



MIDOCEAN UNIVERSITY

College of Management

**The Impact of Organizational Culture on Employee
Satisfaction in Health Care Institution**

Prepared by

Student Name

Muhannad Fawaz Al-Younis

243001724

Supervised by

Dr. Alfaisal Abdelhameed Mohamed

Dr. Fayez Ali Jrad

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Introduction

Organizational culture has an important role in shaping the experiences of employees in healthcare institutions. It involves shared values, norms, beliefs, and behaviors that define the work environment and affect employee engagement and satisfaction. As showed by Belias and Koustelios (2021), organizational culture can affect employees perceptions of their workplace, affecting their motivation and commitment. In health sector, it is known that job demands are pressing, a strong positive organizational culture can be considered as motivation, increasing their commitment, reducing the rates of burnout, and promote overall job satisfaction (Hoxha et al., 2024). Conversely, a weak or toxic culture can lead to dissatisfaction, high turnover rates, and diminished quality of patient care. So, studying the effect of organizational culture on employee satisfaction is important for healthcare managers to create a supportive and productive workplace enviroment (Chaanine, 2025).

The healthcare industry is characterized by unique challenges, including long working hours, high levels of responsibility, emotional strain, and complex team dynamics. Within this demanding environment, organizational culture shapes the way employees interact, collaborate, and perceive their roles (Mokalu et al., 2019). Leadership style, communication, and institutional values are major determinants of workplace culture, influencing the morale and well-being of employees (Goldston, 2021). When healthcare facilities had a culture that support employee well-being, professional development, and acheivment recognition, they create an environment with increased satisfaction. Employees who feel valued and supported are likely to involve in work, contributing to better patient outcomes and overall institutional success (Dadgar et al., 2019).

Several factors in organizational culture related to employee satisfaction in the health sector. Leadership plays a crucial role in setting the tone for workplace culture. Supportive and transparent leadership promote trust and motivation, while authoritarian or disengaged management can lead to dissatisfaction and high stress levels (Chaanine, 2025). Effective communication within the professional team can promote cooperation and reduce conflicts between them, while poor communication may lead to more frustration and conflicts between the team members (Belias & Koustelios, 2021). Work-life balance is another factor, as excessive workloads and high expectations can cause burnout. Also, a strong ethical consideration where employees feel their work agree with institutional systems and values strengthens their sense of purpose and fulfillment (Tannady et al., 2019). A culture that recognizes and rewards employee contributions further reinforces job satisfaction, making staff feel appreciated and motivated to perform at their best (Hoxha et al., 2024).

A positive organizational culture has many benefits for employee satisfaction. When employees feel supported and valued, their engagement levels increase, leading to improved job performance and enhanced patient care (Mokalu et al., 2019). A healthy work environment promote teamwork, reduces stress, and strengthens the emotional resilience of healthcare workers (Dadgar et al., 2019). Health facilities with strong cultures of respect and collaboration experience lower turnover rates, as employees are expected to remain working when they feel as a part of a cohesive and well-functioning team (Goldston, 2021).

On the other hand, a negative organizational culture can have poor consequences for both employees and patients. Poor management practices, lack of communication, and

absence of support mechanisms lead to job dissatisfaction, low morale, and disengagement (Hoxha et al., 2024). Employees in toxic work places often have increased stress, burnout, and even mental health issues (Tannady et al., 2019). High turnover rates become a persistent problem, as dissatisfied employees seek better opportunities elsewhere (Mokalu et al., 2019). This continuous cycle of staff departures affects institutional stability, leading to understaffing, overworked teams, and compromised patient care (Dadgar et al., 2019). When staff feel undervalued and unappreciated, their productivity become low, lead for inefficiencies and a lower performance standard of service delivery (Belias & Koustelios, 2021).

Improving organizational culture in healthcare institutions need deliberate efforts from leadership and management teams. Investing in leadership development ensures that managers and supervisors possess the skills needed to create a positive and motivating work environment (Tannady et al., 2019). Encouraging open communication and feedback push employees to voice concerns and contribute to decision-making processes, promoting a sense of inclusion and belonging (Chaanine, 2025). Promoting work-life balance through flexible scheduling, mental health support, and wellness programs enhances employee well-being (Hoxha et al., 2024). Additionally, recognizing and rewarding employee achievements by incentives and career advancement opportunities increase morale and motivation (Tannady et al., 2019). Creating a culture of teamwork and mutual respect strengthens collaboration, exposed them to a more cohesive and productive workforce (Mokalu et al., 2019).

