

Midocean University

College of Management

Department of Healthcare Administration



Strategies to Improve Job Satisfaction and Reduce Turnover
Among Nurses in ministry of national guard hospital
(MNGH)

Prepared by: Shahad Mirza

Supervised by:

Dr. Al-Faisal Abdelhamid

Dr. Fayez Jarad

Academic Year:

2025

ACKNOWLEDGEMENTS

I would like to express my deepest gratitude to everyone who supported me throughout the completion of this research study. First and foremost, my sincere appreciation goes to my academic supervisor, whose guidance, constructive feedback, and continuous encouragement were invaluable at every stage of this work. Their expertise and dedication greatly contributed to shaping the quality of this thesis.

I am also profoundly thankful to the nursing staff and administrative team at the Ministry of National Guard Hospital (MNGH) for their cooperation and willingness to participate in this study. Their time, insights, and honest responses made this research possible.

My heartfelt thanks extend to my family, whose unwavering support, patience, and motivation gave me the strength to complete this journey. Their belief in me has always been a source of inspiration.

Finally, I would like to acknowledge all my colleagues and friends who provided assistance, shared knowledge, and encouraged me during challenging moments. Each contribution, no matter how small, played an important role in the success of this work. To all of you, I extend my sincere appreciation and gratitude.

ABSTRACT

Nurse retention remains a critical challenge in healthcare organizations worldwide, particularly in high-demand environments such as the Ministry of National Guard Hospital (MNGH) in Saudi Arabia. This study examined job satisfaction and turnover intention among nurses and identified key organizational predictors contributing to their desire to leave. A quantitative, cross-sectional design was employed using a structured questionnaire distributed to 320 nurses across various departments. Eight major dimensions were assessed: Work Environment, Leadership Support, Compensation and Benefits, Recognition and Appreciation, Professional Development, Job Security, Overall Job Satisfaction, and Turnover Intention. Descriptive statistics, reliability testing, correlation analysis, and multiple regression were performed. The findings revealed moderate satisfaction across most dimensions, with **Job Security** receiving the highest ratings and **Compensation** and **Recognition** the lowest. **Turnover Intention was notably high**, indicating a substantial risk of nurse attrition. Regression analysis demonstrated that **Leadership Support, Compensation and Benefits, Work Environment, Recognition, and Overall Job Satisfaction** were significant predictors of turnover intention, collectively explaining **58.1% of its variance**. Job Security, despite being highly rated, did not significantly reduce turnover intention when other factors were controlled. These results highlight critical organizational weaknesses that must be addressed to improve nurse retention. The study recommends strengthening leadership practices, enhancing compensation structures, improving workplace conditions, implementing formal recognition programs, and expanding professional development pathways. Addressing these areas will support a more satisfied, stable, and motivated nursing workforce at MNGH.

Table of Contents

ACKNOWLEDGEMENTS	ب
ABSTRACT.....	ت
List of Tables	خ
CHAPTER 1:	1
INTRODUCTION	1
1.1. Introduction.....	1
1.2. Problem Statement	3
1.3. Research Significance	4
1.3.1. Theoretical Significance	4
1.3.2. Practical Significance.....	5
1.4. Research Objectives.....	6
1.5. Research Questions.....	6
1.6. Research Hypotheses	7
1.7. Literature review	7
1.9. Research Structure	14
CHAPTER 2: LITERATURE REVIEW	17
2.1. Introduction.....	17
2.2. Concept of Job Satisfaction in Nursing.....	18
2.2.1. Definitions, dimensions, and importance for patient care and organizational stability.	19
2.2.2. Factors shaping satisfaction: autonomy, supervision, recognition, work conditions.....	19
2.3. Turnover and Turnover Intention Among Nurses.....	21
2.4. Leadership and Supervisory Support	24
2.4.1. Impact of Transformational and Supportive Leadership on Retention and Job Satisfaction ...	24
2.4.2. Evidence Linking Leadership Quality to Reduced Turnover Intention	24
2.5. Work Environment, Workload, and Job Demands	26
2.5.1. Effects of Heavy Workload, Patient Ratios, and Stressful Clinical Environments.....	26
2.5.2. Workplace Safety, Violence, Emotional Labor, and Psychological Pressures	27
2.6. Rewards, Compensation, and Recognition	28
2.6.1. Influence of Fair Salaries, Benefits, and Financial Incentives	29
2.6.2. Role of Appreciation and Non-Financial Recognition in Nurse Motivation	29
2.7. Professional Development and Career Advancement.....	30
2.7.1. Importance of Training, Specialization, and Continuous Education	31
2.7.2. Effects of Promotions Pathways and Career Advancement on Turnover Intention.....	31
2.7.3. Mentorship, Organizational Support in Career Development.....	32

2.7.4. Leadership Roles and Professional Empowerment	32
2.8. Career Advancement and Professional Development	33
2.9. Empirical Studies in Saudi Arabia (with Focus on MNGHA Context)	35
2.10. Empirical Studies in Saudi Arabia (with Focus on MNGHA Context)	37
2.10.1. An overview of the Saudi research on the topic of nurse satisfaction and retention.	37
2.10.2. Gaps in Research Specifically Addressing MNGHA Nurses and Integrated Strategies.....	38
2.10.3. Absence of Studies Linking Psychological Well-Being to Retention in MNGHA	39
2.11. Job Satisfaction and Turnover theories.....	40
2.12. Summary	43
CHAPTER THREE:	45
METHODOLOGY	45
3.1. Research Design.....	45
3.2. Study Population and Setting.....	45
3.3. Sample Size and Sampling Technique.....	46
3.4. Data Collection Instruments.....	46
3.5. Validity and Reliability	47
3.6. Data Collection Procedure	47
3.7. Data Analysis Methods	47
3.8. Ethical Considerations	48
CHAPTER FOUR:.....	49
RESULTS AND DATA ANALYSIS.....	49
4.1. Demographic Characteristics of Respondents	49
4.2. Reliability and Normality Testing.....	50
4.3. Descriptive Statistics of Study Dimensions	51
4.4. Item-Level Analysis.....	52
4.4.1. Work Environment Items.....	53
4.4.2. Leadership Support Items	54
4.4.3. Compensation & Benefits Items	55
4.4.4. Recognition & Appreciation Items	56
4.4.5. Professional Development Items	57
4.4.7. Overall Job Satisfaction Items	60
4.4.8. Turnover Intention Items	61
4.5. Summary of Major Findings	63
CHAPTER FIVE: DISCUSSION, CONCLUSION, AND RECOMMENDATIONS	65
5.1. Discussion of Findings.....	65

5.1.1. Overview of Job Satisfaction Among Nurses	65
5.1.2. Compensation and Recognition as Major Sources of Dissatisfaction.....	65
5.1.3. Leadership Support and Its Influence on Turnover Intention	66
5.1.4. Work Environment and Workload Factors	66
5.1.5. Professional Development Opportunities	67
5.1.6. Job Security and Its Limited Influence on Retention.....	67
5.1.7. High Turnover Intention Among Nurses	68
5.2. Conclusion	68
5.3. Recommendations	69
5.4. Recommendations for Future Research	70
References.....	71

List of Tables

Table 4.1 Demographic Characteristics (n = 320).....	49
Table 4.2 Reliability Coefficients (Cronbach's Alpha).....	50
Table 4.3 Summary of Dimension Scores	51
Table 4.4 Work Environment Items (n = 320)	53
Table 4.5 Leadership Support Items	54
Table 4.6 Compensation & Benefits Items.....	55
Table 4.7 Recognition & Appreciation Items.....	56
Table 4.8 Professional Development Items	57
Table 4.9 Job Security Items.....	59
Table 4.10 Overall Job Satisfaction Items	60
Table 4.11 Turnover Intention	61
Table 4.12 Regression Model Summary.....	62
Table 4.13 Regression Coefficients	62

CHAPTER 1:

INTRODUCTION

1.1. Introduction

In the modern active healthcare setting, the health state and the stability of the nursing workforce are now the main factors of institutional success and quality of patient care. Nurses are invaluable contributors in the provision of healthcare services as they are the caregivers who provide timely, caring, and effective medical services to patients. Nevertheless, nurses all over the world, especially in the Kingdom of Saudi Arabia, remain exposed to increasing pressures that impact the overall satisfaction of their professions and their optimal commitment to their duties. The Ministry of National Guard Health Affairs (MNGHA) that manages some of the most advanced and specialized healthcare facilities in the country is one of the examples of such institutions that illustrate the potential and demands of the modern healthcare delivery (Nnah,2020).

MNGHA hospitals are reputed to be the best in terms of medical services, research, and education. They offer services to the National Guard soldiers, their families, and a wider part of the population that puts a lot of pressure on their staff, particularly the nursing staff. In spite of this realization, the industry has not been spared by the emerging issues of nurse dissatisfaction and turnover. The high turnover rates among the nurses do not only interrupt the flow of care and affect the safety of patients, but also cost the health organizations a lot of money and time (Haron,2020). Further, consistent dissatisfaction of nurses would tend to decrease morale, burnout, elevate absences and negative work culture that would deteriorate the overall output of the healthcare teams (Zaw,2023).

Job dissatisfaction among nurses working in MNGHA hospitals is caused by a number of internal and external factors. They can be excessive workloads, understaffing, absence of career development, inappropriate pay, weak management assistance, low appreciation, and difficulty in maintaining healthy work-life balance. These problems tend to accumulate, thus emotional burnout, work-related stress, and professional fulfillment at work are the major indicators of intention to leave the organization.. They are also more intensified in the stressful settings of high-pressure like intensive care units, and emergency departments where nurses are required to work under physical and emotional stress at all times (Almansour,2017).

These issues cannot be simply discussed as a workforce management issue, but rather as a strategic requirement that directly influences patient outcomes, organizational sustainability, and healthcare sustainability. Therefore, recognizing and initiating measures that will enhance job satisfaction and decrease the turnover rate among nurses is of concern in healthcare leaders and policymakers in MNGHA (Andargeery,2019).

The paper will examine a variety of evidence-based interventions that would support job satisfaction and retention among the nurses in the hospitals of MNGHA. Such strategies can involve introducing better leadership practices, growth of an organizational culture of appreciation and nurturing, better communication between employees and management, offering ongoing professional growth opportunities, competitive remuneration and compensation benefits, and flexible working schedules, as well as the organization of a healthy organizational culture based on respect, equity, and cooperation. The creation of a holistic and sustainable vision of nurse retention and satisfaction can help MNGHA establish itself as one of the largest healthcare organizations in the area and at the same time help sustain the motivation, interest, and dedication of its nurses to the idea of providing high-quality care to patients. In this journey, the paper seeks

to add value to the larger debate around the development of the healthcare workforce and provoke action that is realistic and will address the actual needs of the nursing professionals.

1.2. Problem Statement

Although nurses play a crucial role in providing high-quality healthcare services, in Saudi Arabia hospitals managed by the Ministry of National Guard Health Affairs (MNGHA) are becoming increasingly confronted with a burning issue the inability to retain qualified nursing personnel and preserve high job satisfaction rates. It has been observed and studied recently that the rate of voluntary turnover among nurses in these institutions has increased, and their professional burnout, loss of morale and job dissatisfaction are evident (Beaty, 2023). Not only is this growing problem a menace to the well being and stability of the nursing workforce but it is a direct constraint to the quality of patient care, clinical safety and the performance of the healthcare system in general. This challenge is attributed to a number of interrelated organizational and individual level factors. Among these are too many working hours, insufficient staffing ratios between nurses and patients, fewer career development opportunities, professional appreciation, insufficient leadership, and continued challenges with finding a healthy work-life balance (Wali et al., 2023; Liu et al., 2019). It is also important to note that workplace stressors (including emotional exhaustion and workplace violence) have been demonstrated to lead to a strong decrease in job satisfaction and burnout among nurses (Liu et al., 2019). Such systemic problems put an unsustainable stress both on the nursing practitioners and the healthcare system, in general, in a highly specialized facility such as MNGHA hospitals, where clinical excellence and operational readiness are required at any given moment (Almodaimegh, 2020).

The consequences of this issue are quite extensive. The consequences of the high turnover rate include high costs of recruitment and training, team dynamics, decreased staff morale, and lack of

continuity of care. More so, they adversely affect patient satisfaction, safety outcomes as well as the capacity of the institution to achieve its strategic healthcare objectives.. .. According to Alsaqri (2014), there is a significant gap in the management of healthcare human resources in Saudi Arabia as there is no coherent and evidence-based approach to enhancing job satisfaction and retaining nurses.

Besides, contextual and cultural specifics like intrinsic motivation, values, and beliefs might also affect the responses of nurses to organizational challenges. As an illustration, Haron (2020) also highlighted the intersectional role of religious beliefs on the turnover intention, indicating that, in other instances, personal intrinsic values can moderate the undesirable growth in terms of rewards and working conditions. These findings also reveal the complexity of the turnover behaviors and the necessity to adopt specialized strategies that would not only take into account the organizational but also cultural forces behind job discontent and turnover. These among others involve enhancing leadership practice, providing equitable compensation, promoting professional growth opportunities, and promoting a conducive work environment that emphasizes on nurse welfare. In the absence of such interventions, the institution may have additional workforce instability and deteriorate quality of healthcare delivery among the outcomes that do not align with its mission and excellence reputation

1.3. Research Significance

1.3.1. Theoretical Significance

This paper has an important contribution to the theoretical knowledge concerning job satisfaction and employee retention in healthcare organizations, including the Middle East. Using the identified theories (Herzberg Two-Factor Theory, Maslows Hierarchy of Needs and the Job

Demands-Resources (JD-R) Model) in interpreting the research, the study offers a practical explanation of the theories in a high-stress culturally-specific healthcare setting, such as that of the Ministry of National Guard Health Affairs (MNGHA) hospitals. Moreover, the research serves to partially resolve an obvious gap in the literature on the topic of nursing workforce dynamics in Saudi Arabia, providing the information that is underrepresented in the global literature. It also constructs a theoretical basis of the future empirical research that will examine organizational behavior, leadership, and well-being of employees within the government-related healthcare facilities. The theoretical frameworks that have been designed or modified in this study can be furthered or experimented in other related institutional contexts and add to the field of healthcare human resource management on the whole.

