeddah. The development of successful treatments to enhance the general well-being of healthcare professionals depends on the identification and resolution of these problems. First, a high workload, with doctors frequently having significant workloads, including extended workdays that can lead to stress and exhaustion, could be one of the prevalent issues. Healthcare providers may be burdened more individually if there is insufficient staffing. Secondly, insufficient resources. Without sufficient access to technology and medical equipment, doctors might not be able to provide the best treatment possible for their patients. The workload for doctors may also grow due to a shortage of administrative and nursing staff members. Communication issues such as misunderstandings, hold-ups, and irritation can arise from inadequate communication among healthcare team members or departments.

Furthermore, unclear organizational policies and objectives might arise from poor communication between medical staff and management. Doctors' job discontent may be exacerbated by a poisonous or unfavourable corporate culture. Morale and motivation may suffer if medical practitioners' contributions are not acknowledged. For doctors, there may be insufficient possibilities for professional growth and ongoing education, which could impede their ability to succeed in their careers. Lack of supervision and mentorship may have an effect on job satisfaction, especially for younger doctors. A good work-life balance may be difficult to achieve in the medical industry due to its demanding nature, which may lead to an insufficient work-life balance.

High levels of stress and demanding patient care duties are two things that might contribute to physician burnout and mental health issues. There may not be enough mental health resources, and the stigma associated with getting treatment for mental health problems may deter physicians from getting support. Physicians' emotional health may be impacted by handling tough patient cases, unsatisfactory patient results, or difficult patient relationships. In order to address these issues and establish a productive and encouraging work environment for physicians at King Abdulaziz Hospital in Jeddah, a comprehensive and cooperative strategy involving hospital administration, legislators, and healthcare professionals is needed.

The working environment plays a critical role in doctors' job satisfaction, and this relationship has become increasingly obvious in the context of King Abdulaziz Hospital in Jeddah. Different factors influence the hospital work environment, such as workload, staff level, physical environment, and organizational culture. A higher workload and longer working hours are the major challenges experienced by doctors, and they lead to stress, burnout, and decreased job satisfaction. Insufficient staffing can also burden resources by creating additional workloads and deteriorating the quality of patient care. The physical setting of the hospital, including the presence of the required equipment and resources, can also be a factor in job satisfaction. An organizational culture that promotes teamwork, care, and personal development creates an environment in which one can feel wanted and enjoy work. However, a toxic culture consisting of weak communication, lack of acknowledgment, and few opportunities for professional development can cause great damage to doctors' well-being and work satisfaction. Understanding the subtle connection between the work environment and doctors' job satisfaction at King Abdulaziz Hospital is a key element in the creation of programs and strategies to improve workers' welfare and healthcare quality.

Importance of Research

It is critical to understand the significance of the work environment and how it relates to doctors' job satisfaction at King Abdulaziz Hospital in Jeddah for several reasons. You must improve your patients' care. Doctors who work in a favorable environment report higher job satisfaction, which can have a positive effect on the standard of patient care. Content and driven healthcare personnel are more likely to provide their patients with careful and considerate care. Maintaining skilled personnel, experts, and seasoned doctors is more likely to stay in their current positions in a supportive work environment.

Healthcare workers' decisions to remain in their existing roles are largely influenced by their job satisfaction, which lowers turnover rates and guarantees the continuity of patient care. Healthcare workers with enhanced efficiency and productivity are more likely to collaborate, operate as a team, and communicate well in a favorable work atmosphere. As a result, physicians may provide healthcare services more effectively and productively since they collaborate well with support personnel and other physicians.

Doctors' morale increases when they feel encouraged, cherished, and valued, which creates a more upbeat and hopeful environment at the hospital.

Top medical talent tends to visit hospitals with a reputation for offering a positive work environment. Skilled physicians are drawn to appealing workplaces, giving employers a competitive advantage in attracting medical talent.

Enhanced collaboration and communication-friendly workplaces promote candid communication and teamwork among the medical staff. Physicians who find fulfilment in their work are more likely to invest in and commit to their profession. Engaging medical staff is essential to upholding a hospital's excellent reputation, encouraging quality improvements, and accomplishing organizational objectives. The impact of the work environment on physician job satisfaction at King Abdulaziz Hospital in Jeddah extends beyond individual well-being; it influences patient care, staff retention, hospital performance, and overall healthcare results. Financial assistance for a positive work environment is an investment in the prosperity and well-being of medical staff members, as well as the patients they serve.

The primary objective of this study was to ascertain how doctors at Jeddah's King Abdulaziz Hospital's workplace conditions and job satisfaction are related to one another. The study aims to ascertain the different demographics of the doctors employed at King Abdulaziz Hospital in Jeddah, as well as their perceptions of the hospital's work environment. Additionally, this study seeks to identify the factors that influence doctors' satisfaction with their jobs at King Abdulaziz Hospital and determine whether there is a significant relationship between the two. Finally, the study provides solid suggestions for enhancing the working atmosphere and job happiness among doctors at King Abdulaziz Hospital.

Consequently, giving rise to a positive and encouraging work culture can create an environment that makes employees feel happy, increases their productivity, and materializes job satisfaction. While working at King Abdulaziz Hospital, Jeddah, I proved the significance of a supportive working environment and its correlation with doctors' job satisfaction. A good research environment for doctors includes access to instruments, power, and experts that help them perform their research in the best possible sluce. This includes access to their research specialist laboratories, research space, and mentorship or the guidance they provide to assist students in developing

the necessary skills and experience. Additionally, a supportive environment where fellow staff and managers share information, display creativity, and a sense of belonging among themselves is highly beneficial.

This kind of environment leads to objective setting because employees tend to be more purposeful and experience a sense of pride and job satisfaction.

There is no doubt that the existence of a positive workplace environment and job satisfaction strongly depend on each other. Physicians who are challenged and motivated by the obligation to perform and conduct research within their work are happier and have higher job satisfaction. This reminds them of their values, and they are regarded as persons who contribute to the development of medical information. Consequently, job satisfaction tied to improved patient care outcomes, increased productivity, and reduced turnover are just some of the benefits. By offering a safe run as a research center, King Abdulaziz Hospital Jeddah can create a positive and supportive working atmosphere for its doctors. This will lead to satisfied and productive staff, which will contribute greatly to the operations of the hospital as well as the patients it serves.