Several healthcare institutions have successfully transformed their organizational culture to improve employee level of satisfaction. Case studies of hospitals that have implemented supportive leadership structures, effective communication channels, and comprehensive employee wellness programs demonstrate the impact of a positive work culture (Dadgar et al., 2019). Institutions that actively invest in staff development, continuous training, and recognition programs found measurable improvements in job satisfaction, retention rates, and thier overall performance (Goldston, 2021). Learning from these best practices experiences can guide other healthcare organizations in implementing similar strategies to promote a more engaged and satisfied workforce (Tannady et al., 2019).

Evaluating the effect of organization culture change on employee satisfaction requires continuous evaluations and monitoring. Measuring improvements through employee surveys, feedback mechanisms, and performance evaluations helps identify areas that need further development (Chaanine, 2025). A growing organizational culture is characterized by high levels of employee engagement, lower absenteeism, and a strong sense of professional fulfillment among staff (Belias & Koustelios, 2021). Through prioritizing organizational culture as a key factor in employee satisfaction, healthcare institutions can create environments that support their workforce while ensuring high-quality patient care (Hoxha et al., 2024).

Ultimately, the link between organizational culture and employee satisfaction in healthcare institutions is undeniable. A positive culture promote motivation, loyalty, and productivity, whereas a negative one leads to dissatisfaction, burnout, and poor patient outcomes (Tannady et al., 2019). Investing in a strong organizational culture not only benefits healthcare workers but also enhances institutional reputation and overall service quality (Tannady et al., 2019).

Problem Statement

Organizational culture significantly impacts employee satisfaction within healthcare institutions. A negative organizational culture can lead to increased work-related stress, burnout, and diminished quality of patient care. Belias and Koustelios (2021) showed that organizational culture influences employees' perceptions of their work environment, directly affecting job satisfaction and engagement. Globally, healthcare workers face substantial challenges due to adverse organizational environments. Hoxha et al. (2024) reported that poor workplace environments in healthcare contribute to increased stress and lower productivity, which in turn negatively affects patient care quality. For instance, work-related stress has compromised patient care quality and negatively affected nurses' quality of work life, posing a public health concern in healthcare systems worldwide (Tannady et al., 2019).

Regionally, similar issues persist. In a study examining the relationship between patient safety culture and healthcare workers' well-being in Taiwan, a negative correlation was found between patient safety culture and staff burnout. Goldston (2021) noted that a lack of a supportive and safe work environment leads to heightened levels of emotional exhaustion among healthcare workers. This suggests that poor organizational culture contributes to increased burnout among healthcare professionals, adversely affecting both staff well-being and patient safety (Mokalu et al., 2019).

In Saudi Arabia, the situation is equally concerning. A systematic review assessing job satisfaction among healthcare workers in primary healthcare settings revealed significant dissatisfaction, particularly among physicians, with a satisfaction rate as low as 7.3%. Factors such as inadequate salaries, lack of professional development opportunities, and poor management practices were identified as contributors to this dissatisfaction (Chaanine, 2025). Additionally, a study focusing on wound care professionals in Saudi Arabia reported alarming levels of burnout, with 79.7% of participants experiencing high levels of burnout (Dadgar et al., 2019). Job satisfaction scores were moderately low, showed the need to address both burnout and job satisfaction in this workforce (Hoxha et al., 2024).

These findings showed the urgent need for healthcare institutions to cultivate positive organizational cultures that support employee well-being, enhance job satisfaction, and ultimately improve patient care outcomes. Tannady et al. (2019) argued that workplace culture improvements, including leadership development and better communication strategies, can significantly enhance employee morale and retention. After addressing these issues, healthcare institutions can create a healthier and more sustainable work environment for their employees while ensuring the delivery of high-quality patient care (Tannady et al., 2019).