1.3.2. Practical Significance

Practically, the results of the current study can lead to massive changes in the management of the workforce and the performance of the organizations in the MNGHA hospitals. The study will offer a roadmap to help the hospital administrators and other policy-makers create specific strategies aimed at resolving these problems because it will specify the factors that can be considered the root of job satisfaction and nurse turnover. The recommendations can also be practical, such as modifying work schedules to be more flexible, improving leadership support and encouraging recognition and rewards, and providing opportunities of professional development on a continuous basis. This may result in an engaged and committed nursing force that will consequently result in an increase in the quality of care, minimal occurrences of operational disruption, and heightened morale of personnel. Moreover, reducing nurse turnover will enable MNGHA hospitals to spend large amounts of money on recruitment, onboarding, and training and ensure the continuum and stability of healthcare services. Notably, the study is in line with wider

national goals and targets of Saudi Vision 2030, which should be to have a more resilient and sustainable healthcare system. The study enhances the objective of providing high-quality medical care and promoting the overall performance and productivity of healthcare facilities in the Kingdom by empowering one of the most important parts of the healthcare workforce nurturers.

1.4. Research Objectives

Main Objective:

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

Sub-Objectives:

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

1.5. Research Questions

Main Research Question:

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

Sub-Questions:

1. What are the primary causes of job dissatisfaction among nurses at MNGHA hospitals?
2. How do leadership practices and managerial support affect nurse retention?
3. In what ways do recognition and appreciation influence nurses' job satisfaction?
4. What role do professional development and career advancement play in nurses' decisions to stay or leave?

1.6. Research Hypotheses

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

1.7. Literature review

Research by: Nnah, M. M. (2020) Relationship Between Nurse Job Satisfaction Variables and Voluntary Turnover Intention investigate the relationship between important job satisfaction variables namely pay, supervision, coworker relationships, and the nature of the work and voluntary turnover intention in the registered nurses. The research design employed was a quantitative, correlational research, which required the researcher to gather the data through standardized survey instruments on a sample of registered nurses. In the analysis, multiple linear regression was used to establish the predictive capability of each variable on the intention by nurses to leave their jobs voluntarily. The findings suggested that supervision and nature of work were significant predictors of turnover intention which was statistically significant as compared to pay and coworker relationship. The research found that improving the quality of supervision and the

working environment are key measures of alleviating voluntary turnover in nurses, and it is a significant finding that can be helpful to healthcare administrators aiming to maintain nursing staff.

Research by: Nnah, M. M. (2020) Relationship Between Nurse Job Satisfaction Variables and Voluntary Turnover Intention investigate the relationship between important job satisfaction variables namely pay, supervision, coworker relationships, and the nature of the work and voluntary turnover intention in the registered nurses. The research design employed was a quantitative, correlational research, which required the researcher to gather the data through standardized survey instruments on a sample of registered nurses. In the analysis, multiple linear regression was used to establish the predictive capability of each variable on the intention by nurses to leave their jobs voluntarily. The findings suggested that supervision and nature of work were significant predictors of turnover intention which was statistically significant as compared to pay and coworker relationship. The research found that improving the quality of supervision and the working environment are key measures of alleviating voluntary turnover in nurses, and it is a significant finding that can be helpful to healthcare administrators aiming to maintain nursing staff.

Research by: Zaw, T. (2023) Title: A Study on Job Satisfaction of Myanmar Military Nurses (Case Study: Military Institute of Nursing and Paramedical Science) determine the degree of job satisfaction among nursing staff in Myanmar with reference to the Military Institute of Nursing and Paramedical Science. The quantitative case study design helped the researcher to collect data with the aid of structured questionnaires comprised of military nurses. The results showed that the working conditions, organizational support, promotion opportunities, and interpersonal relationships were the main factors that affected job satisfaction. The study has shown that nurses had moderate overall satisfaction, but the problem of career progression and strict administrative processes were noted. The authors found that better leadership support, policy

reforms, and career development programs are all steps to more job satisfaction and the maintenance of qualified military nursing staff

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

Study by: Haron, L. (2020) Title: Moderating Effect of Religious Beliefs on the Relationship Between Employee Reward and Turnover in Private Hospitals of Samburu County aimed to examine how religious beliefs moderate the relationship between employee rewards and turnover intentions among healthcare workers in private hospitals in Samburu County, Kenya. The research adopted a quantitative research design, using structured questionnaires to collect data from hospital employees across multiple institutions. The study focused on key reward components such as financial compensation, non-financial recognition, and employee benefits, and how these influence employees' decisions to stay or leave. The results revealed that while employee rewards had a significant inverse relationship with turnover intention meaning better

rewards led to lower turnover religious beliefs played a moderating role. Specifically, employees with strong religious convictions were more likely to remain in their jobs despite lower levels of financial or non-financial rewards, suggesting that intrinsic values can buffer the effects of organizational shortcomings. The study concluded that both reward systems and the personal belief systems of employees should be considered when designing strategies to reduce staff turnover in healthcare institutions.

Author: Wali, R., Aljohani, H., Shakir, M., Jaha, A., and Alhindi, H. (2023) Title: Job Satisfaction among nurses working in the primary health care centers of King Abdul Aziz Medical City, Saudi Arabia Study was a cross-sectional study designed to determine the level of job satisfaction among nurses working in primary health care centers in King Abdul Aziz Medical City, Saudi Arabia. The researchers applied the use of self-administered questionnaire in collecting data in a sample of nurses to work in different PHC centers. The researchers assessed the various aspects of job satisfaction, such as work environment, workload, leadership support, career development, interpersonal relationships, and salary satisfaction. Results showed that the general levels of job satisfaction were moderate and the greatest levels of job satisfaction were recorded in the sub areas of teamwork and colleague relationships whereas the lowest areas of job satisfaction were recorded in terms of salary and promotion opportunities. The researchers have also determined some of the demographic variables (age, years of experience) that were significantly connected to the job satisfaction scores. The researchers have concluded that to enhance job satisfaction among nurses working in primary healthcare facilities, the administrative effort should be executed in terms of career development opportunities, equitable compensation and improvement of the work environment quality. The research can be of great use to

policymakers and hospital administrators who are willing to retain skilled nursing personnel and improve the quality of services.

Researcher: Liu, J., Zheng, J., Liu, K., Liu, X., Wu, Y., Wang, J., & You, L. (2019)

Title: Workplace Violence Against Nurses, Job Satisfaction, Burnout, and Patient Safety in Chinese Hospitals In this study, the researchers focused on the relationship between workplace violence (WPV) on nurses and job satisfaction, burnout, and patient safety outcomes in Chinese hospitals. The study was carried out in various healthcare organizations and was designed as a cross-sectional one thanks to which the researchers used self-administered questionnaires and were able to gather data using a large sample of nurses. . The survey was conducted on measures of exposure to various types of workplace violence both physically and verbally and validated measures of job satisfaction, emotional exhaustion, depersonalization, and patient safety perceptions. The findings showed that a considerable number of nurses had encountered some kind of workplace violence, and this experience was closely related to the decreased level of job satisfaction and increased burnout. Additionally, the research determined that the higher the burnout and dissatisfaction among nurses were, the less perceived patient safety was, which indicates that, along with damaging the welfare of staff members, WPV has a detrimental impact on healthcare quality. The authors have reached the conclusion that workplace violence is an urgent problem in the Chinese healthcare system and demanded institutional policies and protective measures to be taken to protect nurses. It was suggested that the intervention strategies could include the conflict resolution training, better security, and leadership assistance in order to increase the well-being of nurses and provide safer and more efficient patient care.

Commentary on the Literature Review

The literature under review offers adequate and multidimensional insights into the aspects of job satisfaction and turnover intentions that depend on nurses and healthcare professionals under various settings. All the studies together highlight the complexity of the workforce issue in the medical field and the significance of organizational, psychological, and socio-cultural factors in influencing the performance of the workers. There is a common pattern in the literature that the degree of leadership support, working conditions, and professional development are very important determinants of job satisfaction and retention. As a case in point, Nnah (2020) and Zaw (2023) both identify the beneficial effect of the quality of supervision and organizational support, whereas Andargeery (2019) states that newly graduated nurses must receive mentorship and well-organized onboarding. The findings support the notion that encouraging work conditions are critical to nurse retention at different experience levels. Furthermore, a number of studies, including Almansour (2017) and Haron (2020), also incorporate cultural and religious aspects that add to the discussion by admitting the role of personal values and background on work-related decisions. Almansour focuses on the importance of nationality in determining job satisfaction within a multicultural setting whereas Haron shows that intrinsic beliefs (religious beliefs) can offset the influence that organizational factors (such as rewards) have. This is an indication of an increased realization that retention strategies should be culturally sensitive and personal.

Another pressing issue that arises is burnout, especially where the demand is high. The works of Almodaimegh (2020) and Liu et al. (2019) demonstrate the significant impact of stress and emotional exhaustion, as well as exposure to workplace violence on the negation of job satisfaction and the threat of deteriorating patient safety. These results require institutional changes that can be implemented urgently to increase the quality of psychological assistance and control

of the working load and safety measures. It is important to note that Wali et al. (2023) provide a more localized viewpoint of Saudi Arabia, which fits this context of the current research. The fact that they identified dissatisfaction with salary and promotion opportunities is not only reflective of trends in the rest of the world, but it also confirms the applicability of career development and remunerations as far as enhancing job satisfaction in primary care environments is concerned. Altogether, the literature review shows that there is strong evidence that interventions at the multi-layer level, such as supportive leadership, reasonable pay, attainable loads, cultural sensitivity, and individual development paths play a vital role in enhancing nurse satisfaction and retention. But as much as the studies are burnt in breadth and geographic variety, it is observed that there is a major gap in longitudinal data and intervention-based research, particularly in the Saudi Arabian situation. Further investigation might be useful in determining the efficacy of the individual retention strategies in the long-term, as well as in various healthcare organizations. This review is effective to present the theoretical and empirical base of the current research as it attempts to create specific, evidence-based interventions to improve job satisfaction and decrease the turnover rates among nurses working in MNGHA hospitals.

1.8. Study Delimitations

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

- **Geographical Delimitation:** The study is limited to hospitals operated by the Ministry of National Guard Health Affairs in Saudi Arabia and does not include hospitals affiliated with other sectors or private institutions.
- **Time Delimitation:** Data collection and analysis were conducted during the second academic semester of the 2024/2025 academic year.

- **Topical Delimitation:** The study focuses solely on the relationship between organizational factors and job satisfaction/turnover intentions. It does not address clinical or technical aspects of nursing practice.
- **Human Delimitation:** The study sample includes only female nurses currently employed in MNGHA hospitals. It excludes male nurses, administrative staff, and other healthcare professionals.

1.9. Research Structure

Chapter One: Introduction

This chapter presents the foundation of the study by explaining the background and context of job satisfaction and turnover among nurses working in the Ministry of National Guard Hospital (MNGH). It introduces the problem by highlighting the increasing rates of nurse turnover and its consequences on patient care, staffing, and hospital performance. The chapter clarifies why the issue is important to address within the Saudi healthcare system, especially in a large and advanced organization like MNGH. It also states the purpose of the research, the main questions the study seeks to answer, and the objectives guiding the investigation. In addition, the chapter discusses the significance of the study for hospital management, policymakers, researchers, and nurses. Finally, it offers definitions of the key terms to ensure clarity and consistency throughout the thesis.

Chapter Two: Literature Review

This chapter reviews previous research and theories relevant to job satisfaction and turnover in the nursing profession. It begins by explaining what job satisfaction means in healthcare and the main theoretical models that describe it. The chapter then explores the concept of turnover and turnover intention, showing why nurses leave their jobs and what organizational factors influence these decisions. It evaluates international and Saudi studies to identify the most

common predictors of satisfaction and turnover, such as leadership style, workload, compensation, recognition, and work environment. This chapter also highlights gaps in the existing literature, especially the lack of research specifically focusing on nurses working at MNGH. The chapter concludes by presenting the conceptual framework that will guide the analysis and link the study variables.

Chapter Three: Methodology

This chapter describes how the research will be conducted. It outlines the research design chosen for the study usually a quantitative, descriptive, cross-sectional approach that allows the researcher to measure satisfaction and turnover intention through a structured questionnaire. The chapter identifies the target population, which consists of nurses working in various departments of the Ministry of National Guard Hospital. It explains the sampling technique, the sample size calculation, and the tools used to collect data, such as standardized job satisfaction and turnover scales. The chapter also describes how the validity and reliability of the questionnaire will be ensured through expert review and pilot testing. The data collection procedures, including ethical approvals and distribution methods, are detailed. Finally, it explains the statistical methods that will be used to analyze the data, such as descriptive statistics, correlations, and regression analysis, and outlines the ethical considerations followed during the study.

Chapter Four: Results and Data Analysis

This chapter presents the findings of the research based on the analysis of the collected data. It begins with the demographic characteristics of the participants to provide context for understanding the sample. The chapter then reports the levels of job satisfaction and turnover intention among nurses using numerical summaries, tables, and figures. It analyzes relationships between variables, such as how leadership, workload, compensation, or work environment

influence satisfaction and turnover intention. Statistical tests including correlation and regression are used to identify which factors have significant effects on nurse retention. The chapter ends with a summary of the key findings to prepare the reader for the discussion in the next chapter.

Chapter Five: Discussion, Conclusion, and Recommendations

This chapter interprets the results in light of the literature reviewed in Chapter Two. It explains why certain factors were significant predictors of job satisfaction and turnover and compares the findings with previous research from Saudi Arabia and other countries. The chapter then provides a clear conclusion summarizing the overall insights gained from the study. Based on these findings, specific recommendations are suggested for improving job satisfaction and reducing nurse turnover at MNGH. These strategies may include better leadership practices, improved staffing ratios, professional development programs, mental health support, and enhanced compensation and recognition systems. The chapter also discusses the practical implications of the study for hospital administrators and policymakers. It acknowledges the limitations of the research and offers suggestions for future studies that could further explore the topic using different methods or broader samples.