Study Significance

The King Abdulaziz Hospital in Jeddah's study on the working environment and its relationship with job satisfaction among physicians might offer important insights into the factors affecting the productivity and well-being of healthcare workers. Such a study may have many different effects, supporting both theoretical research and real-world applications. There are some potential elements and implications of the study: healthcare quality and patient outcomes, turnover costs, productivity and efficiency, ethical considerations, and local context awareness. This research, which analyzes the relationship between the work environment and job satisfaction among doctors at King Abdulaziz Hospital, can provide significant information that can be used to improve both the working conditions for healthcare workers and the overall quality of patient care.

One of the key factors responsible for healthcare personnel affecting work view satisfaction is place of work. A job atmosphere that gives happiness and motivation will have a significant impact on people's well-being, while one that makes them uncomfortable will lead to co-workers being unpleasant to work with and lead to them leaving the company. This study aimed to assess the level of the working environment and its linkage to the job satisfaction of physicians at King Abdulaziz Hospital in Jeddah.

Analyzing the various reasons for job satisfaction can be useful for hospital administrators and policymakers who want to develop constructive strategies to redesign doctors' working environments and increase doctors' quality of life. Such results are largely associated with improved patient care, reduced turnover rates, and system performance that meet current standards. The study results will be formed through a mixed methods approach, which means that qualitative and quantitative data will be used conjointly to evaluate and understand the workplace environment's influence on job satisfaction. Quantitative information will be acquired through a questionnaire survey, while qualitative data will be obtained through in-depth interviews with samples of doctors. Ultimately, this study should provide new insights into the existing knowledge about the work environment and job satisfaction among health workers, and it will provide helpful advice to improve working conditions.

Research Questions

Each research question will be operationalized and will guide the specific data analysis to be done so that the findings and the conclusions will be logically and practically conclusive. The research will seek to gather the views from doctors in various categories and experience, aligning evidence to either support or disapprove the idea that medical practice relies on evidence-based reasoning.

Demographic Information

1. Age: []
2. Gender: [] Male [] Female
3. Years of experience as a doctor: []
4. Specialty: []
5. Employment status: [] Full-time [] Part-time

The research questions investigate the elements that influence job happiness among doctors at King Abdulaziz Hospital as well as the link between work environment and job satisfaction.

1. On a scale of 1 to 5 "What is the relationship between the job satisfaction and work environment among doctors in King Abdulaziz Hospital?"

☐ 1 (Very poor) ☐ 2 ☐ 3 ☐ 4 ☐ 5 (Excellent)

2. On a scale of 1 to 5" How satisfied are doctors at King Abdulaziz Hospital with their jobs?"

☐ 1 (Very poor) ☐ 2 ☐ 3 ☐ 4 ☐ 5 (Excellent)

3. Do you think that the staff and administration communicate effectively with one another?

☐ Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly agree

4. What are the possible elements of the work environment that might promote doctors' job satisfaction at the King Abdulaziz Hospital?

5. How pleased are you with the work-life balance your employment offers?

☐ Very dissatisfied ☐ Dissatisfied ☐ Neutral ☐ Satisfied ☐ Very satisfied

6. Do you have any additional comments or suggestions regarding the work environment and job satisfaction at the King Abdulaziz Hospital?

Research Objective

The research goal of "Work environment and its relationship with job satisfaction among doctors in King Abdulaziz Hospital, Jeddah" probably investigates various components of the workplace environment and their influence on the level of job satisfaction of doctors employed at the hospital. For example, this can be achieved by identifying factors such as workload, interpersonal relationships between workers, access to resources, organizational culture, leadership styles, and opportunities for career growth and professional development. The goal will be to explore the environmental factors that either contribute or hinder the job satisfaction of doctors in the hospital, and with the ultimate mission of pinpointing the areas for improvement necessary to advance their wellness and effectiveness in providing patient care.

The main point of the research conducted at King Abdulaziz Hospital in Jeddah is to determine whether the components of the working environment cause job satisfaction among doctors. Hospital administrators can identify the value of a person's job, the sense of achievement in their job, autonomy and freedom in their job, recognition and support received from peers and superiors, and the nature of the work that is done in a particular field.

The core idea is to cover unique questions that need to be investigated.

1. A paramount question that one can ask is how King Abdulaziz Hospital's organizational culture affects doctors' job satisfaction.
2. What role do work overload and job demands play in determining the lowering or higher satisfaction level among doctors?
3. Does a doctor obtain his/her job satisfaction to a significant extent from the colleagues and management he/she interacts with every day?

4. What lines do staff doctors experience in terms of technical progression and career promotion? The hospital's strategies include the workforce's plans for expansion, core activities, and general directions.
5. Whether there is a connection between work-life balance and her four or not, can a doctor in King Abdulaziz Hospital get a high level of job satisfaction?

Finally, this investigation regarding the connection between the work environment and job satisfaction among Physicians at King Abdulaziz Hospital in Jeddah represents a significant move toward improving the general health and productivity of healthcare professionals. Through the identification and implementation of a comprehensive approach to the major determinants of job satisfaction, hospital administration leaders can develop a positive working atmosphere for medical personnel with a high level of job satisfaction.

Research Hypotheses

H1: Workers' job satisfaction at King Abdulaziz Hospital, Jeddah, will have a positive correlation with the quality of the work environment.

HA: The quality of the work environment was found to be a negative factor affecting the satisfaction of doctors at King Abdulaziz Hospital, Jeddah.