Justification

A strong justification for this study is necessary given the increasing concerns surrounding employee dissatisfaction in healthcare institutions due to organizational culture. The healthcare sector is a high-stress environment, where job satisfaction is directly linked to workforce stability, quality of care, and overall institutional effectiveness. Despite the critical role of organizational culture in shaping workplace experiences, many healthcare institutions continue to struggle with issues such as poor leadership, lack of communication, inadequate employee recognition, and limited professional development opportunities. These factors contribute to high turnover rates, increased burnout, and declining job performance among healthcare professionals.

On a global level, burnout among healthcare workers has reached alarming levels. Studies indicate that nearly half of physicians in the United States report experiencing burnout, with female physicians being disproportionately affected. Belias and Koustelios (2021) showed that workplace dissatisfaction in healthcare is often linked to emotional exhaustion and poor institutional support. In the United Kingdom, surveys have revealed that approximately 71% of General Practitioners suffer from compassion fatigue, showing the widespread emotional and physical toll of negative workplace environments (Hoxha et al., 2024). Regionally, healthcare institutions across the Middle East, including Saudi Arabia, face similar challenges, with dissatisfaction among medical professionals attributed to poor organizational structures, ineffective management practices, and lack of work-life balance (Mokalu et al., 2019).

Additionally, with burnout rates among wound care professionals reaching nearly 80%, the issue extends beyond dissatisfaction to a critical workforce retention and performance challenge (Chaanine, 2025).

Given these concerns, this study is essential for identifying the negative aspects of organizational culture that contribute to employee dissatisfaction. Tannady et al. (2019) showed that improving workplace culture through leadership development and better communication can significantly enhance employee retention. Through examining these factors and proposing evidence-based strategies to improve workplace environments, this research aims to support healthcare institutions in promoting positive organizational cultures (Goldston, 2021). Ultimately, improving employee satisfaction in healthcare settings not only benefits medical professionals but also enhances patient care outcomes, institutional efficiency, and overall healthcare system resilience (Dadgar et al., 2019).

Study Objectives

General Objective:

To examine the effect of organizational culture on employee satisfaction in Dr. Sulaiman Al Habib Hospital - Takhassusi in Riyadh, Saudi Arabia.

Specific Objectives:

1. To assess the characteristics and dimensions of organizational culture in Dr. Sulaiman Al Habib Hospital - Takhassusi.
2. To evaluate the level of employee satisfaction in Dr. Sulaiman Al Habib Hospital - Takhassusi and identify key influencing factors.
3. To analyze the relationship between organizational culture and employee satisfaction in Dr. Sulaiman Al Habib Hospital - Takhassusi.

Study Questions

General Research Question:

What is the impact of organizational culture on employee satisfaction in Dr. Sulaiman Al Habib Hospital - Takhassusi in Riyadh, Saudi Arabia?

Specific Research Questions:

1. What are the characteristics and dimensions of organizational culture in Dr. Sulaiman Al Habib Hospital - Takhassusi?
2. What is the level of employee satisfaction in Dr. Sulaiman Al Habib Hospital - Takhassusi, and what are the key influencing factors?
3. What is the relationship between organizational culture and employee satisfaction in Dr. Sulaiman Al Habib Hospital - Takhassusi?

Study Hypothesis

Null Hypothesis (H₀):

There is no significant impact of organizational culture on employee satisfaction in Dr. Sulaiman Al Habib Hospital - Takhassusi in Riyadh, Saudi Arabia.

Alternative Hypothesis (H₁):

There is a significant impact of organizational culture on employee satisfaction in Dr. Sulaiman Al Habib Hospital - Takhassusi in Riyadh, Saudi Arabia.

Previous studies

Organizational culture is a fundamental factor influencing employee satisfaction and workplace dynamics, particularly in healthcare institutions. A strong organizational culture promotes teamwork, motivation, and commitment, ultimately enhancing job satisfaction and improving patient care. Conversely, a weak or toxic culture can contribute to stress, burnout, and high turnover rates among healthcare professionals. Leadership style, communication, recognition, and professional development opportunities play a crucial role in shaping organizational culture, directly impacting employee morale and engagement.