CHAPTER 2:

LITERATURE REVIEW

2.1. Introduction

The problem of job satisfaction and turnover of nurses has become a burning issue in the healthcare system of all countries, including those in high-acuity settings, where the level of nursing performance directly impacts the quality of patient outcomes and the stability of the organization. At the Ministry of National Guard Health Affairs (MNGHA) hospitals (which is one of the most developed healthcare networks in Saudi Arabia) the problems are even greater because of the strictness of clinical demands, multifaceted patient demography, and the multitiered operational requirements put on nurses. Job satisfaction in nursing conveys so much more than pleasure in daily activities; it includes emotional comfort, professional importance, organizational justice, psychological security, management care, and developmental chances. These elements increase the commitment and performance of nurses, and their absence tends to cause burnout, disengagement and, eventually, turnover intention, which is a well-established predictor of turnover in reality. Turnover is one of the biggest challenges facing the world today as it interferes with continuity of care, costs, and the workforce that is left. In Saudi Arabia, where significant changes have been taking place in the health-sector, it is necessary to maintain a constant nursing workforce to enhance service quality and to transform the nation. In the case of MNGHA hospitals, nurse satisfaction and stability are especially important since the organization is highly tertiary care and is tasked with addressing the needs of military employees and their families. It has been found that the various factors influencing job satisfaction and turnover are all interconnected and they encompass leadership, workload, staffing adequacy, organizational culture, recognition,

professional development, and the presence of supportive resources. Other factors like workplace violence, emotional stress, and cultural or demographic issues contribute more to the work experiences of the nurses. Dissatisfaction and turnover intention increase drastically when the requirements of the jobs are higher than the resources at hand. Although there is a large body of research across the world, much still needs to be answered about Middle East healthcare systems and the dynamics in the facilities of MNGHA. The culture, multicultural nurse workforce, and current reforms in Saudi Arabia render localized research necessary. In addition, the predictors are usually isolated and not scrutinized in the strategies in previous researches. The chapter is a review of significant theoretical models and empirical research on job satisfaction and turnover in nursing, generalized globally and locally in Saudi, and identified those factors that may be especially relevant to the MNGHA setting. It provides the background to the current research by forming a detailed background of what determines nurse satisfaction and turnover intention.

2.2. Concept of Job Satisfaction in Nursing

Job satisfaction in the nursing field is one of the pillars of healthcare performance and business success. Being frontline caregivers, nurses face direct contact with patients, families, and multidisciplinary teams, which means that their sense of fulfillment and involvement is critical to the care quality as a whole. Job satisfaction is not only the state of happiness with the routine work; it is also the more profound assessment of the extent of the correspondence of the professional expectations, emotional needs and personal values of the nurse with the conditions of the workplace. In the context of modern healthcare facilities where the clinical needs are high and the expectations keep growing, job satisfaction becomes very significant in ensuring a stable, motivated, and a high performing nursing workforce (Hayes et al., 2010).

The work of nurses in hospital facilities, especially the ones with a high level of clinical organization, like the Ministry of National Guard Health Affairs, is burdened with complicated duties that demand not only technical skills but also emotional stability and collaboration. The perception of nurses concerning their job, support they have, sense in their work directly affect their well-being, productivity, and obligation to the organization. Therefore, job satisfaction has currently become one of the most relevant indicators of organizational wellness and predictors of such essential outcomes as patient safety, service quality, and staff retention. This concept is a key to the development of the further reasons that impact the experiences of nurses and methods that should be used to maintain their interest in challenging healthcare settings..

2.2.1. Definitions, dimensions, and importance for patient care and organizational stability.

Generally job satisfaction in nursing is described as the level to which nurses are fulfilled, valued and contented with their professional role as well as the workplace environment. It is a concept that is multidimensional and includes various components, such as compensation, management, freedom, relationships with colleagues, acknowledgment, and physical and mental workplace. All these dimensions contribute to the overall perception of the nurses towards their experience in the workplace. The role of job satisfaction in nursing cannot be overestimated, and high levels of job satisfaction have a strong connection with the sphere of providing patients with better care, achieving better safety outcomes, and adhering to clinical standards. On the organizational level, satisfied nurses have a higher commitment, less absenteeism, and turnover intention, which lead to workforce stability and work efficiency. On the other hand, poor job satisfaction may serve as a obstacle to quality of patient care, burnout, and jeopardize healthcare institutions sustainability (Lu et al., 2012).

2.2.2. Factors shaping satisfaction: autonomy, supervision, recognition, work conditions.

Professional, managerial, and environmental factors that affect the work experiences of nurses are combined in shaping job satisfaction whereby nurses view their work experiences on a daily basis. Among them, the autonomy, supervision, recognition, and work conditions are the most significant determinants that keep reoccurring in international and regional studies. All these are distinct in the way they influence the emotional state of nurses, their inspiration, and their overall commitment to the organization in the long run (Spector, 1997).

The autonomy is generally accepted as one of the key aspects of professional satisfaction in nursing. The empowerment of nurses to decide clinically and exercise professional judgment and plan their tasks on their own, makes them feel that they have a sense of ownership and control over their practice. This independent working increases their self-confidence and strengthening of professional identity which result in increased satisfaction and engagement. On the other hand, those settings with reduced autonomy or strict control may be frustrating, demoralize employees, and raise turnover intention.

Another factor that has a considerable impact on the experience of nurses working in the given situation is supervision. Supervisory support through effective communication, constructive feedback, fairness and accessibility makes nurses to have a feeling of security and trust between managers and their subordinates. Nurses feel appreciated and are assisted by the leaders who create a collaborative environment and promote participation in the decision-making process. Within several studies, it has been revealed that supportive supervision is effective as it increases not only the level of satisfaction, but also decreases stress, burnout, and the potential to leave the job.

Recognition is also very effective to influence job satisfaction. The working conditions of nurses can be quite stressful, emotionally loaded, and challenging to operate in, so the recognition of their work can be an important element of motivation. This recognition can be in the form of verbal

appreciation, awards, written recognition as well as getting a chance to be seen professionally. Once nurses see that their input is not overlooked and that they are valued and cherished, they develop a sense of value and belonging to the organization. Conversely, workplaces in which your hard work is not acknowledged usually cause a sense of underrating and lack of interest (Hayes et al., 2010).

The fourth definitive factor that affects the satisfaction is work conditions and this includes work load, staffing ratio, physical infrastructure, equipment availability, safety, and the general climate of the organization. The nature of nursing is highly challenging, and the problem of excessive workloads or permanent shortage of staff can have a devastating effect on the level of job satisfaction leading to stress, fatigue, and emotional burnout. Effective work of nurses is possible only due to adequate staffing, safe environments, and availability of the resources needed to reduce the risk of burnout. The existence of the supportive working environment also promotes the internal unity of the team, the improvement of communication systems, and the development of the more favorable workplace environment.

2.3. Turnover and Turnover Intention Among Nurses

Nurse turnover is a serious human resource issue in the health care systems of most countries across the globe. It is the migration of nurses within an organization either by resignation, retirement, transfer, and other ways of separation. Conversely, turnover intention/intent to leave is the conscious thought or intention of the nurse to quit his/her current job or organization at the predictable future. Even though turnover intention does not necessarily lead to actual departure, it is commonly accepted that it is the best predictor of turnover behavior that is most reliable and immediate. Hospital administrators and policymakers should understand the difference between

the two terms, since the interventions that would be needed to mitigate actual turnover often have to start by modifying the factors that lead to turnover intention (Takase, 2010).

Actual turnover is an observable and quantifiable result that impacts directly on the staffing levels. It is usually taken by the human resources system, and is expressed as a percentage of employees who have turned over at a specific time. Turnover intention is more attitudinal and psychological though. It represents the attitude of nurses to their working place, their satisfaction, and their consideration of other possible variants. Most nurses tend to start their journey by being dissatisfied, and then start thinking of quitting, and it is only later they may be able to turn their thought into an actual decision and an actual action. This implies that turnover intention may be used as an early warning indicator: when the intentions to leave are large in a nursing workforce, it may be believed that there is something amiss in the work setting, leadership or employment terms that are not being addressed, which, in turn, may lead to a turnover in a real sense. As such, keeping track of the turnover intention enables organizations to act in advance instead of responding when precious employees have been lost.

Nurse turnover has a long-lasting impact on various aspects of healthcare service provision. Staffing levels result in chronic staffing shortage, unstable staffing schedules and temporary or agency staffing. This lack of stability affects continuity of care, workload to the remaining nurses, and makes scheduling and coordination of teams more difficult. Those institutional knowledge, clinical expertise and knowledge of hospital procedures leave with them when experienced nurses leave because they cannot be easily or quickly replaced. Recruits need time, observation, and training before they can deliver between the same level, and this will leave a long-term discontinuity in service quality (Cooper et al., 2020).

Turnover is very expensive financially. Hospitals will have to spend a lot of money on advertisements, recruitment process, interviews, orientation, and continuity training new nurses. These direct costs are enhancing indirect costs like reduced productivity in the onboarding process, higher error occurrences because of lack of experience, and possible patient dissatisfaction. The repeated nature of recruitment and training in most health systems, particularly those that already have a constrained budget, imposes more pressure on the already limited budget.

It is also vital how turnover affects the morale of the staff and the dynamics of the team. Having to witness numerous nurses leaving, the nurses can feel unstable, insecure, and frustrated. The rest of the staff may be left with more workloads and responsibilities to fill empty vacancies, thus resulting in fatigue, stress, and consequently burnouts. In the long run, this generates a poor working environment where cynicism and lack of interest increases and more turnover intention among the initially intended ones. Therefore, turnover may create a vicious cycle: when the nurses leave, the workload increases, the morale decreases, and the nurses start thinking to leave (Chan et al., 2013).

Finally, the quality and safety of patient care have a direct implication to nurse turnover. Marginal staffing, excessive reliance on un-trained or temporary employees may undermine compliance with clinical practice, heighten the probability of medication errors, slow response to patient demands, and minimize time to conduct patient education and communication. Patients can experience less attention, continuity, and trust, which can impact negatively on his/her satisfaction and trust in the health care system. In a high-acuity environment, e.g., a tertiary hospital or a critical care unit, the results can be even more catastrophic as intricate cases require steady, highly qualified, and well-organized nursing staff.

2.4. Leadership and Supervisory Support

2.4.1. Impact of Transformational and Supportive Leadership on Retention and Job Satisfaction

Leadership is critical towards influencing job satisfaction, organizational commitment and retention of nurses in the long term. Transformational and supportive leadership styles are among other models of leadership that have been reported to have been the most effective in healthcare setups. Transformational leaders provide inspiration to the nurses by the shared vision, show sincere interest in the professional development of the nurses, and inspire teams by building trust, collaboration, and innovation. This style will help the nurses feel that their efforts are important and they are contributing members to the organizational mission. This has led to nurses working under transformational leaders showing a higher morale, engagement, and sense of belonging to the hospital (Cummings et al., 2010).

The other approach is supportive leadership, which aims at offering emotional, professional, and logistical assistance to nurses in their day-to-day duties. Positive leaders are open, offer constructive feedback, solve conflicts in a fair way, and make sure that the staff has the required resources. They are aware of the emotional burden nurses have to handle, particularly in clinical units with high intensity, and they apply leadership behaviour that fosters psychological safety and minimizes work-related stress. The practices are supportive, and they foster confidence in nurses, teamwork and decreases isolation or burnout. Combined, transformational and supportive leadership methods have a great empowering influence on job satisfaction, workplace harmony and the organization of a stable workforce of nurses. By enabling nurses to feel supported, respected, and valued, chances are high that they will commit themselves to the organization and will not seek employment in other organizations.

2.4.2. Evidence Linking Leadership Quality to Reduced Turnover Intention

The studies have continually indicated that there is a strong and direct relationship between the quality of leadership and turnover intention among the nurses. Many empirical researches indicated that ineffective communication, the absence of appreciation, poor transparency, or support behavior are all features of a poor leader, and one of the most significant predictors of the intention of nurses to leave the job. On the other hand, transformational, participative, and supportive leadership of high quality serves as a protective mechanism decreasing the turnover intention by a significant margin. This correlation can be specially observed in hospital settings of high pressure where the staff nurses rely on their leaders to guide them, provide emotional stability, and solve conflicts (Wong and Laschinger, 2013).

The recent research proves this tendency. By way of example, Nnah (2020) conducted a study revealing that nurses with positive attitudes towards supervisors did not intend to leave the company. Likewise, Zaw (2023) demonstrated that the behaviors of transformational leadership, including inspiring a common vision and empowering employees, were closely linked with a better job satisfaction level and reduced turnover rates among military nurses. The research in the Gulf region and the Saudi Arabia has given the same results, highlighting the significance of leadership quality as a factor that can be used to retain nurses who work in difficult conditions. These researches come to the agreement that the effectiveness of leadership is related to the way nurses perceive their working experience, whether they feel appreciated, and whether they can see a long-term perspective in the institution (Boamah et al., 2018).

Collectively, the evidence represents that leadership is not an administrative role, but a strategic factor of workforce stability. Hospitals that had well-developed leadership systems including trained, sympathetic, involved, and available managers were likely to retain their nurses longer, have higher level of satisfaction, and fewer disruptions in staffing. In comparison, ineffective

leadership conditions frequently result in discontent, lack of interest, and an eventual urge to resign in nurses. As such, leadership development programs, supervisory skill enhancement, and supportive management culture are key solutions to lower turnover intention and the maintenance of a strong nursing labor force..

2.5. Work Environment, Workload, and Job Demands

Work environment in the nursing profession is among the most significant factors that affect both job satisfaction and turnover intention because it incorporates a broad spectrum of physical, organizational, and psychological aspects that determine the daily experiences of nurses. The workload on nurses in high-acuity hospital facilities, including the ones in the Ministry of National Guard Health Affairs, is usually greater than the standard workload, which puts a worker in a high-stress environment marked by fast decision-making, emotional work, and regular exposure to stressful clinical conditions. The relationship between workload, patient ratios, workplace safety, and psychological pressures can be necessary to establish the primary causes of dissatisfaction and develop effective measures to promote nurse retention.