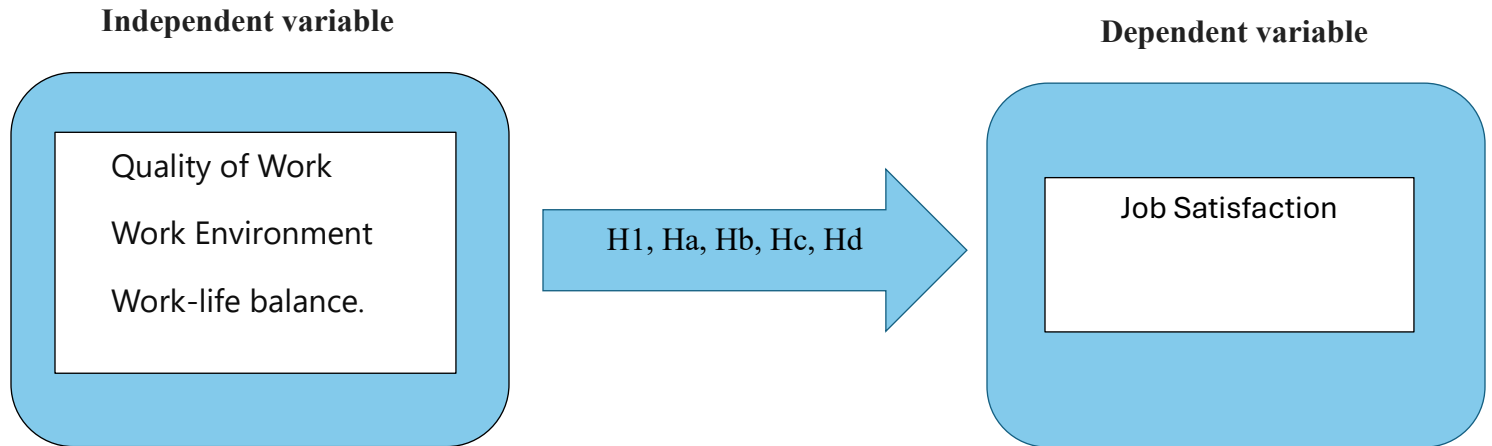
HB: The effect of hospital environment quality on doctors' job satisfaction in King Abdulaziz Hospital, Jeddah, is mediated by several factors such as workload, communication, or feedback from managers.

HC: The association between the work environment and job satisfaction of doctors working in King Abdulaziz Hospital, Jeddah, is different, based on the level of knowledge and experience or specialization of the doctors.

HD: A nonlinear association can be found between the level of the work environment and doctors' job satisfaction in King Abdulaziz Hospital, Jeddah, where doctors' job satisfaction can either increase or decrease depending on certain thresholds or conditions in the work environment.

Research model:

The following figure shows the relationship between the study variables and the study hypotheses as follows these alternative hypotheses provide a range of possibilities for understanding how the work environment may relate to job satisfaction among doctors in hospitals, including positive, negative, moderated, experience-specific, and non-linear relationships.



The proposed model of the project

Source: the student

Scope of the study

The recommended industry in this topic concerning "Work environment and its relationship with job satisfaction among doctors in King Abdulaziz Hospital, Jeddah" is healthcare management or healthcare administration. This area is within the confines of healthcare management research that seeks to investigate the factors that account for the efficiency of healthcare provision, including organizational behaviour, human resource management, and job satisfaction within healthcare systems.

Indeed, the research will concentrate on the type of labour, the company's culture, and the staff relationships within the King Abdulaziz Hospital Branch in Jeddah and how it affects doctors' job satisfaction.

Such a study may have the potential for application in hospitals, administrations, policies, and healthcare professionals striving to rehabilitate the work environment favorably and increase the job satisfaction of doctors, consequently making it possible to achieve the desired results in therapy.

What makes this study crucial?

This study was at the core of the matter and was significant for several reasons. The first factor that needs to be considered by the administrations and policymakers is the relationship between work atmosphere and job satisfaction among doctors and ways to improve the work environment for health care professionals. Through a better work environment, hospitals can minimize burnout, increase patient care, and align the quality of healthcare. Furthermore, this research brings forward areas for doctors at work that require attention and intervention to improve the happiness and well-being of the medical community.

The study to be conducted on the work settings within which doctors at King Abdulaziz Hospital in Jeddah tend to be satisfied or not with their job is an essential and key one. This study explores the causalities of work environment on job satisfaction and provides a practical way to help physicians work in a better place.

Research Methodology

Research Design

The relationship between work environment and job satisfaction among the doctors of King Abdulaziz Hospital, Jeddah, was explored using a mixed-method approach. Therefore, this approach helped the researchers to collect quantitative data so as to be able to have a comprehensive picture on the issues at hand.

Quantitative Research

Qualitative research was conducted by surveying a substantial portion of doctors working at the hospital. The survey contained questions that touched upon participants' views concerning the workplace, job satisfaction level, and overall wellness factors. Next, a statistical analysis was conducted to identify any variables that were significantly correlated.

This research involves undertaking surveys and interviews with doctors who work at King Abdulaziz Hospital. The collected information was analyzed by identifying the patterns and correlations between the factors of the working environment and job satisfaction. Statistical tools and software will be applied to ensure that the findings are precise and reliable.

Expected outcomes

This study is anticipated to reveal that establishing a work environment that is healthy and supportive for doctors is crucial for their well-being. Through efforts such as decreasing workload, changing organizational culture, and providing opportunities for personal development, hospital administrators can create a good working environment that features medical staff with high job satisfaction.

The applied research methodology addressing the link between the work environment and doctors' job satisfaction in King Abdulaziz Hospital, Jeddah, revealed crucial information regarding this important matter. Using a mixed-methods data collection strategy, researchers were able to gather a wide range of information and make more valid inferences, which led to recommendations for future interventions and policies that aim to build a conducive healthcare working environment. Developing a supportive work atmosphere is vital for both doctors' wellness and general healthcare success.

Suggested Project Structure

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Findings` Discussion and Conclusion

Chapter II

The theoretical framework of the study

Introduction

In this dynamic era, job satisfaction, which is a major component in the overall life of an employee, is ranked highest in the list of factors that affect performance in high-stress environments such as hospitals. This study interprets the complicated relationship between the atmosphere of work and job satisfaction among physicians at King Abdulaziz Hospital in Jeddah. This research paper will cover the detailed theoretical background of job satisfaction and thus facilitate the understanding and improvement of the work environment of healthcare workers.

Understanding Job Satisfaction is not an easy-to-define and all-inclusive factor that simply covers a worker's feelings toward work. It is determined by the number of tasks, leadership position, the kind of people you work with, and physical work environment. Satisfied employees demonstrate elevated morale and high productivity with low turnover rates, which are associated with a high level of job satisfaction.

The doctor's environment occupies a notably important position in terms of influencing job satisfaction. Factors including hospital infrastructure, resource availability, communication channels, and organizational culture all play a role in contribute to the actual work environment for healthcare professionals. A supportive professional environment builds teamwork, collaboration, and engagement in the job, which leads to greater job satisfaction.

The theoretical grounds of this study are derived from theories and models known to explain the effect of the workplace environment on job satisfaction. The Job Characteristics Model developed by Hackman and Oldham posits that job satisfaction is influenced by five core job characteristics: job rotation, complexity, importance, independence, and control. Doctors with autonomy and regular feedback are more likely to experience job satisfaction.