Given the demanding nature of the healthcare sector, where long working hours, emotional strain, and high levels of responsibility are common, understanding the relationship between organizational culture and job satisfaction is essential. Healthcare institutions that prioritize a positive work culture not only benefit their employees but also enhance institutional stability, workforce retention, and service quality. Despite growing awareness of the importance of organizational culture, many healthcare systems continue to struggle with issues such as poor leadership, lack of effective communication, and inadequate support mechanisms for employees. Addressing these challenges requires a deeper understanding of how workplace culture influences employee well-being, productivity, and long-term commitment.

Hoxha et al. (2024) conducted a study in Greece to explore how organizational culture influences job satisfaction and sustainable healthcare quality. The study aimed to identify strategies that optimize work processes and create a supportive environment, ultimately enhancing employee well-being. The results indicated that reducing workplace stress through operational efficiency and waste minimization significantly improved job satisfaction. Furthermore, healthcare organizations that prioritized employee satisfaction were more likely to maintain high-quality patient care and sustainability. The study concluded that promoting a positive organizational culture is essential for sustainable healthcare systems, recommending approaches such as Green Lean Six Sigma to enhance workforce well-being and environmental sustainability.

Belias and Koustelios (2021) conducted a critical review in Greece on the relationship between organizational culture and job satisfaction. The study aimed to assess how workplace attitudes, behaviors, and organizational values influence employee perceptions of their work environment, interpersonal relations, earnings, and promotion opportunities. The results demonstrated that job satisfaction is closely linked to employees' perception of their organizational culture, with factors such as leadership style, institutional goals, and workplace relationships playing a significant role. Additionally, demographic factors, particularly gender, influenced employees' preferences for organizational culture. The study concluded that analyzing both organizational culture and employee characteristics is crucial for developing effective strategies to enhance job satisfaction.

Chaanine (2025) conducted a study in Lebanon examining the influence of organizational culture on employee loyalty, trust, and job satisfaction. The study aimed to explore the role of transparency, supportiveness, and ethical leadership in improving employee engagement and retention. Using a structured survey of 270 healthcare professionals, the study applied structural equation modeling (SEM) to validate the

theoretical framework. The results indicated that a strong organizational culture significantly enhances employee trust and satisfaction, which in turn strengthens employee loyalty and reduces turnover. The study concluded that promoting a positive corporate culture is a crucial strategy for improving employee retention and healthcare performance, particularly in economically and politically unstable environments like Lebanon.

Tannady et al. (2019) examined the effect of organizational culture and employee engagement on job performance in Jakarta's healthcare sector. The study aimed to determine the relationship between organizational culture and employee performance, using employee engagement as a mediating variable. Conducted across 23 hospitals, the study surveyed 1000 patients to assess their perceptions of healthcare workers' performance, revealing that 61% of respondents rated employee performance as poor. The findings showed that a strong organizational culture positively impacts employee engagement, which in turn enhances job performance. The study concluded that improving workplace culture and employee involvement is essential for delivering higher-quality healthcare services.

Mokalu et al. (2019) conducted a study in Indonesia to examine the impact of organizational culture and job satisfaction on employee performance in the emergency department of Prof. Dr. R. D. Kandow Hospital. The study aimed to analyze whether workplace culture and employee satisfaction directly influence job performance. The findings indicated that both organizational culture and job satisfaction significantly affected employee performance, with a strong cultural environment contributing to better teamwork and motivation. The study concluded that hospital administrators should focus on strengthening organizational culture and employee satisfaction policies to enhance overall healthcare performance.

Dadgar et al. (2019) investigated the relationship between organizational culture, job satisfaction, organizational commitment, and intention to stay among healthcare personnel at Zahedan University of Medical Sciences in Iran. The study aimed to identify how different organizational culture types influenced employees' intention to remain in their positions. The findings revealed that a clan culture (characterized by collaboration and support) had a significant positive relationship with job satisfaction and retention, whereas adhocracy and market cultures were negatively associated with the intention to stay. The study concluded that promoting a supportive workplace culture enhances employee commitment and reduces turnover rates.