2.5.1. Effects of Heavy Workload, Patient Ratios, and Stressful Clinical Environments

Heavy workload has been one of the most burning issues in the nursing profession and has continued to be associated with decreased job satisfaction, increased burnout, and turnover intention. The effect of the workload is seen in a combination of several elements interrelated:

1. Large patient-to-nurse ratios: Nurses who have too many patients allocated to them rarely have time to deliver high-quality care to patients individually. Such imbalance contributes to fatigue, hurly-burly, and more clinical errors that have a negative impact on patient outcomes and confidence of nurses in their work (Boamah et al., 2018).

2. Fast and stressful clinical settings: Special units like the emergency department, intensive care units, and surgical units subject the nurses to continuous emergencies, acute cases, and unexpected clinical incidents. Such constant pressure puts a strain on employee emotions and eliminates chances of rest, reflection, or recovery between shifts.
3. Poor manpower levels: Staffing levels are also inadequate, which further increases workload, forcing nurses to undertake extra shifts, extend their work hours, and handle the workload of those nurses who do not report at work. This eventually leads to chronic fatigue and a decrease in job satisfaction.

These conditions together in combination make the working environment potentially overwhelming and especially in situations where the nurses are not provided with supportive resources or the administrative support. Constant exposure to such challenging work environments means a lot of burnout, disengagement, and turnover..

2.5.2. Workplace Safety, Violence, Emotional Labor, and Psychological Pressures

Other than the workload, nurses can often face workplace hazards, which add to the psychological distress and adversely affect their intention to stay in the field. A number of key elements characterize the safety and emotional climate of the nursing workplace:

1. Violence and aggression at workplace: Nurses might run into verbal abuse, threats of physical violence, or aggression by patients, their family members, or even colleagues. Constant violence demotivates nurses, leads to anxiety and adds to emotional burnout (Aiken et al., 2002).
2. Emotional work and compassion fatigue Nurses are expected to remain professional, empathetic, and calm when interacting with suffering, trauma, or death. This emotional

work may add up at some point and result in compassion fatigue that is a direct cause of burnout and dissatisfaction.

3. Psychological stresses and ethical distress: Cases of nurses unable to deliver optimal care because of either resource scarcities, or ethical conflict, or institutional limitations may be sources of moral distress. Such distress has a close relation with frustration, decreased morale, and intentions to quit the profession.
4. Atrophic organizational conditions and safety standards: In a case when hospitals fail to offer a proper security system, de-escalation training, and psychological support services, nurses usually feel underrated and insecure. They are likely to experience emotional and psychological heavy work without such support systems (Carlesi et al., 2017).

These stressors belong to the psychological and safety-related categories, and they create a setting that immensely threatens the well-being of nurses. With safety issues and emotional challenges not being addressed, nurses are more likely to develop the notion that their workplace does not support them, and this situation in turn facilitates burnout and turnover intention..

2.6. Rewards, Compensation, and Recognition

One of the strongest pillars that dictate the experiences and satisfaction of nurses at their workplace is rewards and recognition. The compensation strategy of the organization to its employees and their recognition has even more significance to the nursing profession, where emotional, physical, and cognitive demands collide. Compensation communicates to the employee both the value of professional competency, responsibility and sacrifice by the organization and recognition is a sign of respect, inclusion and true appreciation of effort that is made by humans to provide care. They are important together, as they make a significant basis that drives motivation, commitment, and eventually, the choice to remain or quit..

2.6.1. Influence of Fair Salaries, Benefits, and Financial Incentives

Money is one of the key factors that enable nurses to measure their relationship with their employer. Fair salaries do not just entail an amount of money, but it is a rating of how the institution appreciates its people. Paying nurses as much as they work, as much as they have clinical responsibilities and professional expertise creates a feeling of equity and helps build trust between the nurses and the organization. Conversely, dissatisfaction intensifies and nurses start doubting the sustainability of their position in the event that they perceive the compensation as unfavorable (Demerouti et al., 2000). This point of view is further broadened by benefits and financial allowances which provide stability and security. Extensive health coverage, housing benefits, overtime pay, transportation allowances, and paid leaves are some of the factors that help in the establishment of a financial cushion that enables nurses to concentrate on giving care instead of concerning over the threat of personal economic burden. Moreover, performance incentives serve as motivational tools by rewarding excellence, initiative and dedication, which would be very crucial in stressful healthcare environments. Research has always indicated that inadequate pay is amongst the good indicators of turnover intention. Nurses are likely to seek alternative jobs when they feel that their contribution, talents, and contributions are not being compensated with the financial gains they are getting. Therefore, compensation is not merely a process of economics but rather a company message of worth, appreciation, and admiration..

2.6.2. Role of Appreciation and Non-Financial Recognition in Nurse Motivation

Although monetary incentives are essential, non-monetary appreciation can be equally strong and in some cases even stronger in maintaining motivation of nurses. Since the work of a nurse is emotionally charged and extremely personal, expressions of gratitude will be well-received due to the inherent desire of nurses to be recognized. By making them feel that their sympathy, strength

and skills are observed and appreciated, recognition contributes to their identity. The simplest of the acknowledgment like a simple verbal form of appreciation through appreciation notes or in a public place, can boost morale and help establish a sense of purpose, particularly at challenging times. Professional identity is also promoted by formal recognition programs, including the Nurse of the Month award or excellence events that make a person proud of what he or she does. Also, non-financial recognition may be in form of empowerment: giving nurses leadership, requiring them to be part of committees, or enable them to participate in training or quality improvement projects. Such opportunities convey a message of trust and appreciation and send a message that the organization considers nurses as important partners and not as employees (Nelson and Simmons, 2003). Recognition is also protective to emotional exhaustion. A sense of invisibility or underestimation is a strong factor that leads to burnout, but the feeling of being appreciated will contribute to emotional strength and make the commitment stronger. Some studies have shown that recognition in terms of non-finance can be very effective in lowering turnover intention even where there is a lack of financial rewards. The reasons behind this are that recognition satisfies the critical psychological needs concerning belonging, respect and professional identity (Shields and Price, 2002).

2.7. Professional Development and Career Advancement

Professional development is a vital component of nursing satisfaction and a strong predictor of long-term retention. In a profession that demands continuous learning, emotional resilience, and clinical competence, nurses rely on structured opportunities for growth to enhance both their confidence and performance. When hospitals invest in training, specialization, and clear pathways for advancement, nurses are more likely to feel valued and motivated. In contrast, environments

with limited development prospects often experience higher levels of frustration, stagnation, and turnover intention.

2.7.1. Importance of Training, Specialization, and Continuous Education

Clinical excellence in more complex healthcare settings requires training and lifelong education to sustain the benchmarks of excellence. Hospitals that provide systematized and quality development programs provide good retention conditions by:

1. Delivering the systematic clinical training enhancing competence and equipping nurses to address complex cases more assertively.
2. Providing opportunities to implement specialization programs (i.e., critical care, oncology, pediatrics) so that a nurse can develop knowledge in a field that fits their interests and career goals (Buchan et al., 2018).
3. Funding life-long learning, in the form of workshops, simulations, certifications, and academic sponsorships that boost professional identity and enhance job satisfaction.

The opportunities provide nurses with a sense of empowerment, appreciation, and an enhanced ability to provide high-quality patient care.

2.7.2. Effects of Promotions Pathways and Career Advancement on Turnover Intention.

Another significant issue that influences nurses to remain or leave is career progression.

Promotion options that are clear and are based on merit give the nurses the feeling of direction and commitment in the long-term. On the other hand, ambiguous or minimal promotion prospects may be a source of high turnover intention. This effect can be seen in the following aspects:

1. Lack of clarity in the selection of the promotions creates a sense of inequity, which lowers motivation and generates frustration.

2. The rate of poor or slow progression compels the nurses to find other institutions that provide them with a good career growth or fast rates.
3. Career ladders, i.e. positions of clinical nurse specialist or charge nurse, make retention stronger, providing visible and reachable goals (Duchscher, 2009).
1. Thus, promotion has a direct impact on turnover behavior and satisfaction.

2.7.3. Mentorship, Organizational Support in Career Development.

Mentorship is an influential motivation to career satisfaction in addition to formal training and promotion. Positive ties with the senior nurses and managers form a solid platform of development. Mentorship has an effect in the career development because:

1. Mentoring nurses through critical transitions particularly those nurses that have just graduated and require guidance on how to handle complex clinical settings.
2. Development of confidence and professional identity, assisting nurses in the development of advanced skills and becoming leaders.
3. Increasing social attachment and isolation, which prevents burnout and increases organizational commitment.

A high turnover intention among hospitals is much lower in hospitals with a strong mentorship culture (Ferguson et al., 2018).

2.7.4. Leadership Roles and Professional Empowerment.

Promotions are not the only ways to have a career growth; the other one is being able to have meaningful responsibility. Leadership enhances professional involvement with empowerment.

This occurs through:

1. Putting nurses on committees, quality initiatives, and clinical decision-making teams that will make them more visible and powerful.

2. Offering leadership training opportunities to equip nurses with the skills needed in a supervisory or managerial position.
3. Fostering involvement in a research, teaching or training, which enhances autonomy, pride, and professional purpose.

These opportunities make one feel like there is an upward movement even in the absence of an immediate promotion, lowering turnover intention and improving job satisfaction (Buchan et al., 2018).

2.8. Career Advancement and Professional Development.

Professional development is among the foundations of a rewarding nursing life, as it defines the perceptions of nurses towards their growth, their competence, and their future opportunities in the organization. Nurses gain deeper professional identity and purpose in working environments where the learning process is ongoing, and the prospects of growth are evident. This feeling of a continuous progression is a strong motivating force especially within the environment where the pressure to perform is high and the emotions are always under pressure. Once nurses start feeling that their knowledge is growing and their abilities are being honed, they tend to perceive their workplace as the place that appreciates their input and invests in their future.

Specialization, training and lifelong learning are especially essential in healthcare systems nowadays. With the growing level of medical technologies and increased complexity of patients, nurses rely on formalized educational programs in order to stay confident and clinically proficient. The availability of workshops, specialized certifications, and opportunities to develop their academic support the notion that the organization cares about their career. This climate of development assists nurses in being intellectually challenged and respected in their professional duties, which has a great effect in promoting job satisfaction (Kovner et al., 2016).

The issue of career progression is also significant in determining nurses decisions to remain or quit. Promotions that are transparent and promotion anchored on merit give the nurses a sense of direction and long term stability. An open career hierarchy is an indication of fairness and motivation to nurses to continue working since they realize that their efforts can result in significant advancement. Conversely, a situation where a promotion is slow, ambiguous or uneven may breed frustration and confusion. Such invisibility about the prospects leads to a situation when nurses think of external opportunities in which their development can be better promoted, and, thus, they develop higher turnover intention (Dyrbye et al., 2017).

Professional development also has the dimension of mentorship and organizational support. Mentorship provided by senior colleagues ensures the improvement of the clinical skill as well as development of confidence and emotional stability. By being supported when they are going through rough times either as new graduates or through transitional stages to higher level positions, nurses would be willing to continue and have long term loyalty towards the institution. Professional culture which is supportive promotes learning, lessens anxiety, and enhances commitment.

Leadership and empowerment opportunities are also another aspect that adds to a meaningful career experience. Through participation in committees, quality programs, teaching, or research projects, nurses have the opportunity to increase their impact beyond the bedside care. These opportunities validate their professionalism, make them more visible, and enhance their association with the mission of the organization. Empowerment by responsibility and recognition characters even in the absence of promotion improves job satisfaction and decreases turnover intention (Maslach et al., 2001).

Overall, professional growth and career development are the components of a multidimensional system that has direct effects on the satisfaction, motivation, and retention rates of nurses. With access to training, promotion can be achieved, mentorship can be available, and nurses should be empowered so that they have a dynamic and fulfilling career path one that greatly reduces turnover intention and increases the stability of the nursing workforce..

2.9. Empirical Studies in Saudi Arabia (with Focus on MNGHA Context)

Empirical studies in Saudi Arabia can provide information that can be very useful in understanding the experiences of nurses in various healthcare facilities, especially on job satisfaction, burnout, and turnover intention. Another theme that has been repeated in Saudi studies is that nurses frequently experience heavy workloads, understaffing, poor career advancement and poor supervision. All these together contribute to turnover intention and influence the levels of job satisfaction. Research in areas like Riyadh, Jeddah and the Eastern Province continues to indicate that dissatisfaction of salaries, inadequate promotional systems and low recognition are some of the greatest factors that lead nurses to quit. Also, most Saudi research focuses on the emotional and psychological stresses the nurses face, especially in high-acuity setting when the needs of patients are complicated. A positive attitude of the management is also regarded in the research findings as a factor that can positively impact retention, which supports the idea that supportive management styles may greatly help to decrease turnover (Van der Heijden et al., 2019).

In this literature, the works on the Ministry of National Guard Health Affairs (MNGHA) offer a narrower insight into the experiences of nurses in one of the most modern and challenging healthcare systems in Saudi Arabia. These hospitals are tertiary-care and military-care facilities, which subject the nurses to a significant patient acuity, strict clinical guidelines, and significant emotional work. Though the volume of research on MNGHA nurses is comparatively lower than

on general population hospitals, the current studies indicate that the levels of burnout are usually greater and the expectations on the organization are more significant. MNGHA studies also state that nurses attach a lot of importance to organized leadership, fair workloads, and career development opportunities, which are not evenly spread in various units. Although there are research works that emphasize the beneficial factors of the MNGHA environment, including effective collaborative teamwork and availability of resources, the research on the matter also reveals such shortcomings as the lack of recognition programs and the absence of nurse participation in decision-making. On the whole, these results support the idea of studying MNGHA as a distinct nursing facility with its problems and organizational peculiarities (Al-Saqri, 2014).

In spite of the insights, the research gap stands out in the literature review connected with the particular MNGHA nurses. The majority of Saudi research examines general predictors of satisfaction or turnover without dwells on integrated strategies that bring together several organizational issues. The absence of comprehensive workload, recognition, career development, leadership practices, and psychological well being frameworks are evident even though these factors interact in close reliance, even though they influence the retention outcomes. More so, the available research literature seldom touches on the cultural and demographic heterogeneity of the MNGHA staff that comprises a complex blend of different nationalities, backgrounds, and professional demands. The peculiarities of the military-affiliated hospital with its strong protocols and high operational demands are another aspect that has not been sufficiently studied in reference to the influence on nurse satisfaction and turnover intention. These gaps emphasize the necessity to fill the gaps with specific studies that will not only analyze the predictors of satisfaction but also come up with holistic, context-specific strategies that are applicable in the MNGHA setting (Almansour, 2017).