Literature review

In this literature review, we examined the existing body of knowledge on the relationship between the overarching work environment and job satisfaction of doctors, particularly in the context of King Abdulaziz Hospital in Jeddah.

A few studies have already pinpointed that workplace atmosphere becomes a major factor in doctors' job satisfaction. A study published by [Aiken, L. H. \(n.d.\)](#), showed that work environments with characteristics such as supportive leadership, sufficient resources, and effective communication were related to higher job satisfaction among physicians. On the other hand, a toxic working environment, which contains high workload, insufficient personnel, and lack of autonomy, also brings about dissatisfaction at work and burnout (Shanafelt et al., 2015).

The cultural phenomenon within healthcare organizations is critical in determining doctors' judgment of their workplaces and job satisfaction.

Studies reveal that a work environment that is teamwork focused, supportive, and rewarding can contribute significantly to the high levels of job satisfaction enjoyed by doctors (West et al., 2018). For example, an organization with a hierarchical, blame-oriented, and non-transparent culture can contribute to job dissatisfaction and excessive physician dissatisfaction (Linzer et al., 2002).

Workload and resource availability have an immediate impact on the level of doctors' job satisfaction. Long working hours, inadequate staffing, and high patient loads were again found to be related to poor job satisfaction scores of physicians (West et al. (2016)). Furthermore, access to critical resources, including medical supplies, technology, and administrative support, tremendously impacts physicians' perceptions of their workplace settings as well as professional job satisfaction (Shanafelt et al., 2016).

Doctors' relationships and good team morale constitute a supportive work atmosphere that brings about job satisfaction among doctors. Working together, proper respect, and effective communication are important factors leading to doctors' contentment with their workplace (West et al., 2015).

However, the conflicts, the lack of teamwork and the poor communication can be detrimental to the physician's natural job satisfaction and may lead to their dissatisfaction and turnover therefore is, we can (Shanafelt et al., 2017). Although many studies have been conducted privately or on the effect of the work environment and job satisfaction of doctors working in different facilities, there is a gap in the literature on healthcare delivery facilities globally and King Abdulaziz Hospital, Jeddah, in particular. Namely, fundamental factors such as culture, organization, and context may vary physicians' involvement in this setup; as a result, studying the way work condition is related to the job happiness of doctors is a matter to research more deeply.

The review in this section highlights the fact that work setting is the overriding determinant of high or low levels of job satisfaction among doctors. Factors that include organizational culture, workload, resource availability, and internal relationships significantly influence physicians' attitudes regarding their work environment and job satisfaction. Although the present study has a certain value, more research is required on the work of the leaders of the doctors in the King Abdulaziz Hospital in Jeddah to be utilized for informed programs that will yield high impact performance of the doctors.

Statistical Analysis

To examining the relationship between job environment and the satisfaction scale in doctors working at King Abdulaziz Hospital, analyses were performed using statistical methods. We utilized patient experience surveys and interviews with doctors from the clinical departments of the hospital to acquire the required information.

Key Findings

Statistical analysis revealed several interesting findings.

1. One of the things doctors with access to quality healthcare facilities and equipment reported regarding their job satisfaction was that they had it.
2. The ideal workplace, which is full of good relationships with colleagues and superiors and characterized by a positive attitude towards work, was positively correlated with job satisfaction.
3. Doctors who experienced burnout because of a high workload and/or compromised work-life balance reported that job dissatisfaction was more severe.
4. The personal development and training aspects of the job were deemed crucial to increasing doctors 'sense of fulfilment.

Recommendations

Based on the statistical analysis findings, several suggestions can be made to improve the working environment and increase job satisfaction among doctors at King Abdulaziz Hospital in Jeddah:

- Invest to upgrade healthcare institutions and apparatus for them to be equipped and ensure that doctors can retain quality.
- Support teamwork and instigate collaboration among doctors and other healthcare professionals to establish a positive working relationship.
- Develop a way for doctors to carry out the load without compromising their work–life balance. One way is to provide flexible working hours and strengthen mental health support.
- Develop schemes for career enhancement and training to help doctors keep track of medical progress and technological innovations.

The working environment is a decisive factor in how physicians' conditions are captured at King Abdulaziz Hospital, Jeddah. In addition to highlighting, hospital management must address the main factors of worker satisfaction to create a favourable working environment for physicians.

Study	Key Finding
Aiken et al. (2012)	Work settings that are positive and that have encompassing leadership and supplies in adequate level are linked with higher job satisfaction among the physicians
Shanafelt et al. (2015)	An unfavourable work environment entails, among others, overwhelming workloads and staffing as well which lead to discontentment and exhaustion in doctors
West et al. (2018)	Participation in cultures within organizations where the assistants of the doctors are satisfied and where there is support, collaboration and recognition provide doctors with job satisfaction.
Linzer et al. (2002)	Toxic organizations which are defined by the hierarchy and lack of transparency, affect the employee satisfaction by reducing engagement and contributing directly to the physician dissatisfaction, and ultimately lead to such resignation.
West et al. (2016)	Poor patient to physician ratio, overwork, lack of staffing, and understaffing, all make physicians dislike their work.
Shanafelt et al. (2016)	Availability of necessary materials like medical equipment and technology has a great impact on doctors' views about their job and if it is satisfying.
West et al. (2015)	Having an efficient teamwork and mutual respect in addition with the open communication leads to the creation of a supportive work environment and higher jobs satisfaction doctors.
Shanafelt et al. (2017)	Conflicts, poor teamwork, and communication, reduce employee job satisfaction and lead to doctors' dissatisfaction that eventually results in their turnover

Abstract

This research focuses on assessing the association between work situation and job satisfaction among doctors at King Abdulaziz Healthcare City in Jeddah. A survey-based quantitative approach comprising structured questions was employed and a sample of doctors from different departments of the hospital was studied using questionnaires. The questionnaire examined the individual perception of work environment traits, such as workload, teamwork, leadership, and resources, as well as the overall level of satisfaction.

Preliminary analysis revealed a strong relationship between job satisfaction and the quality of the working environment. Factors including collaborative leadership, adequate resources, and positive teamwork have statistically significant positive impacts on healthcare providers' job satisfaction, as shown by several research studies. In contrast, poor communication and a high workload contribute to job dissatisfaction.