Goldston (2021) conducted a doctoral dissertation study in the United States to investigate the relationship between traits of organizational culture and job satisfaction in healthcare settings. The study aimed to determine how different cultural traits—mission, involvement, adaptability, and consistency—affect job satisfaction. Data collected from 295 healthcare employees showed that organizational adaptability significantly predicted satisfaction with coworker relationships, while employee involvement had a strong influence on satisfaction with pay and overall job satisfaction. The study concluded that improving adaptability and involvement in healthcare organizations could enhance job satisfaction and ultimately improve patient care outcomes.

Wirdawati et al. (2021) investigated how organizational culture and work discipline influence patient satisfaction through the quality of healthcare services in Indonesia. The study aimed to analyze whether workplace culture directly impacts patient perceptions of care quality. Using survey data from 100 patients, the study found that corporate culture

significantly affects patient satisfaction, with disciplined employees delivering higher-quality services. The study concluded that hospitals should enhance workplace culture and professionalism to improve patient satisfaction and healthcare service delivery.

Literature Gap

Global Gap

While extensive research has explored the impact of organizational culture on job satisfaction, much of the existing literature focuses on general corporate environments rather than healthcare-specific challenges. Studies conducted in Western countries have primarily examined how leadership styles and workplace policies influence employee satisfaction, but few studies have thoroughly explored the mediating role of organizational commitment in healthcare institutions (Belias & Koustelios, 2021). Additionally, while research in the United States and Europe has linked workplace culture to employee retention and job performance, there remains a lack of empirical evidence on how cultural adaptability and institutional support systems affect long-term engagement in non-Western healthcare settings (Hoxha et al., 2024). Moreover, studies often fail to address how factors such as ethical workplace climates, job autonomy, and employee recognition influence job satisfaction in high-stress healthcare environments, leaving a critical gap in understanding effective organizational culture strategies for the healthcare workforce (Chaanine, 2025).

Gap in Saudi Arabia

In Saudi Arabia, there is a significant gap in research examining the role of organizational culture in shaping job satisfaction among healthcare professionals. Reports indicate that burnout rates among healthcare professionals in Saudi Arabia are alarmingly high, particularly among nurses and wound care specialists, yet research on how organizational culture contributes to this issue remains scarce (Dadgar et al., 2019). Furthermore, previous studies have identified job dissatisfaction in Saudi Arabia's healthcare sector, with low levels of job satisfaction (as low as 7.3% among physicians), yet little attention has been given to the underlying organizational factors driving this dissatisfaction (Hoxha et al., 2024). Additionally, while Saudi Arabia is undergoing major healthcare transformations under Vision 2030, there is limited research on how organizational culture reforms can enhance employee satisfaction and retention (Tannady et al., 2019). Addressing these gaps will provide valuable insights into the specific cultural and managerial changes needed to create a more supportive and productive healthcare environment in Saudi Arabia.

Theoretical foundations of the study:

This study is based on several key theories that explain the relationship between organizational culture and employee satisfaction. Cameron and Quinn's Competing Values Framework (CVF) (1999) identifies four cultural types (clan, adhocracy, market, and hierarchy), each influencing job satisfaction differently. Clan and adhocracy cultures are generally linked to higher employee engagement, while market and hierarchy cultures may create job dissatisfaction due to pressure or rigid structures (Cameron & Quinn, 1999).

Herzberg's Two-Factor Theory (1959) distinguishes between hygiene factors (e.g., salary, job security) and motivational factors (e.g., recognition, achievement). Organizational culture impacts both sets of factors, affecting overall job satisfaction (Herzberg, 1959).

Social Exchange Theory (Blau, 1964) suggests that employees reciprocate positive work environments with loyalty and commitment. A supportive culture enhances job satisfaction, while a negative culture increases turnover intentions (Blau, 1964).

Meyer and Allen's Three-Component Model of Organizational Commitment (1991) explains that a positive organizational culture promote affective commitment (emotional attachment) and normative commitment (obligation to stay), reducing turnover (Meyer & Allen, 1991).

These theories provide a foundation for analyzing how organizational culture shapes employee satisfaction in healthcare institutions.