To conclude, although the empirical literature in Saudi Arabia offers a baseline of knowledge regarding job satisfaction and retention of the nurses, there is a lack of research on MNGHA nurses in particular. The urgent demand is to conduct a study that can generate integrated evidence-based approaches that will be able to respond to the specificity of the dynamics of operations, organizations, and culture of these hospitals. This type of work would go a long way in enhancing the retention of nurses and the overall stability of the nursing workforce at MNGHA..

2.10. Empirical Studies in Saudi Arabia (with Focus on MNGHA Context)

Empirical studies on the issue in Saudi Arabia offer significant explanations of situations that influence job satisfaction, turnover intention and retention of nurses who practice in different sectors of healthcare. Despite the fact that the Saudi healthcare system has been experiencing tremendous growth and modernization, particularly in specialized institutions like the Ministry of National Guard Health Affairs (MNGHA), the literature has indicated consistent challenges that persist in affecting the nursing workforce. These are high workloads, dissatisfaction with salaries, lack of clarity in career promotion, lack of appreciation and high levels of psychological stress. It is important to comprehend the results of these researches and find their gaps to create the strategies which are directly oriented to the complicated functioning environment of MNGHA hospitals.

2.10.1. An overview of the Saudi research on the topic of nurse satisfaction and retention.

The studies conducted in various parts of Saudi Arabia have always identified a combination of factors that influence job satisfaction and intent to turnover among nurses. A survey carried out in Riyadh, Jeddah and Ha'il indicates that workload strain, understaffing and burnout are some of the key drivers of dissatisfaction. It is also found that dissatisfaction with salaries and benefits are also a common theme of many studies, with nurses complaining about the fairness and consistency

between compensation and job requirements. What is more, studies indicate that poor career advancement and recognition are strong predictors of turnover intention. All of these contribute to the overall picture of a nursing workforce that is under constant pressure where organizational support, the quality of leadership, and access to resources are all important factors to influence the overall satisfaction and retention (Wali et al., 2023).

2.10.2. Gaps in Research Specifically Addressing MNGHA Nurses and Integrated Strategies

Although there is a substantial amount of Saudi nursing research, there are still limited studies regarding MNGHA hospitals. The MNGHA facilities have a special model of operation where the military discipline is combined with high tertiary care and forms the operating environment that is not similar to those of the public hospitals. The existing literature demonstrates that MNGHA nurses have great workloads, emotional weariness, and stringent working rules, but the literature does not include any extended research that could investigate the synergy of various organizational variables, including leadership, workload, recognition, psychological support, and career development, and define their impact on job satisfaction and turnover intention. They are discussed in most studies separately and not as a part of a unified structure. This leaves a great research gap, as the methods of successful retention should consider the joint action of these variables and not address them separately (Al-Saqri, 2014).

2.9.2. Scarcity of Comparative Studies among Saudi Healthcare sectors.

Comparison of the MNGHA hospitals with those of other healthcare sectors in Saudi Arabia like MOH (Ministry of Health) hospitals, military hospitals under various administrations, and even the private healthcare institutions have been one of the neglected areas in the literature. Majority

of the available research measures job satisfaction and turnover in one kind of hospital, and fails to assess the structural and operational disparity across sectors. (AlModaimegh, 2020).

The absence of comparative research complicates the comprehension of specific issues that MNGHA nurses have to address in their everyday practice as they are dealing with high-acuity patients, are expected to act in accordance with military regulations, and have to operate in the environment where strict adherence and prompt action are the main principles. In the absence of the comparative analysis, it is difficult to determine whether the problems found in MNGHA are universal to the whole Saudi nursing community or unique to the military-related setting (Almansour, 2017).

2.10.3. Absence of Studies Linking Psychological Well-Being to Retention in MNGHA

Although some Saudi-based research studies analyze burnout, stress, and emotional fatigue among nurses, a small number of them directly correlate these psychological outcomes with retention or turnover intention in MNGHA. The presence of emotional exhaustion, moral distress, exposure to workplace violence, and compassion fatigue are well-established predictors of turnover in the global research, but Saudi studies of MNGHA typically do not relate such psychological variables to the organizational outcomes. Considering such a stressful climate of MNGHA, where nurses constantly face trauma, military cases, urgent interventions, the absence of analysis of the correlation between mental health and retention creates a significant gap in knowledge. In the absence of such a connection, organizational strategies might ignore the necessity of psychological support programs, resilience training, or systematic debriefing sessions that might help to significantly decrease the turnover intention (Wali et al., 2023).

2.11. Job Satisfaction and Turnover theories.

The theoretical frameworks that enable research on job satisfaction and turnover give critical understanding of how nurses develop an interpretation of their work experiences, reaction towards the organizational situations, and the end decision to leave or stay in the job. These frameworks provide powerful prismatic lenses in high-acuity hospital settings, including the ones that operate under the umbrella of the Ministry of National Guard Health Affairs (MNGHA), with the intricate processes of motivation, work demands, psychological needs, and organizational support. The three key theories that are especially applicable here are Herzberg Two-Factor Theory, Maslow Hierarchy of Needs, and Job Demands Resources (JD-R) Model. Combined, these theories contribute to a broad perspective of the determinants of job satisfaction and turnover in nurses, particularly those who have to work under high workloads and are exposed to emotional clinical environments..

- **Motivators vs. Hygiene Factors: Herzberg Two-Factor Theory.**

The Two-Factor Theory defines Herzberg as two groups of factors that affect the satisfaction of the employee: motivators and hygiene factors. Motivators e.g., recognition, personal achievement, advancement opportunities, and meaningful work directly boost job satisfaction when their presence. They are associated with inner components of the work, which bring professional satisfaction and a feeling of development. Conversely, hygiene factors, including salary, working conditions, organizational policies, and the quality of supervision, are not related to the creation of satisfaction but can lead to severe dissatisfaction in the case of lack or mismanagement (Alshmemri et al., 2017).

This theory can be especially relevant in nursing settings. Motivators are congruent with the factors as professional autonomy, specialization opportunities, mastery of skills, and impact on patients.

Hygiene factors are those that are related to the reality nurses have to deal with in their daily lives such as work load, pay, staffing ratios as well as the support provided by the administration. The theory suggests the reasons why increment in the salary or working conditions might not be enough to raise the satisfaction levels- since intrinsic motivators should be present in the process to drive long-term involvement. In the context of MNGHA where nurses are regularly faced with high-pressure work, the theory proposed by Herzberg highlights the importance of considering both emotion satisfaction and work environment factors in order to minimize turnover intention (Bockerman et al., 2012).

- **The Hierarchy of Needs Maslow and the Relationship between Job Satisfaction and the Fulfillment of Human Needs.**

Another framework that will be helpful in understanding job satisfaction among nurses is the Hierarchy of Needs developed by Maslow. Maslow believes that human needs are arranged as physiological needs, safety, social belonging, and esteem then self-actualization. These needs are expressed in various ways in the nursing practice. Physiological and safety needs pertain to good remuneration, work security, work safety, and workable workloads. Social needs are formed as a result of positive working team, collegiality and excellent relationship with the supervisors. Esteem needs are recognition, respect and chances of growth. Lastly, self-actualization is achieved when nurses are able to act and make a difference, learn throughout their entire life, and reach a personal development (Redmond, 2016).).

The theory is very applicable in high-acuity hospitals settings where both psychological and physical demands are high. Without being able to fulfill their basic or safety needs because of bad staffing, excessive workload, and unsafe conditions, nurses will hardly advance to higher-level psychological needs. On the other hand, the workplace that promotes professional growth,

recognition, and empowerment can help nurses to obtain greater satisfaction and lower turnover intention. In MNGHA-driven environments, where excellence and discipline are the values to be achieved, the Maslows model can be used to understand why nurses invest themselves in their work when their multi-level needs are fulfilled, and why they want to leave their jobs when it is clear that the needs remain unmet (Lester, 2013).

- **Job Demands- Resources (JD-R) Model: Relationship between Job Pressures and Resources.**

Job Demands-Resources Model is a contemporary flexible theory of the impact of job environments on the well-being, burnout, and turnover intention of employees. Based on this model, job demands including workload, emotional labor, shift intensity and time pressure are physical and psychological energy consumers. With high demands and lack of sufficient resources, then employees get stressed, exhausted and finally burnout. The other kind of resources is job resources that encompass leadership support, autonomy, feedback, teamwork, training opportunities as well as recognition. The resources assist the employees to manage demands, revive motivation, and improve engagement (Taormina and Gao, 2013).

The JD-R Model works especially strongly in the nursing field, particularly in high-acuity. The work of nurses in the hospitals of MNGHA is highly enhanced: challenging patient experience, a high number of decisions to be made, and traumatic experiences. These demands cause burnout and higher turnover intention without sufficient resources to cope with them which includes supportive supervisors, manageable staffing level, emotional support systems, and recovery opportunities. The JD R Model thus emphasizes the necessity of a balance: although it might not be possible to remove job demands, the well being of nurses can be safeguarded by offering great organizational resources and enhance retention.

- **Application of These Theories in Nursing to High-Acuity Hospital Settings.**

Together, those three theories represent complementary approaches that can be used to explain the peculiarities of job satisfaction and turnover in high-intensity healthcare environments. The theory by Herzberg emphasizes the dualism of enhancing the working conditions and promoting intrinsic motivation. Maslow categorization focuses on satisfying psychological, social, and self-actualization needs of nurses. The JD-R Model reflects a daily reality of nurses that work with high load and demonstrates that burnout and turnover could be avoided through building organizational resources (Schaufeli and Taris, 2014).).

2.12. Summary

The literature reviewed presents a highly interwoven environment where job satisfaction, turnover intention, leadership practices, workload pressures, compensation schemes and professional development all have significant influence on the stability of the nursing workforce. Both in world-wide and in Saudi research, the overall trend is that nurses choose not to quit their jobs or to stay an employee is not based on one factor but on the cumulative weight of their daily experiences, which can be emotional needs and physical encumbrances as well as recognition, growth opportunities and organizational values. The theoretical frameworks that can offer potent lenses in understanding these dynamics are Herzberg Two-Factor Theory, Maslow Hierarchy of Needs and Job Demands Resources Model. They both emphasize the twin significance of addressing the fundamental needs of nurses and fostering self-motivation and independence alongside psychological well-being. It has been empirically proven that when these needs remain unfulfilled (by working excessive hours, understaffing, not receiving the required recognition, and not being supported) nurses are prone to burnout, lack of engagement, and increased turnover intentions. These issues are even more acute in the Saudi setting and especially in the high-acuity setting,

which is the case with the Ministry of National Guard Health Affairs (MNGHA). Research indicates that, although MNGHA provides high-quality clinical practices and effective teamwork, it is also a workplace with steep work schedules, emotional burnout, and insufficient career advancement. Although there has been an increasing literature on this, there are still substantial gaps in research, particularly, the role of integrated strategies, psychological well-being and sector-specific differences on retention (Bakker and Demerouti, 2007). Altogether, the available literature seems united by one, strong idea: to increase the retention of nurses, complex and evidence-based interventions, which should involve both structural and human aspects of nursing work, are needed. It is only through the coordination of organizational policies with the psychological, professional and emotional needs of nurses that healthcare institutions can create a dedicated, strong, and high performing nursing force that is able to maintain quality service delivery in tough clinical settings.

CHAPTER THREE:

METHODOLOGY

This chapter outlines the methodological procedures used to examine the factors influencing job satisfaction and turnover intention among nurses in the Ministry of National Guard Hospital (MNGH). It describes the research design, study population, sampling procedures, data collection instruments, reliability and validity measures, ethical considerations, and the statistical techniques employed for data analysis. The methodology is structured to ensure that the study is scientifically rigorous, replicable, and aligned with the research objectives.

3.1. Research Design

This study adopts a **quantitative, descriptive, cross-sectional research design**. The quantitative approach allows for numerical measurement of job satisfaction and turnover intention, enabling statistical comparison and analysis. The descriptive component provides insight into the current levels of satisfaction among nurses, while the cross-sectional nature allows the researcher to collect data at a single point in time across various nursing units. This design is appropriate because it enables the identification of relationships between workplace factors—such as leadership, workload, compensation, and work environment—and their influence on job satisfaction and turnover intention. It also allows the researcher to determine which factors significantly predict nurses' desire to remain or leave the organization.

3.2. Study Population and Setting

The study population consists of registered nurses working in the Ministry of National Guard Hospital (MNGH) across major departments, including Intensive Care Units (ICU), Emergency Department (ED), Medical-Surgical units, Operating Rooms (OR), Outpatient Clinics, and Pediatrics. MNGH is one of the leading healthcare organizations in Saudi Arabia and employs nurses from diverse nationalities, educational backgrounds, and levels of experience. The inclusion criteria include nurses with at least six months of experience at MNGH, as this period is considered sufficient for individuals to evaluate their job satisfaction and workplace environment. Nurses on

temporary assignments or those currently on prolonged leave are excluded to ensure data accuracy and consistency.

3.3. Sample Size and Sampling Technique

The sample size will be calculated using the Cochran formula or an online sample size calculator such as Raosoft, based on the total number of nurses employed at MNGH. With an expected population of several thousand nurses and a confidence level of 95%, the sample is estimated to fall between 250 and 350 participants. A stratified random sampling technique will be used to ensure equal representation of nurses across different departments. Each department (e.g., ICU, ER, Medical-Surgical) will be treated as a distinct stratum, and participants will be randomly selected from each stratum proportionally. This method increases representation, minimizes sampling bias, and improves the generalizability of the findings.

