

The Impact of level of job satisfaction on organizational loyalty among the employees of Governmental Hospitals at Majmaah City in Saudi Arabia

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ABSTRACT

Aim: To explore the impact of level of job satisfaction over the organizational loyalty among the employees of government hospital, governorate of Majmaah.

Methodology: This study has adopted the descriptive and analytical approach in which the satisfaction survey has been conducted among the employees after attaining the informed consent. The sample consisted of 50 employees from the hospital regardless of their job title. The survey items include, demographic features of the participants, job title, statements to assess job satisfaction level, and statements to assess their organizational loyalty.

Results: The collected data was analyzed using SPSS version 1.0.0.1406. It was found that the differences in characteristics such as gender, age, salary and years of experience have displayed no significant relationship over all the study variables ($p > 0.05$). This study has reported that the variables such as job satisfaction, salary satisfaction, growth and development satisfaction, leadership approach and supervision satisfaction, teamwork and social relations satisfaction work environment satisfaction exerts statistically significant differences over organizational loyalty ($p < 0.05$).

Conclusion: This study concludes that the level of job satisfaction exerts a strong impact on the loyalty over the working organization. This study recommends that promoting the level of job satisfaction of the employees can be achieved by choosing the right person, providing the rights and duties upon their joining to the institution, allocation of the appropriate workload, and rejuvenation activities to avoid the sense of boredom at the workplace.

Keywords: Job satisfaction, Health Administration; Public Health; Majmaah; Health Management

INTRODUCTION

Work is an activity that involves physical and mental efforts to achieve the productivity or desired results and it is a main source livelihood. Work provides human the sense of achievement in the life. Work goals will provide a person, self-realization, a sense of autonomy that will help to overreach the goals of the homeland. Whereas unemployed person cannot bring these changes to the country.

It is important that the level of satisfaction should be high for every individual to continue working and to provide all his energy and creativity, so we must know the employees' level of satisfaction with their jobs, their employers and the workplace. When an individual's level of satisfaction is more, he loves his work and the level of productivity increases, that is why the author is very keen in measuring, and to study the relationship between the effect of satisfaction level and loyalty of workers in the organization. This would play a key role in helping the workers as well as organization to achieve the work goals with accuracy, sincerity, dedication and creativity.

Job Satisfaction: Job satisfaction is considered one of the key areas reviewed by the researchers and searched by developers. It has been called a group of feelings, beliefs and passion for each individual about his work. These emotions are an indicator that represents the extent of the individual's desire for the work that he performs, which will in turn reflect in his level of performance and excellence at work.

Many scholars have disagreed upon defining the concepts of job satisfaction because of different work environments and focus areas, as some may see that satisfaction in work means the level of satisfying the desires of individuals as a result of this work, and this satisfaction is achieved mostly through the salaries, work conditions, management nature, work nature, or even approved by others¹.

Clipper et.al. (2006) has defined it as "the sense of perfection and achievement from work". This feeling has no relation with advantages or even motivations, but rather a sense of comfort which emanates from the work itself².

Rabab Abdel-Aal (2008) defined it as "the outcome of positive feelings and attitudes of an individual toward two cycles of communication and interaction (job & organization) faced within the organizational entity as a result of awareness of values with regard to functional or organizational factors"³.

The behavioral school has helped in flourishing the concept of job satisfaction, as it aspires to answer many factors such as feeling about the job, its contentedness, and nature. To understand the satisfaction to the fullest, one must study the areas & nature of job, and measures including work, salary, promotion, working conditions, supervision, and colleagues⁴.

There are many definitions available for the term "job satisfaction" and all those who defined job satisfaction agree on its importance in raising the level of productivity of an individual worker⁵. Some argues that job satisfaction is the general direction of the individual towards his job, and

the reward system in the organization usually affects the individual's level of satisfaction, and the individual is satisfied to varying degrees with different aspects of his work such as: the work itself, wages and promotions, work conditions and conditions and the organization's policies⁶.

Most of the employees perceives the term "job satisfaction" as the degree of satisfaction of needs of an individual. This satisfaction is achieved from multiple elements, including work environment, job/rank that the individual holds, factors that make the individual satisfied about his work, degree of fulfillment of his aspirations and desires, and in proportion to what the individual really expects from his work⁷.