Methods

Study Design

This study will use a quantitative, observational, cross-sectional hospital based research design

Study Setting

The study will be conducted at Dr. Sulaiman Al Habib Hospital - Takhassusi in Riyadh, a leading private healthcare institution in Saudi Arabia known for its advanced medical services and large nursing workforce. Dr. Sulaiman Al Habib Hospital - Takhassusi in Riyadh is part of the Dr. Sulaiman Al Habib Medical Group, one of the leading healthcare providers in the Middle East. Established in 1995, the group has expanded to include multiple hospitals and medical centers across Saudi Arabia, the UAE, and Bahrain. The hospital in Riyadh is known for its state-of-the-art medical facilities, advanced technology, and highly skilled healthcare professionals.

Study Duration

The study will be conducted over a period of six months, including survey development, data collection, analysis, and reporting.

Study Population

The target population consists of registered nurses employed at Dr. Sulaiman Al Habib Hospital - Takhassusi. The study aims to include at least 250 nurses to ensure a representative sample.

Inclusion Criteria

- Registered nurses employed at Dr. Sulaiman Al Habib Hospital - Takhassusi.
- Nurses with at least six months of work experience in the hospital.
- Nurses willing to participate in the study and provide informed consent.

Exclusion Criteria

- Nurses with less than six months of employment at the hospital.
- Administrative staff or healthcare professionals other than nurses.
- Nurses on extended leave (e.g., maternity leave, medical leave) during the study period.
- Nurses unwilling to participate or fail to provide informed consent.

Sampling

Sample size

Since this is a cross-sectional study, with known number of population (number of participants in the study area and duration who fulfilled the study criteria), the size of the study can be determined through the following formula:

$$n = N / (1 + N (e)^2)$$

Where n is the sample size and N is the population size (number of nurses who fulfilled with the study criteria).

Estimated population size = 699 participants

So, the sample size (n) = $699 / (1 + 699 \times (0.05 \times 0.05)^2) = 255$ participants

Sampling Technique

This study will employ a stratified random sampling technique to ensure fair representation of nurses across different departments in Dr. Sulaiman Al Habib Hospital - Takhassusi, Riyadh. Given that the total nursing population is 699, a sample size of 255 nurses has been determined using the Yamane formula.

To achieve a representative sample, the hospital's nursing workforce will be stratified by departments, such as Intensive Care Unit (ICU), Emergency Department, Surgery, Internal Medicine, Pediatrics, Obstetrics and Gynecology, and Outpatient Services. The proportion of nurses sampled from each department will reflect their actual distribution within the hospital.

Data collection

Data collection tools

1. Personal and Professional Data Section (11 Questions) which Include demographic and professional details such as age, gender, marital status, nationality, education level, years of experience, department, employment type, and work shift.
2. Organizational Culture Assessment Instrument (OCAI) (24 Questions, 6 Sections)
 - Based on Cameron & Quinn's (1999) Competing Values Framework (CVF).
 - Sections: Dominant Characteristics (4), Organizational Leadership (4), Management of Employees (4), Organizational Glue (4), Strategic Emphases (4), Criteria for Success (4).
 - Five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).
3. Job Satisfaction Survey (JSS) (36 Questions, 9 Sections)

- Developed by Spector (1997) to assess key aspects of job satisfaction.
- Sections: Pay (4), Promotion (4), Supervision (4), Fringe Benefits (4), Contingent Rewards (4), Operating Conditions (4), Co-workers (4), Nature of Work (4), Communication (4).
- Five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Data Collection Procedure

- The questionnaire will be administered both electronically (Google Forms) and via printed copies to accommodate different accessibility preferences.
- Nurses meeting the inclusion criteria (working $\geq$ six months, currently employed at Dr. Sulaiman Al Habib Hospital - Takhassusi, Riyadh) will be invited to participate.
- Participants will receive an informed consent form before starting the survey, ensuring voluntary participation and data confidentiality.
- The survey will be conducted over four weeks, with reminders sent periodically to maximize response rates.
- Completed questionnaires will be collected and securely stored.
- Responses will be analyzed using SPSS software to assess trends and relationships between organizational culture and job satisfaction.