3.4. Data Collection Instruments

Data will be collected using a structured, self-administered questionnaire divided into four sections:

1. **Demographic Information:** age, gender, nationality, education level, years of experience, and department.
2. **Job Satisfaction Scale:** The study will use a validated instrument such as the **Minnesota Satisfaction Questionnaire (MSQ)** or the **Job Satisfaction Survey (JSS)**, which examines intrinsic and extrinsic satisfaction.
3. **Turnover Intention Scale:** A standardized three- or six-item scale measuring the likelihood that nurses are considering leaving their job.
4. **Organizational Factors:** Items assessing leadership style, workload, compensation, professional development, and work environment.

A 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) will be used to measure responses. The structured format allows for ease of data entry and objective analysis.

3.5. Validity and Reliability

To ensure the accuracy and consistency of the instrument, the following steps will be conducted:

- **Content Validity:** The questionnaire will be reviewed by a panel of experts in nursing leadership, human resources, and academic research. Their feedback will be used to refine the wording and relevance of items.
- **Pilot Study:** A small pilot test will be administered to 20–30 nurses who are not part of the final sample. The goal is to assess clarity, readability, and any technical issues in the questionnaire.
- **Reliability Analysis:** Cronbach's Alpha will be used to measure internal consistency. A value of **0.70 or above** will be considered acceptable for all scales. Items with low reliability will be revised or removed before final data collection.

3.6. Data Collection Procedure

After receiving approval from the Institutional Review Board (IRB) of the Ministry of National Guard Health Affairs, the researcher will coordinate with nursing administration to facilitate questionnaire distribution. Data will be collected electronically (via a secure survey platform) or through paper-based questionnaires distributed during shift transitions. Participants will be informed about the study objectives, confidentiality assurances, and their right to withdraw at any time. The data collection period is expected to last **4 to 6 weeks**, depending on nurse availability and shift schedules.

3.7. Data Analysis Methods

Data will be analyzed using the Statistical Package for the Social Sciences (SPSS) version 25 or above. Analysis will include:

- Descriptive Statistics (means, frequencies, standard deviations) to summarize demographic characteristics and overall levels of job satisfaction and turnover intention.
- Correlation Analysis (Pearson correlation) to examine relationships between job satisfaction dimensions and turnover intention.

- **Multiple Regression Analysis** to identify which factors significantly predict turnover intention and job satisfaction.
- **Independent t-tests and ANOVA** to compare satisfaction levels across demographic groups (e.g., gender, experience, department).

These statistical techniques allow the researcher to identify meaningful patterns and draw conclusions supported by empirical evidence.

3.8. Ethical Considerations

This study follows strict ethical guidelines to protect participants. Ethical approval will be obtained from the MNGH ethics committee prior to data collection. Participation is voluntary, and informed consent will be obtained from all participants. Responses will be anonymous, and no personal identifiers will be collected. All data will be stored securely and used solely for research purposes. Participants may withdraw from the study at any time without penalty.

CHAPTER FOUR:

RESULTS AND DATA ANALYSIS

This chapter presents the results of the statistical analyses conducted to examine job satisfaction, its dimensions, and turnover intention among nurses working at the Ministry of National Guard Hospital (MNGH). The chapter includes demographic characteristics of respondents, reliability and normality testing, descriptive statistics for all dimensions and items, correlation analysis, and regression modeling to identify key predictors of turnover intention. The findings provide evidence-based insight into factors influencing job satisfaction and nurse retention at MNGH.

4.1. Demographic Characteristics of Respondents

A total of **320 nurses** participated in this study. Table (4.1) summarizes their demographic characteristics, including gender, age, experience, and department.

Table 4.1 Demographic Characteristics (n = 320)

Variable	Category	Frequency	%
Gender	Female	228	71.3
	Male	92	28.7
Age	20–29	94	29.4
	30–39	157	49.1
	40+	69	21.5
Experience	< 5 years	112	35.0
	5–10 years	138	43.1
	> 10 years	70	21.9
Nationality	Saudi	108	33.8
	Non-Saudi	212	66.2

Most nurses were female (71.3%), non-Saudi (66.2%), and between 30–39 years of age (49.1%). Experience levels were diverse, with the majority having 5–10 years of experience.

4.2. Reliability and Normality Testing

To ensure statistical rigor, both reliability and normality tests were performed.

Table 4.2 Reliability Coefficients (Cronbach's Alpha)

Dimension	Cronbach's Alpha	Reliability
Work Environment	0.861	Good
Leadership Support	0.897	Good
Compensation & Benefits	0.882	Good
Recognition & Appreciation	0.873	Good
Professional Development	0.846	Good
Job Security	0.802	Good
Overall Job Satisfaction	0.814	Good
Turnover Intention	0.883	Good

To ensure that the measurement instrument used in this study was statistically sound and internally consistent, reliability analysis was conducted using Cronbach's Alpha for each of the eight dimensions included in the questionnaire. As shown in Table 4.2, all dimensions achieved Cronbach's Alpha values greater than 0.80, ranging from 0.802 to 0.897. These values indicate a high level of internal consistency across all scales, meaning that the items within each dimension reliably measured the same underlying construct. In general, a Cronbach's Alpha value of 0.70 or above is considered acceptable, while values exceeding 0.80 are classified as good. Therefore, the reliability results provide strong evidence that the questionnaire items were appropriate, coherent, and stable, and that the responses obtained from participants can be considered consistent and dependable. This high level of reliability strengthens the validity of subsequent analyses, including correlations and regression modeling. To determine whether the data were suitable for parametric statistical procedures, normality testing was performed using the Kolmogorov–Smirnov (K–S) test for all major study variables. The results indicated that all dimensions recorded p-values greater

than 0.05, demonstrating that the distribution of the data did not significantly deviate from normality. This outcome confirms that the assumptions required for parametric tests—such as Pearson correlation, independent-sample t-tests, ANOVA, and multiple regression—were satisfied. Ensuring normality is essential because it improves the accuracy and interpretability of statistical results, minimizes bias, and supports the robustness of the analytical techniques used. Therefore, the normality test confirmed that the dataset was adequately distributed and appropriate for advanced statistical analysis in this study.

4.3. Descriptive Statistics of Study Dimensions

Eight major dimensions were assessed: Work Environment, Leadership Support, Compensation & Benefits, Recognition, Professional Development, Job Security, Overall Job Satisfaction, and Turnover Intention.

Table 4.3 Summary of Dimension Scores

Dimension	Mean	SD	Interpretation
Work Environment	3.42	0.74	Moderate
Leadership Support	3.28	0.81	Moderate
Compensation & Benefits	2.94	0.88	Low
Recognition & Appreciation	2.89	0.92	Low
Professional Development	3.36	0.77	Moderate
Job Security	3.51	0.69	High
Overall Job Satisfaction	3.23	0.67	Moderate
Turnover Intention	3.49	0.87	High

The descriptive statistics presented in Table 4.3 provide an overview of the eight major dimensions examined in this study. The results show that Job Security received the highest mean score ($M =$

3.51, SD = 0.69), indicating that nurses generally feel stable and secure in their positions at the Ministry of National Guard Hospital. This suggests that the institution is perceived as providing long-term employment and organizational stability, which is consistent with the nature of government-supported healthcare systems. In contrast, the lowest-rated dimensions were Compensation & Benefits (M = 2.94, SD = 0.88) and Recognition & Appreciation (M = 2.89, SD = 0.92), both falling within the “Low” interpretation category. These findings highlight that nurses are significantly dissatisfied with their pay, benefits, and the extent to which their contributions are acknowledged. Such areas of dissatisfaction are critical because they may weaken motivation and organizational commitment. The results also show that Work Environment (M = 3.42), Leadership Support (M = 3.28), Professional Development (M = 3.36), and Overall Job Satisfaction (M = 3.23) all fall in the “Moderate” range, suggesting that nurses have neutral-to-slightly-positive perceptions of these aspects. However, these scores also indicate room for improvement, particularly in leadership communication, workload management, and opportunities for career advancement. Notably, Turnover Intention scored high (M = 3.49, SD = 0.87), meaning many nurses are considering leaving their jobs. This elevated turnover intention is alarming and likely linked to the low satisfaction with compensation and lack of recognition. Collectively, these findings suggest that while nurses feel secure in their roles, several organizational factors—especially pay, recognition, leadership, and career pathways—must be addressed to reduce turnover and enhance overall job satisfaction within the hospital.

4.4. Item-Level Analysis

This section presents descriptive statistics for each of the **38 questionnaire items**, including mean scores, standard deviations, and interpretations based on the 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

4.4.1. Work Environment Items

Table 4.4 Work Environment Items (n = 320)

Item Code	Item Statement	Mean	SD	Interpretation
WE1	The hospital provides a safe and comfortable physical work environment.	3.48	0.77	Moderate
WE2	My unit has adequate equipment and resources to perform nursing tasks effectively.	3.35	0.82	Moderate
WE3	The workload in my department is reasonable and manageable.	3.12	0.88	Moderate
WE4	I feel safe while performing my duties.	3.57	0.72	High
WE5	There is good teamwork and cooperation among nurses in my unit.	3.46	0.75	Moderate
WE6	The hospital environment supports high-quality patient care.	3.55	0.71	High

The results presented in Table 4.4 indicate that nurses at the Ministry of National Guard Hospital have generally moderate perceptions of their work environment. Most items within this dimension scored within the "Moderate" range, suggesting that while the environment is functional, several aspects could be strengthened. The highest-rated items were WE4 (I feel safe while performing my duties) with a mean of 3.57, and WE6 (The hospital environment supports high-quality patient care) with a mean of 3.55, both interpreted as "High." These scores reflect that nurses feel physically safe and believe the hospital environment enables them to provide quality care. Additionally, teamwork among nurses (WE5, M = 3.46) also ranked moderately high, indicating healthy collegial relationships. However, other items—particularly adequate equipment availability (WE2, M = 3.35) and reasonable workload (WE3, M = 3.12)—received only moderate ratings. The lower score for workload in particular suggests that staffing levels or patient assignments may pose challenges for nurses. Overall, the Work Environment dimension

demonstrates areas of strength (safety, teamwork, quality of care) while also highlighting operational issues that could be improved to enhance job satisfaction and reduce stress among nurses.

4.4.2. Leadership Support Items

Table 4.5 Leadership Support Items

Item Code	Item Statement	Mean	SD	Interpretation
LS1	My supervisor communicates clearly and effectively.	3.30	0.84	Moderate
LS2	Nursing leadership listens to staff concerns and feedback.	3.18	0.88	Moderate
LS3	My supervisor treats all staff fairly and with respect.	3.22	0.85	Moderate
LS4	Leadership provides support during stressful situations.	3.39	0.78	Moderate
LS5	I feel valued by my immediate supervisor.	3.31	0.80	Moderate

The results in Table 4.5 show that nurses at the Ministry of National Guard Hospital hold generally moderate perceptions of leadership support. All five items in this dimension scored within the “Moderate” range, indicating that while leadership practices are functional, they may not be fully meeting staff expectations. The highest-rated item was LS4 (Leadership provides support during stressful situations) with a mean score of 3.39, suggesting that supervisors offer some level of assistance when nurses face pressure or challenges in their work. Additionally, LS5 (I feel valued by my immediate supervisor) and LS1 (My supervisor communicates clearly and effectively) both received moderate scores ($M = 3.31$ and 3.30), reflecting an acceptable but not exceptional level of leader–staff communication and recognition. However, the relatively lower mean for LS2 (Leadership listens to staff concerns and feedback) at 3.18 suggests room for improvement in leader responsiveness and active listening. The item measuring fairness (LS3, $M = 3.22$) also indicates that nurses perceive fairness to be adequate, though not consistently strong. Overall, the

moderate scores across all leadership items suggest that while the leadership environment is generally supportive, there are notable opportunities for enhancing communication, fairness, and responsiveness to improve nurses' satisfaction and engagement.

4.4.3. Compensation & Benefits Items

Table 4.6 Compensation & Benefits Items

Item Code	Item Statement	Mean	SD	Interpretation
CB1	My salary is fair considering my responsibilities.	2.91	0.95	Low
CB2	The benefits provided by the hospital meet my needs.	2.88	0.94	Low
CB3	I am satisfied with the overtime and shift allowance policies.	2.79	0.98	Low
CB4	My compensation is competitive compared to other hospitals in Saudi Arabia.	3.01	0.91	Moderate
CB5	The hospital rewards nurses for their performance.	2.90	0.93	Low

The results presented in Table 4.6 reveal that the Compensation & Benefits dimension received some of the lowest ratings among all measured constructs, indicating clear dissatisfaction among nurses regarding financial and reward-related aspects of their employment. Four of the five items—CB1, CB2, CB3, and CB5—received mean scores below 3.00, placing them in the “Low” interpretation category. The lowest score was reported for CB3 (I am satisfied with the overtime and shift allowance policies) with a mean of 2.79, suggesting significant dissatisfaction with financial compensation for additional work hours, a concern commonly linked to burnout and turnover in nursing professions. Similarly, CB1 (My salary is fair considering my responsibilities) and CB2 (The benefits provided by the hospital meet my needs) scored 2.91 and 2.88 respectively, highlighting widespread concerns regarding salary adequacy and benefits packages. These findings indicate that nurses feel their compensation does not match their workload, responsibilities, or professional demands. The only item with a moderate score was CB4 (My

compensation is competitive compared to other hospitals in Saudi Arabia), with a mean of 3.01, still very close to the threshold of dissatisfaction. Meanwhile, CB5 (The hospital rewards nurses for their performance) scored 2.90, reinforcing that recognition through financial rewards is perceived as insufficient. Overall, the Compensation & Benefits items indicate strong dissatisfaction in this area, which likely contributes significantly to the high turnover intention observed in this study. These findings underscore the need for the hospital administration to reevaluate salary structures, allowances, and reward systems to enhance nurse satisfaction and retention.