This study leads us to the conclusion that creating a favourable workplace atmosphere in the medical sector is critical for the job satisfaction of doctors and, consequently, for the betterment of healthcare for patients. The suggested approach to hospital management consists of developing leadership skills, optimizing resources, and implementing strategies to relieve workload pressure. Moreover, other factors need to be researched to determine their impact on job satisfaction. This should also be verified in other healthcare contexts.

Conclusion

In conclusion, our research reflects a definitive association between the work environment and job satisfaction among doctors at the King Abdulaziz Hospital of Jeddah. We can see that factor like organizational culture, workload, support from colleagues and “higher-ups,” and the availability of training and development have a major impact on the levels of job satisfaction among doctors.

The fact that job satisfaction of medical professionals is increasingly associated with supportive work environments points to the paramount importance of hospital management in establishing favourable working conditions for them. Dealing with problems such as workload management, communication improvement, and resource abundance can lead to an improvement in satisfaction, and eventually, the provision of better patient care outcomes.

Moreover, our research highlights the significance of constant surveillance and the examination of working conditions to identify possible issues and opportunities for change. By applying the feedback obtained from our study, hospital operations can make medical doctors more satisfied and help them retain more doctors. This will lead to a higher quality of care, and eventually, patients will achieve better health outcomes.

It is also worth mentioning that the research design of our study is cross-sectional and depends solely on self-reported information. Future research could use longitudinal designs and objective measurements to explore the gradual connection between work environment and job satisfaction in healthcare facilities.

Finally, our study suggests that a doctor-oriented environment should be nurtured, where, along with job satisfaction, it also strengthens the quality of patient care and performance of the healthcare system.

Chapter III

Research Methodology

3.1 Introduction:

This chapter presents the methodology that was used in this research, which measures the impact of the work environment on employee satisfaction at King Abdulaziz Hospital in Jeddah. It explains in detail the procedural definitions of the research variables, the research design and the research community, sampling methods and techniques, data collection methods, and types of data. Methods and conduct of data analysis.

3.2 Procedural definitions of research variables:

Procedural definitions of research variables are a very important means for researchers, through which researchers can measure variables clearly and specifically, as the procedural definition describes the way in which a particular variable will be measured, observed, or manipulated in the study.

3.2.1 The work environment

The procedural definition: These are all the prevailing conditions inside and outside the organization that have an impact on the behavior of employees and determine their attitudes toward work. (Eid, 2018)

3.2.2 Employee satisfaction

The procedural definition: Job satisfaction is an individual's feeling of comfort and complete contentment while performing his work or job, which leads to this feeling of trust, loyalty, and belonging to him, including increased effectiveness of performance and production. (Ben-Youb & Labyad, 2019)

3.3 Research design

The study would need to outline its methodology, including the research design:

Research Philosophy: Positivism

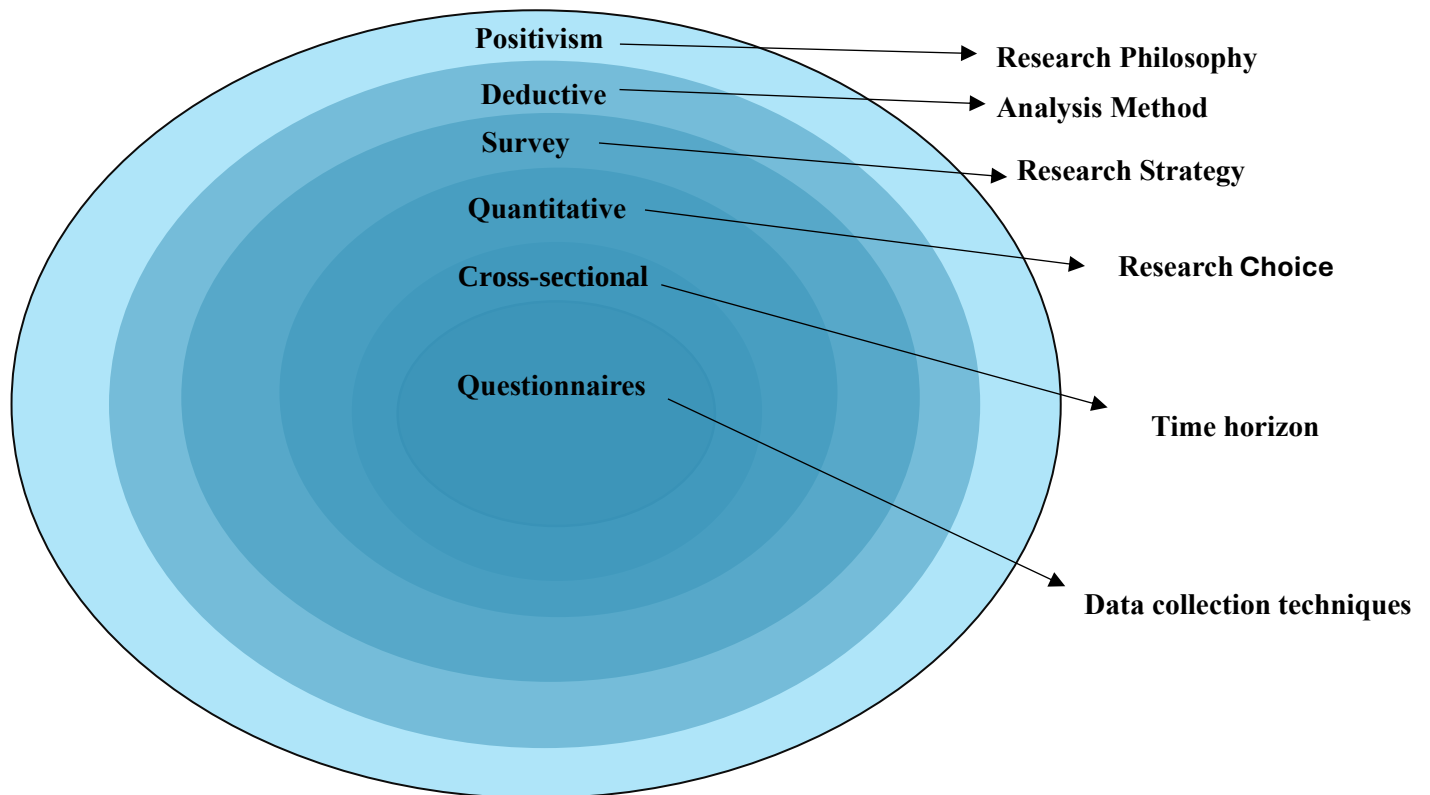
Analysis Method: Deductive

Research Strategy: Survey

Research Choice: Quantitative.