Talaat Ibrahim defines it as "a group of positive emotional feelings that an individual has towards his work or job which will determine the level of satisfaction of an individual" [8]. Habib Al-Sahaf defines it as "an expression of the standpoint that the individual takes towards his work in a way that reflects the individual's image of his work direction and his assessment of one or more of the elements in the work environment" [9]. Ahmed Saqr Ashouret al., believes that the satisfaction with work is the outcome of the various components that an individual imagines to obtain from his work in a more specific form [10]. Abdul-Ghani defines it as "reflection of workers feeling about what they do"¹¹.

Organizational Loyalty: Though the number of researchers in the field of psychology and sociology had given great importance to the concept of "organizational loyalty", it has failed to gain sufficient attention in the field of leadership until the behavioral school was established in 1960. Studies has been carried out before the establishment of behavioral schools had focused only on human relations in organizations. Ever since the start of those schools many studies have originated from foreign countries on organizational loyalty either in its outputs, areas or factors affecting it¹².

The types of loyalties that are existing in general among the individuals are listed as six, which includes, personal loyalty, religious loyalty, national loyalty, job loyalty, customer loyalty, and organizational loyalty¹³.

Many scholars have the same opinion regarding the organizational loyalty that it is based on a basic principle which is a relationship between an employee and his organization. It has a broad influence and also, we have noticed a wide range of variation in their definitions as this term is used in multiple directions¹⁴.

Steers defined it as "The extent of integration of the employee with the organization in which he works" and Allen and Mayer (1990) have stated it as "a psychological state that expresses the relationship between an employee and the organization in which he works"^{15,16}.

Meyer et al have stated three main types of organizational loyalty including: emotional or influential loyalty, moral loyalty, and continuous loyalty. Many of the previous studies and research have stated that there are many benefits of organizational loyalty among workers produced by organizations¹⁷.

Previous studies:

Al-Otaibi and Al-Sawat research (1997): A study titled "Organizational Loyalty of King Abdulaziz University Staff and the affecting factors" aimed at identifying the factors

affecting the level of organizational loyalty among King Abdul Aziz University staff. The study sample consisted of 271 employees of King Abdulaziz University, and the study found that the presence of emotional loyalty in employees are positively correlates with the nature of work, work climate and work rewards. The study further recommends that provision of work tasks to increase employees' incentives and rewards, caring about providing a good working environment, working on the objectives of selection of employees, and conducting studies to increase job satisfaction, would raise the level of organizational loyalty¹⁸.

Mishaan and Al-Anzi research (1999): A study entitled "Job satisfaction of directors and employees in government and private sectors" aimed at identifying the essential differences in job satisfaction variables such as job satisfaction, salaries, opportunities for growth and development, satisfaction with leadership approach and supervision, teamwork and social relations satisfaction, work environment satisfaction, a workplace satisfaction etc., The study was conducted on a sample of 390 employees; {220 males & 170 females, 268 Kuwaitis & 122 non-Kuwaitis, 43 managers, 80 department heads & 268 employees, and 210 governmental sector & 180 private sector}. There were no significant differences found in the variables of job satisfaction across different sets of study population except few variables. There is a significant difference exists with the variables such as satisfaction with the employer, satisfaction with salaries, and satisfaction with colleagues. The level of satisfaction has varied based on their job title/designation as the average satisfaction levels of managers were higher than the department heads and employees. The study recommends that the level of job satisfaction level across the heads of departments can be raised through incentives, promotions and bonuses¹⁹.

Abdulraziq Research (2004): This study entitled "The relationship between organizational loyalty and job satisfaction of social workers in educational and medical fields" was conducted in Egypt. This study aimed at determining organizational loyalty level, job satisfaction and the relationship between them with sub-objectives related to research variables. The research sample consisted of (167) social workers working in the educational and medical fields in Damanhur city. The researcher has used two variables, occupational satisfaction and job loyalty. The study concluded that there was a positive and indicative correlation between loyalty and satisfaction, as there was a statically significant differences existed. Interestingly, there existed a statistical difference between the genders (males and females) as males have displayed greater level of satisfaction and loyalty²⁰.