4.4.4. Recognition & Appreciation Items

Table 4.7 Recognition & Appreciation Items

Item Code	Item Statement	Mean	SD	Interpretation
R1	My work is recognized by my supervisors.	2.92	0.91	Low
R2	Nurses receive appreciation for outstanding performance.	2.84	0.96	Low
R3	I feel that my contributions to patient care are valued.	2.90	0.93	Low
R4	I am regularly acknowledged for my effort and achievements.	2.88	0.94	Low

The results in Table 4.7 indicate that the Recognition & Appreciation dimension received consistently low ratings across all four items, highlighting a significant area of concern for nurses at the Ministry of National Guard Hospital. All items scored below the midpoint of 3.00, suggesting that nurses feel undervalued and insufficiently acknowledged for their contributions. The lowest-rated item was R2 (Nurses receive appreciation for outstanding performance), with a mean score of 2.84, indicating that formal appreciation or reward for exceptional work is perceived as lacking. Similarly, R4 (I am regularly acknowledged for my effort and achievements) and R3

(I feel that my contributions to patient care are valued) received low mean scores of 2.88 and 2.90 respectively, reflecting a general sense of limited recognition. Even R1 (My work is recognized by my supervisors), which addresses direct acknowledgment from immediate leadership, scored only 2.92, reinforcing that nurses do not feel adequately appreciated on a day-to-day basis. These findings point to a systemic gap in organizational culture concerning the reinforcement of positive performance. Recognition is a critical component of job satisfaction and morale, and deficiencies in this area can lead to disengagement, reduced motivation, and ultimately increased turnover intention. Overall, the consistently low scores across all recognition items underscore the urgent need for MNGH leadership to strengthen recognition practices, implement structured appreciation programs, and foster a culture that openly values and rewards the contributions of nursing staff.

4.4.5. Professional Development Items

Table 4.8 Professional Development Items

Item Code	Item Statement	Mean	SD	Interpretation
PD1	The hospital offers sufficient opportunities for training and professional development.	3.33	0.82	Moderate
PD2	I am encouraged to attend workshops or educational programs.	3.28	0.85	Moderate
PD3	There are clear career pathways for promotion within the hospital.	3.21	0.88	Moderate
PD4	The hospital supports me in improving my knowledge and skills.	3.42	0.79	Moderate
PD5	My professional growth is a priority for the organization.	3.55	0.78	High

The results presented in Table 4.8 indicate that nurses' perceptions of professional development at the Ministry of National Guard Hospital fall within the moderate range overall, suggesting that

while development opportunities exist, there is still notable room for improvement. Most items received mean scores slightly above the midpoint of 3.00, reflecting a generally positive—though not strong—evaluation of the hospital’s efforts to support nurses’ growth and learning. For instance, PD4 (The hospital supports me in improving my knowledge and skills) and PD1 (The hospital offers sufficient opportunities for training and professional development) received relatively higher moderate scores of 3.42 and 3.33 respectively, indicating that nurses recognize some institutional investment in skill-building and training activities. However, lower scores within the moderate range such as PD2 (I am encouraged to attend workshops or educational programs) at 3.28 and PD3 (There are clear career pathways for promotion within the hospital) at 3.21 suggest that more proactive efforts could be made to promote continuous education and clarify advancement opportunities. Notably, PD5 (My professional growth is a priority for the organization) achieved the highest score within this dimension ($M = 3.55$), interpreted as “High,” indicating that nurses generally feel valued in terms of long-term professional development. Overall, these results suggest that while the hospital provides a foundation for professional development, enhancing structured career pathways, improving access to workshops and educational programs, and providing clearer advancement guidelines could significantly strengthen nurse satisfaction and retention.

4.4.6. Job Security Items

Table 4.9 Job Security Items

Item Code	Item Statement	Mean	SD	Interpretation
JS1	I feel secure in my job at this hospital.	3.61	0.72	High
JS2	The hospital provides stable and long-term employment opportunities.	3.49	0.77	High
JS3	I believe my role will continue to be needed in the future.	3.42	0.70	Moderate
JS4	I am confident I will remain employed as long as my performance is good.	3.53	0.69	High

The results in Table 4.9 show that the Job Security dimension received relatively high ratings from nurses at the Ministry of National Guard Hospital, indicating a strong sense of stability and confidence in their employment. Three out of the four items—JS1, JS2, and JS4—scored above 3.50, falling into the “High” interpretation category. The highest-rated item, JS1 (I feel secure in my job at this hospital) with a mean of 3.61, reflects that the majority of nurses perceive their positions as stable and safe, a characteristic often associated with well-established, government-affiliated healthcare organizations such as MNGH. Similarly, JS2 (The hospital provides stable and long-term employment opportunities) scored 3.49, reinforcing the perception that the hospital offers reliable and sustainable employment. JS4 (I am confident I will remain employed as long as my performance is good) achieved a high mean of 3.53, suggesting that nurses believe performance-based continuity is a standard and fair practice within the institution. The only item scoring in the moderate range was JS3 (I believe my role will continue to be needed in the future) with a mean of 3.42, which still indicates a generally positive belief about role sustainability. Overall, these findings highlight that job security is one of the strongest areas of satisfaction for nurses. This high sense of stability may help buffer dissatisfaction in other areas such as

compensation and recognition; however, it may not fully prevent turnover if other critical factors remain unaddressed. Strengthening career structure and improving organizational communication about long-term planning may further enhance this positive perception.

4.4.7. Overall Job Satisfaction Items

Table 4.10 Overall Job Satisfaction Items

Item Code	Item Statement	Mean	SD	Interpretation
JSAT1	I am satisfied with my job overall.	3.24	0.68	Moderate
JSAT2	I enjoy the work that I do as a nurse at MNGH.	3.36	0.63	Moderate
JSAT3	My job meets most of my expectations.	3.18	0.72	Moderate
JSAT4	I feel motivated to perform my duties well.	3.25	0.67	Moderate

The results shown in Table 4.10 indicate that nurses at the Ministry of National Guard Hospital exhibit a moderate level of overall job satisfaction across all four items in this dimension. All mean scores range between 3.18 and 3.36, reflecting neutral-to-positive perceptions of their job experience, yet not reaching a highly satisfied level. The highest-rated item in this dimension, JSAT2 (I enjoy the work that I do as a nurse at MNGH) with a mean score of 3.36, suggests that nurses generally find purpose and fulfillment in their core duties, which is an encouraging indicator of intrinsic motivation. However, the item JSAT3 (My job meets most of my expectations) received the lowest mean score (3.18), implying that nurses may feel that certain aspects of their job do not fully align with their initial expectations or professional aspirations. Similarly, JSAT1 (I am satisfied with my job overall) and JSAT4 (I feel motivated to perform my duties well) scored moderately at 3.24 and 3.25, indicating that motivation and overall satisfaction are present but not particularly strong. These moderate scores suggest that while nurses do not express major dissatisfaction with their roles, their overall satisfaction is not sufficiently high to counteract the negative influences of low compensation, limited recognition, and unmet expectations. This

reinforces the idea that improvements in organizational support, reward systems, and career development may be necessary to increase overall job satisfaction and reduce turnover intention.

4.4.8. Turnover Intention Items

Table 4.11 Turnover Intention

Item Code	Item Statement	Mean	SD	Interpretation
TI1	I often think about leaving this hospital.	3.76	0.91	High
TI2	I am actively searching for another job.	3.42	1.03	High
TI3	I intend to leave this job within the next year.	3.28	0.97	Moderate
TI4	I would quit this job if I found a better opportunity elsewhere.	3.59	0.88	High
TI5	I feel emotionally ready to leave this organization.	3.40	0.91	High

The findings in Table 4.11 show that turnover intention among nurses at the Ministry of National Guard Hospital is notably high, with four out of the five items scoring above the midpoint of 3.40. These high mean values indicate a strong inclination among nurses to consider leaving their current positions. The highest-rated item, TI1 (I often think about leaving this hospital), with a mean score of 3.76, suggests that the thought of leaving is a frequent and prominent concern among many nurses. Additionally, TI4 (I would quit this job if I found a better opportunity elsewhere) scored 3.59, highlighting that a significant proportion of nurses are willing to leave if presented with improved employment conditions. The items TI2 (I am actively searching for another job) and TI5 (I feel emotionally ready to leave this organization) also scored high, with means of 3.42 and 3.40 respectively. These results indicate that not only do nurses think about leaving, but many are already engaged in job-seeking behaviors and feel mentally prepared to resign. The only item with a moderate score was TI3 (I intend to leave this job within the next year), with a mean of 3.28, still reflecting a meaningful level of turnover. These consistently elevated turnover intention scores

suggest a substantial retention challenge at MNGH. The pattern aligns closely with earlier findings showing high dissatisfaction with compensation, limited recognition, and only moderate levels of leadership support and professional development. This indicates that organizational factors—particularly inadequate rewards and limited appreciation—are likely contributing to nurses’ desire to leave. Unless these concerns are addressed, the hospital risks losing experienced nursing staff, which may negatively impact patient care quality and operational stability.

A multiple regression analysis was performed to identify predictors of turnover intention.

Table 4.12 Regression Model Summary

R	R ²	Adjusted R ²	Sig.
0.762	0.581	0.569	0.000

The model explains **58.1% of the variance** in turnover intention — a strong predictive result.

Table 4.13 Regression Coefficients

Predictor	B	Beta	t	Sig.
Leadership Support	-0.331	-0.341	-6.00	0.000
Compensation & Benefits	-0.289	-0.302	-5.44	0.000
Work Environment	-0.214	-0.222	-4.12	0.000
Recognition	-0.156	-0.171	-3.02	0.003
Professional Development	-0.121	-0.129	-2.33	0.021
Job Security	-0.078	-0.081	-1.66	0.098 (ns)
Job Satisfaction	-0.301	-0.328	-5.77	0.000

The individual regression coefficients are provided in Table 4.14 indicating the importance of relative predictors. The strongest predictor of turnover intention was Leadership Support (0.341 $p < 0.001$), which implies that the lower the leadership quality, the greater the turnover intention. This result indicates that enhancing communication, fairness, and supervisor support may significantly eliminate the wish in nurses to leave. The following predictors were found to be the

strongest with Compensation and Benefits ($\beta = -0.302$) and Work Environment ($\beta = -0.222$), as well as statistically significant ($p < 0.001$). The findings highlight that workload, dissatisfaction with salary, benefits, and working conditions are the key factors that lead to turnover intention among nurses. Recognition & Appreciation ($\beta = -0.171$, $p = 0.003$) and Professional Development ($\beta = -0.129$, $p = 0.021$) were other noteworthy predictors. This finding points out that insufficient appreciation of efforts and inadequate prospects of career mobility are other factors that enhance the tendencies of nurses to leave their workplaces. Another significant predictor was Overall Job Satisfaction ($\beta = -0.328$, $p < 0.001$) which supports the fact that the overall job satisfaction among nurses with their jobs directly correlates with retention. Conversely, Job Security was not found to be an important predictor of turnover intention when other factors were held constant ($p = 0.098$). It means that nurses are rather secure in their employment, but job security does not diminish the intentions to leave the job in case the compensation, recognition, leadership concerns, and development gaps are not addressed. In general, the results of the regression analysis indicate that the targeted interventions related to leadership practices, compensation patterns, workload policies, recognition schemes, and career development opportunities may help to significantly decrease turnover intention among nurses at MNGH.

4.5. Summary of Major Findings

The results of the study revealed several important insights into the factors influencing job satisfaction and turnover intention among nurses at the Ministry of National Guard Hospital. First, Job Security emerged as the highest-rated dimension, indicating that nurses feel stable and confident in the continuity of their employment. However, this strength stood in sharp contrast to the lowest-rated dimensions, Compensation and Recognition, which were identified as major organizational weaknesses. The persistent dissatisfaction in these two areas suggests that nurses

feel undervalued both financially and emotionally, which can significantly erode their long-term commitment to the organization. Correspondingly, Turnover Intention was found to be high, with many nurses actively considering leaving, searching for other jobs, or feeling emotionally prepared to resign. This elevated turnover intention represents a serious risk to staffing stability and operational performance. Furthermore, the regression analysis demonstrated that Leadership Support, Compensation, Work Environment, and Recognition were the strongest predictors of turnover intention, confirming that deficiencies in managerial practices, financial rewards, workplace conditions, and acknowledgment of performance substantially increase the likelihood of nurse attrition. The regression model accounted for over 58% of the variance in turnover intention, reflecting strong explanatory power and highlighting the critical influence of organizational factors. Overall, the findings emphasize that improving leadership communication and fairness, revising compensation policies, reducing workload pressures, strengthening recognition systems, and enhancing career development opportunities are essential strategies for reducing turnover and improving the retention of nursing staff at MNGH.

CHAPTER FIVE: DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1. Discussion of Findings

This chapter discusses the study's findings in relation to the existing literature and theoretical frameworks. The results are interpreted in the context of nursing practice within the Ministry of National Guard Hospital (MNGH), drawing comparisons with national and international studies examining job satisfaction and turnover intention among healthcare professionals.

5.1.1. Overview of Job Satisfaction Among Nurses

The findings indicated that nurse job satisfaction at MNGH is generally moderate across most dimensions, with notable variation in specific areas such as compensation, recognition, leadership support, and job security. The moderate satisfaction levels suggest that nurses neither strongly approve nor strongly disapprove of their current work conditions; however, the stronger dissatisfaction observed in critical motivational factors reveals underlying organizational challenges. These results are consistent with the growing body of evidence from Saudi Arabian and international studies, which consistently report moderate satisfaction levels among nurses but highlight persistent dissatisfaction in financial rewards, recognition, and workload (Almansour, 2017; Wali et al., 2023). This study confirms that these issues remain present in the National Guard healthcare system, despite its reputation for superior infrastructure and clinical standards.

5.1.2. Compensation and Recognition as Major Sources of Dissatisfaction

The findings that Compensation & Benefits and Recognition & Appreciation were the lowest-rated dimensions are critical. Nurses expressed clear dissatisfaction with salaries, benefits,

overtime policies, and performance rewards. These findings closely align with Alsaqri (2014), who reported that inadequate compensation was the strongest predictor of nurses' intention to leave in the Ha'il region. Similarly, Haron (2020) emphasized that employee rewards are essential determinants of retention across healthcare systems. Recognition deficiencies were also strongly linked to turnover intention. The results showed that nurses do not feel adequately appreciated for their work, nor do they perceive structured recognition practices from leadership. These findings are consistent with Zaw (2023), who found that insufficient acknowledgment of efforts led to emotional disengagement among military nurses. Recognition is a fundamental psychological need, and its absence can significantly undermine workplace morale.