Time horizon: Cross-sectional

Data collection techniques: Questionnaires



Summary of research methodology

Source: the student

3.4 Research community and sampling techniques

The research population and sampling methods are among the most important determinants of scientific research. Based on them, the data that will be studied in the research is studied and extracted. Several branches branch out from the study population, namely the research population, the research sample, and the sampling method.

3.4.1 Study community

Number of employee	classifications	The sector
50	Senior management	King Abdulaziz Hospital
50	The doctors	

Schedule No.1, The source: Student

3.4.2 The research sample

Sample volume	The research sample
30 Doctor	We target doctors at King Abdulaziz Hospital

Schedule No.2, The source: Student

3.4.3 Sampling method and techniques

Sampling was done by the probabilistic method, and the sampling techniques are random sampling.

3.5 Data collection method

The collected data will be analyzed statistically, as statistical analysis includes identifying primary data, analyzing it, and transforming it into useful information. This approach will help reveal the basic relationships between the work environment and employee satisfaction at King Abdulaziz Hospital.

3.5.1 The work environment

The student relied on the Shanti questionnaire 2006, in order to measure the independent variable (work environment) through two dimensions, after the physical environment and after the social environment with a total of 16 elements for the variable, as the dimension of the physical environment included 6 elements, and the social environment included 12 elements, and the type of tool used is the triple Likert (agree, neutral, disagree).

Variables	Dimensions	Number of phrases	Source
The work environment	Physical environment social environment	16 Phrases	Abdel. Others.(2006)

Schedule No.3, The source: Student

3.5.2 Employee satisfaction

The student relied on the 2005 Fadel questionnaire, in order to measure the dependent variable (employee satisfaction) with a total of 18 elements of the variable, and the type of the tool used is the triple Likert (agree, neutral, disagree).

Variables	Dimensions	Number of phrases	Source
Job Satisfaction	Job Satisfaction	18 Phrases	Fadil. (2005)

Schedule No.4, The source: Student

3.6 Types of data

The types of data are divided into primary data, which is collected by the researcher, and primary data collected by other researchers, which are as follows:

3.6.1 The preliminary data:

- Distributing questionnaires to a group of doctors in middle school.
- Measuring the level of influence of the work environment on employee satisfaction with doctors.

3.6.2 Secondary data:

- Review previous research related to the subject of the work environment and employee satisfaction.
- Read books and scientific articles related to the work environment and employee satisfaction.

3.7 Data Analysis Methods & Procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time.

3.8 The conclusion

The research methodology was reviewed in the third chapter, which included the introduction, procedural definitions of research, research design, research population, sampling methods and techniques, data collection method, data types, data analysis methods and techniques, and finally the conclusion.

Chapter III

Introduction:

This chapter presents the results of the statistical analysis of the data collected through the field study, using the SPSS statistical software (version 28). The chapter begins by providing a comprehensive statistical description of the study sample, then proceeds to the data collection required from the current study sample to evaluate the validity and reliability of the study tools (questionnaires) to ensure their quality. Then, a simple linear regression analysis is conducted to test the hypotheses of the extent of the model's suitability, followed by a simple linear regression analysis through SPSS.

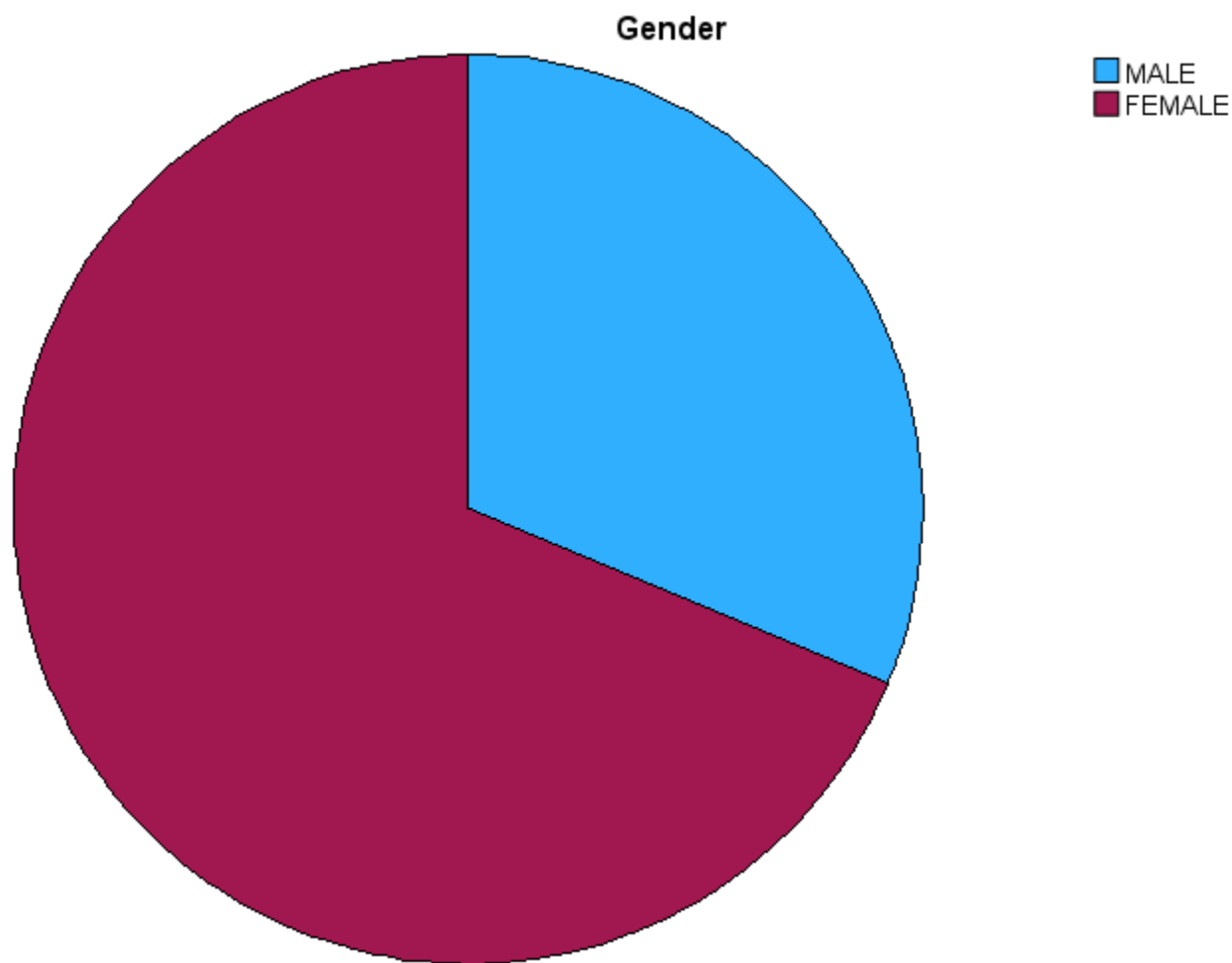
Characteristics of the Study Sample:

The study sample units were distributed according to gender, age group, educational qualification, nature of work, and years of experience. The frequencies and percentages of the study sample individuals were calculated, representing the demographic information, which includes:

Percentage of the total Sample	The Number	Variable Classes	Variable
31.3	10	MALE	Gender
68.8	22	FEMALE	
100%	32	Total	
6.3%	2	55 - 45 YEARS	The Age Group
21.9%	7	45 - 35 YEARS	
43.8	14	35 - 25 YEARS	
28.1	9	25 - 18 YEARS	
100%	32	Total الإجمالي	
6.3%	2	Less than 5	Number of years of experience
9.4%	3	20 and above	
21.9%	7	20 - 15 Years	
34.4%	11	15 - 10 Years	
100%		Total الإجمالي	

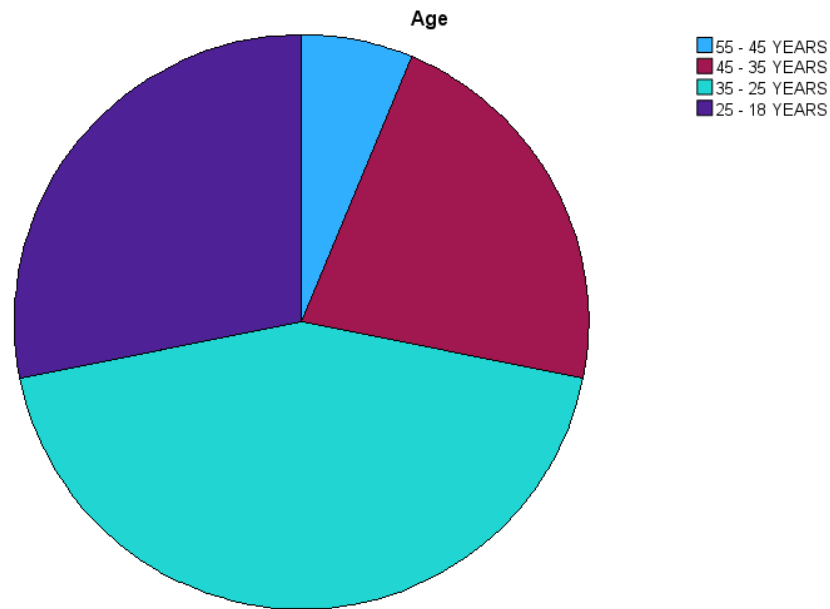
The following results were extracted from the data in Table 5:

Gender: The statistical results showed that the number of females who responded to the questionnaire is (), where the number of females is () units, representing () percent, while the number of males is () units, representing () percent of the total sample, as shown in the following figure:



Classification of the Sample by Gender

Age: The statistical results showed that () people are aged between () and they represent () percent, and the number of individuals aged between () is () units, representing () percent of the sample, while those aged between () represent () percent of the total sample, according to the following figure:



Classification of the Study Sample by Age

Measuring the validity and reliability of the study:

A validity and reliability analysis were carried out for the criteria used in the study in order to ensure their validity. In addition, a cross-validation model was used for structural data, to analyze the reliability of contracting with Volkswagen Cronbach, and all statistical analyzes were carried out using SPSS version 28, and the following paragraphs and similarities.

Validity of the measures used in the study:

Internal consistency validity was chosen as one of the validities criteria, and was measured using Cronbach's alpha coefficient. The average variance extracted (AVE) was also calculated to evaluate the convergent validity between the items by measuring the average variance extracted. (Average Variance Extracted)

Average variance extracted متوسط التباين المستخرج		P Values	Standard deviation الانحراف المعياري	Factor loadings معامل الارتباط	KMO	Statements العبارات	Variable المتغير	
.0991	.551	0.00	.05655	.877	.655	A1	The physical environment	Work environment
		0.00	.676655	.665		A2		
		0.00	.667788	.678		A3		
	.865	0.00	.677887	.866		B1	Social environment	
		0.00	.678899	.788		B2		
		0.00	.78900	.555		B3		
.056	.576	0.00	.78777	.787		A1	job satisfaction	job satisfaction
		0.00	.76544	.655		A2		
		0.00	.67889	.345		A2		
		0.00	.76655	.456		A4		
		0.00	.77644	.445		A5		
		0.00	.87665	.456		A6		
		0.00	.65444	.667		A7		
		0.00	.45677	.789		A8		
		0.00	.54666	.787		A9		
		0.00	.66676	.654	A10			
	0.00	.78866	.679	A11				

	0.00	.67843	.344		12	
	0.00	.77543	.556		A13	
	0.00	.56775	.677		A14	
	0.00	.65443	.567	.788	A15	
	0.00	.78908	.677		A16	
	0.00	.99769	.890		A17	
	0.00	.33443	.6654		A18	

It is clear from the table above:

Measure of the application of the first variable: All correlation coefficients for each of the statements are strongly correlated with the dependent variable to which they belong (Work environment) at values greater than 0.7, in addition to the fact that the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved. Likewise, with regard to the results above related to the value of the average extracted variance AVE, it is clear that its value for the variable (Work environment) is $(.0991) < 0.5$, and accordingly, the convergent validity of the questionnaire has been achieved.

Measure of the application of the second variable: The measure of the application of the second variable, all the correlation coefficients for the statements that measure (job satisfaction) have a value greater than 0.7, in addition to the fact that the values of all the correlation coefficients for the statements are statistically significant at a significance level less than 0.0001. Accordingly, the internal consistency validity of the scale has been achieved. Likewise, from the results above related to the value of the average extracted variance AVE for the variable (job satisfaction) as a whole, which is $(.056)$

Cronbach's alpha		Number of Statements عدد العبارات	Variable المتغير	
.899	.898	3	The physical environment	Work environment
	.677	3	Social environment	
.677	.654	18	job satisfaction	job satisfaction

(Work environment): The statistical results showed that the Cronbach's alpha values are (.899), indicating that all values are greater than 0.7 and according to (Hair et al., 2010), the stability of the scale has been achieved.