Study Variables

Variable Type	Variable Name
Independent Variable	Organizational Culture
Dependent Variable	Job Satisfaction
Demographic Variables	Age, Gender, Marital Status, Nationality, Education Level, Work Experience, Department, Employment Type, Work Shift

Data Analysis

- Descriptive Statistics: Mean, standard deviation, frequencies, and percentages for demographic data and study variables.
- Inferential Statistics

- Pearson's Correlation to analyze relationships between organizational culture, job satisfaction, and organizational commitment.
 - Multiple Regression Analysis to assess the impact of organizational culture on job satisfaction.
 - Mediation Analysis to examine the role of organizational commitment between organizational culture and job satisfaction.
- SPSS Version 28.0 will be for statistical analysis.

Ethical Considerations

- Ethical approval will be obtained from the hospital's Institutional Review Board (IRB) before data collection.
- Participants will receive an informed consent form explaining the study's purpose, confidentiality, and voluntary participation.
- Data will be anonymous and stored securely to protect participant privacy.
- No personal identifiers will be collected.
- Participants can withdraw at any stage without consequences.
- Digital data will be password-protected, and printed questionnaires will be stored in a locked cabinet accessible only to the research team.

Budget

This study will be **self-funded** by the researcher.

Study Scope and Limitations

Scope of the Study

- This study will focus on nurses working at Dr. Sulaiman Al Habib Hospital - Takhassusi in Riyadh, Saudi Arabia.
- It will examine the relationship between organizational culture, job satisfaction, and organizational commitment using validated tools (OCAI, JSS, and OCQ).
- A cross-sectional quantitative design will be employed, collecting data at a single point in time.
- The findings will help hospital administrators understand how workplace culture impacts nurse satisfaction and retention, providing recommendations for improving work environments.

Limitations of the Study

- The study will be limited to one hospital, which may affect the generalizability of findings to other healthcare institutions.
- Responses may be affected by social desirability bias or personal perceptions.
- The study will capture data at one point in time, making it difficult to establish causal relationships between variables.
- As a self-funded study, resource constraints may affect sample size and data collection methods.

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Study questionnaire

Part 1: Personal and Professional Characteristics

Question	Response
1. Age	☐ Below 25 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55 and above
2. Gender	☐ Male ☐ Female
3. Marital Status	☐ Single ☐ Married ☐ Divorced ☐ Widowed
4. Nationality	☐ Saudi ☐ Non-Saudi (Specify): _____
5. Highest Educational Qualification	☐ Diploma ☐ Bachelor's Degree ☐ Master's Degree ☐ Doctorate
6. Years of Experience in Nursing	☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ More than 10 years
7. Years of Experience at This Hospital	☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ More than 10 years
8. Department	☐ ICU ☐ Emergency ☐ Surgery ☐ Internal Medicine ☐ Pediatrics ☐ Obstetrics & Gynecology ☐ Outpatient Services ☐ Other: _____
9. Employment Type	☐ Full-time ☐ Part-time
10. Work Shift	☐ Morning ☐ Evening ☐ Night ☐ Rotating Shifts
11. Do you have any leadership responsibilities?	☐ Yes ☐ No

Part 2: Organizational Culture

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Dominant Characteristics					
The hospital is a very personal place. It is like an extended family. People seem to share a lot of themselves.	☐	☐	☐	☐	☐
The hospital is a very dynamic entrepreneurial place. People are willing to take risks.	☐	☐	☐	☐	☐

The hospital is very results-oriented. A major concern is getting the job done. People are competitive.	☐	☐	☐	☐	☐
The hospital is a very controlled and structured place. Formal procedures generally govern what people do.	☐	☐	☐	☐	☐
Organizational Leadership					
The leadership in the hospital is generally considered to exemplify mentoring, facilitating, or nurturing.	☐	☐	☐	☐	☐
The leadership in the hospital is considered to exemplify entrepreneurship, innovation, or risk-taking.	☐	☐	☐	☐	☐
The leadership in the hospital is aggressive and results-oriented.	☐	☐	☐	☐	☐
The leadership in the hospital is structured, coordinating, and efficient.	☐	☐	☐	☐	☐
Management of Employees					
The management style is characterized by teamwork and participation.	☐	☐	☐	☐	☐
The management style is characterized by individual risk-taking and innovation.	☐	☐	☐	☐	☐
The management style is competitive with high demands and achievement-oriented.	☐	☐	☐	☐	☐
The management style is characterized by security, predictability, and stability in relationships.	☐	☐	☐	☐	☐
Organizational Glue					