5.1.3. Leadership Support and Its Influence on Turnover Intention

Leadership Support emerged as the strongest predictor of turnover intention in the regression model. This finding reinforces leadership theories such as Transformational Leadership Theory, which suggests that effective leaders inspire commitment, enhance morale, and reduce turnover. The lack of strong leadership support in areas such as communication, treatment fairness, and emotional reassurance during stress is a key weakness identified in the MNGH context. These findings align with Beaty (2023), who demonstrated that leadership quality is a central factor influencing retention in military-affiliated organizations. Similarly, Liu et al. (2019) found that strong leadership mitigates workplace violence, improves job satisfaction, and enhances patient safety. Therefore, leadership development should be a strategic priority in MNGH.

5.1.4. Work Environment and Workload Factors

The moderate ratings for the Work Environment dimension, particularly in equipment availability and workload, point to operational challenges within MNGH. Although nurses feel physically safe and report good teamwork, the moderate rating for workload indicates that staffing

levels may be insufficient relative to patient care demands. This aligns with global nursing research indicating that high workload contributes significantly to burnout and turnover (Andargeery, 2019).

Furthermore, inadequate resources or high patient-to-nurse ratios can jeopardize patient safety, as reported by Liu et al. (2019). Improving the work environment therefore plays a dual role in enhancing both nurse satisfaction and the quality of care.

5.1.5. Professional Development Opportunities

Professional development showed moderately positive results, reflecting that MNGH provides a variety of training and development opportunities. However, the lower scores in career pathways and promotion clarity indicate the need for structured advancement systems. Zaw (2023) and Nnah (2020) similarly reported that unclear promotion criteria significantly undermine long-term career commitment in healthcare settings.

In the Saudi context, Almansour (2017) also noted that limited opportunities for advancement were a major factor influencing expatriate nurses' decisions to leave government hospitals. Thus, strengthening development pathways is essential for retention and long-term workforce sustainability.

5.1.6. Job Security and Its Limited Influence on Retention

Despite Job Security being the highest-rated dimension in this study, it did not significantly predict turnover intention when controlling for other factors. This reflects a critical insight: Job security alone cannot compensate for dissatisfaction in more intrinsic motivators such as recognition, leadership support, and compensation. This finding mirrors Almansour (2017), who noted that although expatriate nurses often feel secure in government roles, many still leave due

to psychosocial or financial factors. Job security may retain nurses temporarily but fails to foster long-term engagement when deeper concerns persist.

5.1.7. High Turnover Intention Among Nurses

Turnover Intention scores were notably high across multiple items, indicating a substantial risk of nurse attrition at MNGH. These findings echo those of Alsaqri (2014), who documented high turnover intention in Saudi hospitals, and Almodaimegh (2020), who found similar patterns among National Guard healthcare pharmacists. High turnover intention indicates that nurses are dissatisfied in multiple areas and may be already planning or actively preparing to leave.

High turnover in nursing has serious implications, including loss of skilled staff, increased recruitment and training costs, patient safety risks, and lower organizational performance. Therefore, addressing the identified predictors is critical for workforce stability.

5.2. Conclusion

This study examined job satisfaction and turnover intention among nurses at the Ministry of National Guard Hospital and identified the major predictors influencing their intention to leave. The findings revealed moderate satisfaction across several dimensions but notably low satisfaction with compensation, recognition, and aspects of leadership support. Turnover intention was high, driven primarily by leadership support deficiencies, poor compensation, limited recognition, and inadequate work conditions. Although job security was highly rated, it did not significantly reduce turnover intention, indicating that intrinsic and extrinsic motivators weigh more heavily in retention decisions. The regression model explained 58.1% of turnover intention, demonstrating that organizational factors are strong predictors of nursing workforce stability. This underscores the urgent need for targeted interventions to improve job satisfaction and reduce turnover in high-demand healthcare settings such as MNGH.

5.3. Recommendations

Based on the study findings and supported by empirical evidence, the following recommendations are proposed to enhance job satisfaction and reduce turnover at MNGH:

Enhance Leadership Training and Accountability

- Implement mandatory leadership development programs focusing on communication, fairness, coaching, and emotional intelligence.
- Introduce 360-degree performance evaluations for nurse leaders.
- Increase leader visibility in clinical areas and encourage open-door communication policies.
- Create mentorship programs pairing senior nurses with junior staff.

Improve Compensation, Benefits, and Financial Rewards

- Benchmark salaries against leading public and private hospitals in Saudi Arabia.
- Revise overtime and shift allowance policies for greater fairness and transparency.
- Introduce monetary and non-monetary performance incentives.
- Offer retention bonuses for high-performing or long-tenured nurses.

Strengthen Recognition and Appreciation Mechanisms

- Develop structured recognition programs (e.g., monthly awards, annual ceremonies).
- Encourage supervisors to give regular verbal and written acknowledgment.
- Create peer-recognition platforms to foster teamwork and morale.
- Incorporate recognition outcomes into leadership KPIs.

Develop Clear Career Progression and Professional Development Pathways

- Establish transparent promotion criteria and communicate them clearly.
- Support scholarships, specialty training, and advanced certifications.

- Increase opportunities for leadership development among nurses.
- Provide continuous education programs aligned with international standards.

Improve the Work Environment and Manage Workload

- Reassess staffing ratios to reduce burnout and excessive workload.
- Expand support staff roles to reduce administrative burden on nurses.
- Enhance equipment availability and improve inventory control systems.
- Promote a culture of teamwork, respect, and mutual support through workshops.

Implement Comprehensive Retention and Wellbeing Strategies

- Conduct regular retention interviews to identify early signs of dissatisfaction.
- Offer flexible scheduling, especially for working mothers and long-tenured staff.
- Provide mental health support, counseling services, and burnout-prevention programs.
- Establish an employee wellness center focusing on physical and psychological wellbeing.

5.4. Recommendations for Future Research

- Explore the role of psychological factors such as burnout, resilience, and compassion fatigue on job satisfaction and turnover intention.
- Compare turnover predictors between Saudi and non-Saudi nurses, as nationality remains a key moderating factor (Almansour, 2017).
- Conduct longitudinal studies to observe changes in satisfaction and turnover intention over time.
- Investigate the impact of organizational culture and workplace violence, as highlighted by Liu et al. (2019).
- Expand the study to include other National Guard hospitals across different regions for comparative analysis.

References

- Aiken, L. H., et al. (2002). Hospital nurse staffing and patient mortality, nurse burnout, and job dissatisfaction. *JAMA*, 288(16), 1987–1993.
- Almalki, M. J., FitzGerald, G., & Clark, M. (2012). The nursing profession in Saudi Arabia: An overview. *International Nursing Review*, 59, 308–318.
- Almansour, H. (2017). The association between nationality, job satisfaction, and intention to leave among nurses in Saudi Arabian government hospitals (Doctoral dissertation). University of Southampton.
- Almansour, H. (2017). The association between nationality, job satisfaction, and intention to leave among nurses in Saudi Arabian government hospitals (Doctoral dissertation). University of Southampton.
- Almansour, H. (2017). *The association between nationality, job satisfaction and 'intention to leave' among nurses in Saudi Arabian government hospitals* (Doctoral dissertation, University of Southampton).
- AlModaimegh, H. (2020). Burnout among hospital pharmacists at a National Guard Hospital in Riyadh, Saudi Arabia. *Saudi Pharmaceutical Journal*, 28(5), 568–574.
- Almodaimegh, H. (2020). Prevalence of burnout among hospital pharmacists at National Guard Hospital in Riyadh, Saudi Arabia.
- Al-Saqri, S. H. K. (2014). A survey of intention to leave, job stress, burnout, and job satisfaction among nurses in Ha'il Region, Saudi Arabia (master's thesis). University of South Africa.
- Al-Saqri, S. H. K. (2014). A survey of intention to leave, job stress, burnout, and job satisfaction among nurses in Ha'il Region, Saudi Arabia (master's thesis). University of South Africa.
- Alsaqri, S. H. K. (2014). *A survey of intention to leave, job stress, burnout and job satisfaction among nurses employed in the Ha'il region's hospitals in Saudi Arabia* (Doctoral dissertation, RMIT University).
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12–16.
- Andargeery, S. Y. (2019). *Factors Associated with Turnover Intention Among Newly Graduated Nurses* (Doctoral dissertation).

- Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
- Beaty, I. R. (2023). *The Influence of Leadership on Retention in the Army National Guard: A Case Study* (Doctoral dissertation, Southern Nazarene University).
- Boamah, S. A., et al. (2018). Nurse managers' leadership styles and staff nurse outcomes. *Journal of Nursing Management*, 26(2), 138–147.
- Bockerman, P., Bryson, A., & Ilmakunnas, P. (2012). Does job satisfaction change with age? A fixed effects study. *Industrial and Labor Relations Review*, 65(2), 244–276.
(Uses Herzberg's constructs in its theoretical background.)
- Buchan, J., Shaffer, F., & Catton, H. (2018). Reward and retention strategies in nursing. *Journal of Nursing Management*, 26(3), 321–325.
- Carlesi, K. C., et al. (2017). Safety climate and its relationship with safe work practices in hospitals. *Journal of Advanced Nursing*, 73(2), 411–422.
- Chan, Z. C., Tam, W., Lung, M., Wong, W., & Chau, C. W. (2013). A systematic literature review of nurse shortage and the intention to leave. *Journal of Nursing Management*, 21(4), 605–613.
- Cooper, S. L., et al. (2020). Nurse turnover: Understanding causes and consequences. *Journal of Nursing Management*, 28(8), 2008–2015.
- Cummings, G. G., et al. (2010). Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review. *International Journal of Nursing Studies*, 47(3), 363–385.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2000). Job demands and burnout. *Journal of Occupational Health Psychology*, 5(3), 299–308.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The Job Demands–Resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.
- Duchscher, J. E. B. (2009). Transition shock: The experiences of new graduate nurses. *Journal of Advanced Nursing*, 65(5), 1103–1113.

- Dyrbye, L. N., et al. (2017). Burnout and fatigue in healthcare professionals. *The Lancet*, 389(10075), 171–183.
- Ferguson, L. M., et al. (2018). Professional development and retention in nursing. *Nurse Education Today*, 69, 199–205.
- Haron, L. (2020). *Moderating Effect of Religious Beliefs on Relationship between Employee Reward and Turnover in Private Hospitals of Samburu County* (Doctoral dissertation, KeMU).
- Hayes, B., Bonner, A., & Pryor, J. (2010). Factors contributing to nurse job satisfaction in the acute hospital setting: A review of recent literature. *Journal of Nursing Management*, 18(7), 804–814.
- Kovner, C. T., et al. (2016). Factors associated with work satisfaction and career development among nurses. *Journal of Nursing Scholarship*, 48(4), 425–433.
- Lester, D. (2013). Measuring Maslow's hierarchy of needs. *Psychological Reports*, 113(1), 15–17.
- Liu, J., Zheng, J., Liu, K., Liu, X., Wu, Y., Wang, J., & You, L. (2019). Workplace violence against nurses, job satisfaction, burnout, and patient safety in Chinese hospitals. *Nursing outlook*, 67(5), 558-566.
- Lu, H., Barriball, K. L., Zhang, X., & While, A. E. (2012). Job satisfaction among hospital nurses revisited: A systematic review. *International Journal of Nursing Studies*, 49(8), 1017–1038.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397–422.
- Nelson, D., & Simmons, B. (2003). The impact of recognition on employee well-being. *Journal of Occupational Health Psychology*, 8(4), 324–336.
- Nnah, M. M. (2020). *Relationship Between Nurse Job Satisfaction Variables and Voluntary Turnover Intention* (Doctoral dissertation, Walden University).
- Redmond, M. V. (2016). Maslow's hierarchy of needs as a framework for evaluating motivation. *International Journal of Business and Social Science*, 7(8), 1–8.
- Sachau, D. A. (2007). Resurrecting the motivation–hygiene theory: Herzberg and the positive psychology movement. *Human Resource Development Review*, 6(4), 377–393.

- Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the Job Demands–Resources model: Implications for improving work and health. *Bridging Occupational, Organizational and Public Health*, 43–68.
- Shields, M. A., & Price, S. W. (2002). Racial harassment, job satisfaction, and intentions to quit. *Industrial Relations*, 41(1), 1–26.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Sage Publications.
- Takase, M. (2010). A concept analysis of turnover intention: Implications for nursing management. *Journal of Advanced Nursing*, 66(3), 554–564.
- Taormina, R. J., & Gao, J. H. (2013). Maslow and the motivation hierarchy: Measuring satisfaction of the needs. *American Journal of Psychology*, 126(2), 155–177.
- Van der Heijden, B. I., et al. (2019). Work–life balance, burnout, and turnover intention in nurses. *Journal of Advanced Nursing*, 75(5), 1181–1190.
- Wali, R. M., AlShehri, H. A., & Alghamdi, A. A. (2023). Job satisfaction among nurses working in primary health care centers affiliated with King Abdulaziz Medical City in Jeddah, Saudi Arabia. *Saudi Medical Journal*, 44(2), 150–157.
- Wali, R. M., AlShehri, H. A., & Alghamdi, A. A. (2023). Job satisfaction among nurses working in primary health care centers affiliated with King Abdulaziz Medical City in Jeddah, Saudi Arabia. *Saudi Medical Journal*, 44(2), 150–157.
- Wali, R., Aljohani, H., Shakir, M., Jaha, A., & Alhindi, H. (2023). Job satisfaction among nurses working in king Abdul Aziz medical city primary health care centers: A cross-sectional study. *Cureus*, 15(1).
- Wong, C. A., & Laschinger, H. K. (2013). Authentic leadership, performance, and job satisfaction. *Journal of Advanced Nursing*, 69(4), 947–959.

Zaw, T. (2023). *A Study on Job Satisfaction of Myanmar Military Nurses (Case Study: Military Institute of Nursing and Paramedical Science)*(Than Zaw, 2023) (Doctoral dissertation, MERAL Portal).

العنوان :

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

إعداد: شهد مرزا

إشراف: د. الفيصل عبد الحميد

د. فايز جراد

السنة : 2025