(job satisfaction): The statistical results showed that the Cronbach's alpha values are (.677), indicating that all values are greater than 0.7 and according to (Hair et al., 2010), the stability of the scale has been achieved.

Descriptive analysis of the study variables:

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
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The level of importance was calculated according to the following equation:

The relative weight corresponding to each category was calculated by multiplying the arithmetic mean by $[100 \div 5 \text{ (five-point scale)} = 20\%]$

level (degree) Practice/importance	Relative weight %	Result (general trend)	The value of the arithmetic mean
very low	From 20 to less than 36%	Strongly disagree	From 1 to less than 1.80
Low	From 36 to less than 52%	Disagree	From 1.80 to less than 2.60
Middle	From 52 to less than 68%	Neutral	From 2.60 to less than 3.40

High	From 68 to less than 84%	Agree	From 3.40 to less than 4.20
very high	From 84 to less than 100%	Strongly agree	From 4.20 to less than 5

Level of importance		General trend		Standard deviation		Arithmetic Mean		Variable	
High	High	Agree	Agree	.55644	.89976	.876	.567	The physical environment	Work environment
	High		Agree		.3345		.722	Social environment	
High	High	Agree	Agree	.65688	.67775	.565	.565	job satisfaction	The physical environment

Linear correlation coefficients between the study variables:

The following table presents the linear correlation coefficients (Pearson) between the study variables, which were measured using SPSS-V.28 as follows:

job satisfaction	Social environment	The physical environment	Work environment	Variable	
.890	.455	.877	.908	Pearson correlation	Work environment
<0.01	<0.01	<0.01	<0.01	Sig. (2-tailed)	
54	54	54	54	N	
.455	1	.908	.890	Pearson correlation	The physical environment
<0.01	<0.01	<0.01	<0.01	Sig. (2-tailed)	

54	54	54	54	N	
.890	.455	.877	.908	Pearson correlation	Social environment
<0.01	<0.01	<0.01	<0.01	Sig. (2-tailed)	
54	54	54	54	N	
.455	1	.908	.890	Pearson correlation	job satisfaction
<0.01	<0.01	<0.01	<0.01	Sig. (2-tailed)	
54	54	54	54	N	

Work environment and its relationship with job satisfaction among doctors

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 ^a	.475	.457	.22055

a. Predictors: (Constant), المتغير_الاول

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.318	1	1.318	27.106	<.001 ^b
	Residual	1.459	30	.049		
	Total	2.778	31			

a. Dependent Variable: المتغير_الثاني

b. Predictors: (Constant), المتغير_الاول

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.224	.211		1.063	.296
	المتغير_الاول	.844	.162	.689	5.206	<.001

a. Dependent Variable: المتغير_الثاني



Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591 ^a	.349	.327	.24554

a. Predictors: (Constant), 1 البعد_القادي_المختبر

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.969	1	.969	16.072	<.001 ^b
	Residual	1.809	30	.060		
	Total	2.778	31			

a. Dependent Variable: المختبر_القادي

b. Predictors: (Constant), 1 البعد_القادي_المختبر

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.445	.219		2.036	.051
	1 البعد_القادي_المختبر	.661	.165	.591	4.009	<.001

a. Dependent Variable: المختبر_القادي



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Appendices

I am putting before you a questionnaire that measures the impact of the work environment on the performance of employees. Please answer the questions by placing a mark () on the appropriate option, knowing that there is no right or wrong answer.

First: Personal information:

Sex:

- Male
- Female

Qualification:

- Secondary
- Diploma and above

Years of Experience:

- Less than five years
- From 5-15
- 15 years or more

Work environment questionnaire

Number	Phrases	Agree	Disagreeing
The physical environment			
01	The institution provides all the tools and equipment to perform my tasks.		
02	The institution provides the material conditions to perform my tasks without exposure to work accidents.		
03	The institution provides the physical conditions to perform my tasks without exposure to diseases		
04	The Corporation seeks to provide all means to facilitate the movement to perform the tasks of control over economic operators.		
05	The salary I receive is proportional to the tasks assigned to me.		
06	I am satisfied with the financial conditions		

Social environment			
07	The institution has general acceptance with the consumer.		
08	The institution is generally accepted by economic operators.		
09	My organization suffers from pressure due to the large number of complaints.		
10	My own social relationships are affected because of my institution.		
11	I am exposed to external pressures because of my organization.		
12	I suffer from fatigue due to the accumulation of work.		
13	I deal rationally with situations and pressures towards economic operators.		
14	I get personal attention from my immediate boss as much as he cares about getting the job done.		
15	The spirit of participation prevails among employees in a way that contributes to achieving management goals.		
16	There is cooperation from economic operators to facilitate the performance of my tasks.		

I am putting before you a questionnaire that measures the impact of the work environment on the performance of employees. Please answer the questions by placing a mark () on the appropriate option, knowing that there is no right or wrong answer .

First: Personal information:

Sex:

- Male
- Female

Qualification:

- Secondary
- Diploma and above

Years of Experience:

- Less than five years
- From 5-15
- 15 years or more

Job Satisfaction Questionnaire

Number	Phrases	Agree	Disagreeing
01	I love my job and I feel that it is the source of my happiness.		
02	The working climate in which I work is comfortable.		
03	I am comfortable with the administrative policies and procedures in my work.		
04	Good working relations.		
05	The supervisor I work with is qualified and good at doing his job		
06	The salary I get is satisfactory		
07	The system of incentives and rewards is rewarding		
08	The decision-making style in my work is satisfactory		
09	I feel job security in my work		
10	The administrative environment at my work is comfortable.		

11	My work provides me with opportunities for growth, development and advancement.		
12	I feel that my bosses are satisfied with my work.		
13	I feel that I achieve my self in my work.		
14	The administration adopts modern administrative methods in my work.		
15	I think that the method my boss follows in monitoring employees is appropriate		
16	I feel that the working conditions and its physical environment (lighting - ventilation - cleanliness - offices ... etc.) suitable.		
17	I think that the promotion methods applied in my workplace are fair.		
18	In general, I am satisfied and comfortable in my work.		