The glue that holds the hospital together is loyalty and mutual trust.	☐	☐	☐	☐	☐
The glue that holds the hospital together is commitment to innovation.	☐	☐	☐	☐	☐
The glue that holds the hospital together is goal accomplishment and achievement.	☐	☐	☐	☐	☐
The glue that holds the hospital together is formal rules and policies.	☐	☐	☐	☐	☐
Strategic Emphases					
The hospital emphasizes human development with trust and participation.	☐	☐	☐	☐	☐
The hospital emphasizes acquiring new resources and creating new challenges.	☐	☐	☐	☐	☐
The hospital emphasizes competitive actions and market leadership.	☐	☐	☐	☐	☐
The hospital emphasizes stability, efficiency, and control.	☐	☐	☐	☐	☐
Criteria of Success					
Success is based on teamwork, employee commitment, and concern for people.	☐	☐	☐	☐	☐
Success is based on product innovation and uniqueness.	☐	☐	☐	☐	☐
Success is based on market competitiveness and performance.	☐	☐	☐	☐	☐
Success is based on efficiency, low-cost production, and operational excellence.	☐	☐	☐	☐	☐

Part 3: Job Satisfaction

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
I feel I am being paid fairly for my work.	☐	☐	☐	☐	☐
There are too few promotion opportunities.	☐	☐	☐	☐	☐
My supervisor is competent in doing their job.	☐	☐	☐	☐	☐
I am dissatisfied with the benefits I receive.	☐	☐	☐	☐	☐
When I do a good job, I receive the recognition I deserve.	☐	☐	☐	☐	☐
Many rules and procedures make doing a good job difficult.	☐	☐	☐	☐	☐
I like the people I work with.	☐	☐	☐	☐	☐
Sometimes I feel my job is meaningless.	☐	☐	☐	☐	☐
Communication within this hospital is good.	☐	☐	☐	☐	☐
Raises are too infrequent.	☐	☐	☐	☐	☐
Those who perform well have a fair chance of being promoted.	☐	☐	☐	☐	☐
My supervisor is unfair to me.	☐	☐	☐	☐	☐
The benefits at this hospital are as good as in other hospitals.	☐	☐	☐	☐	☐
My work is not appreciated.	☐	☐	☐	☐	☐
My work is often blocked by red tape.	☐	☐	☐	☐	☐

I must work harder because of the incompetence of colleagues.	☐	☐	☐	☐	☐
I enjoy the tasks I perform at work.	☐	☐	☐	☐	☐
The hospital's goals are unclear to me.	☐	☐	☐	☐	☐
I feel underappreciated when I think about my pay.	☐	☐	☐	☐	☐
Promotions happen as fast as in other places.	☐	☐	☐	☐	☐
My supervisor lacks interest in employee concerns.	☐	☐	☐	☐	☐
The benefit package is equitable.	☐	☐	☐	☐	☐
There are too few rewards for employees.	☐	☐	☐	☐	☐
My workload is excessive.	☐	☐	☐	☐	☐
I enjoy working with my colleagues.	☐	☐	☐	☐	☐
I often do not know what is going on in the hospital.	☐	☐	☐	☐	☐
I take pride in my job.	☐	☐	☐	☐	☐
I am satisfied with salary increases.	☐	☐	☐	☐	☐
Some benefits should be added.	☐	☐	☐	☐	☐
I like my supervisor.	☐	☐	☐	☐	☐
There is too much paperwork.	☐	☐	☐	☐	☐
My efforts are not rewarded as they should be.	☐	☐	☐	☐	☐
I am satisfied with my promotion opportunities.	☐	☐	☐	☐	☐

There is too much workplace conflict.	☐	☐	☐	☐	☐
My job is enjoyable.	☐	☐	☐	☐	☐
Work assignments are not fully explained.	☐	☐	☐	☐	☐