Alahmady Research (2006): This study entitled "Organizational Job Satisfaction Levels for Workers in Primary Health Care Centers in KSA and the Relationship Between them" was conducted in KSA. This study aimed at determining the levels of satisfaction and loyalty of workers in primary health centers in KSA and the relationship between them, and some job characteristics as well as personality such as gender, academic qualification and experience. The researcher has used the two outcomes, professional satisfaction and organizational loyalty. The study has revealed a direct correlation between

job satisfaction and organizational loyalty, as well as the existence of significant differences between males and females in organizational loyalty and job satisfaction. The males population have shown statistically significant differences in job satisfaction according to their educational level and experience²¹.

Ouidah Research (2008): This study entitled "The Effect of Job Satisfaction on Organizational Loyalty among Workers in Civil Organizations in Gaza Governorate" was conducted in Palestine. The study sample consisted of (306) male and female employees. The results of the study have displayed the existence of a positive correlation between organizational satisfaction and loyalty, and there were no significant differences present in both organizational loyalty and job satisfaction in terms of gender, work, educational level and marital status variables¹⁴.

Almatrifi Research (2011): Adel bin Fahd bin Attia Al-Matrafi conducted a study entitled "Organizational loyalty and relationship with job satisfaction for principals of public education school in the Kingdom of Saudi Arabia". The study has shown that job satisfaction of the principals of public schools (boys' section) have displayed greater degree of satisfaction with relationship with co-workers, moderate degree of satisfaction with nature of work, appreciation, responsibility, and work environment. There was a positive correlation between the study variables and also the existence of a statistically significant differences according to type of school building and the size of the school. The existence of a relationship based on educational qualifications or years of experience among the principals was not proven²².

MATERIALS & METHODOLOGY

This study is aimed to explore the effect of job satisfaction on organizational loyalty in governmental hospitals at Majmaah governorate and also to identify the differences between gender, marital status, number of children, academic qualification, years of experience, workplace, job title, salary, and whether they follow position for civil service or self-employment.

Therefore, the researcher adopted the descriptive and analytical approach, especially since this approach is not merely a way to obtain accurate descriptions of the variables, but rather tends to trace the relationships between the various facts of the phenomena in order to achieve a deeper understanding and reveal the interrelationships between the phenomena and the correlation of the variables with each other or compare them and build relationships between their components. This methodology is more suitable for theoretical studies.

Population and study sample: The study sample was selected from employees of governmental hospitals at Majmaah governorate during 1439/1440 AH using random sampling method. The sample size is 50 [4 administrators, 23 technicians and 22 specialists]

Study Tool: In order to achieve the purpose of the current study, a comprehensive questionnaire was constructed to identify the effect of job satisfaction on organizational loyalty in governmental hospitals at Al Majmaah governorate, and also to study the differences

across the gender, age, salary, years of experience and job position on the level of organizational loyalty in governmental hospitals at Majmaah Governorate.

Data collection ethics: The ethical approval for this study has been obtained from the responsible authorities of Ministry of health in Saudi Arabia (No: 2019-0050E). Also, the collected data must be kept confidential, and data is used for scientific research purposes only. All these instructions were stated in the questionnaire.

Study procedures: Questionnaires were used as the study tool. The tool was a paper questionnaire entitled "The Effect of Job Satisfaction on Organizational Loyalty in Governmental Hospitals at Majmaah Governorate". The identified study areas are job satisfaction and organizational loyalty, to determine the extent of the Effect of job satisfaction on organizational loyalty.

The study population was employees working in governmental hospitals at Majmaah Governorate. The chosen study samples as follows: 50 employees in total i.e., constituted by 5 administrators, 23 technicians, and 22 specialists. The study tool was submitted to arbitrators to ensure its validity, and the researcher made the adjustments requested by the arbitrators to ensure its reliability, stability of its paragraphs, and suitability for the research topic. The paper questionnaire was distributed to workers of governmental hospitals at Majmaah Governorate randomly to choose the sample suitable for the research, after obtaining the respondent's consent to conduct the study on it without infringing on the privacy of the respondent. Descriptive statistical analysis of the distributed questionnaires was conducted to ensure their stability, and several tests were used to get to answers to the research questions, verify validity or error of the research hypotheses, and to write the results in a way that facilitate understanding of reader and to write recommendations via results achieved by the researcher.

RESULTS

The collected data have been analyzed using SPSS version 1.0.0.1406. The calculation of the Pearson correlation coefficient was done to ensure the internal validity of the study's questionnaire. Then, certain descriptive analysis methods were used to describe the sample (Table 1).

There are statistically significant differences between the gender variable and job satisfaction in governmental hospitals at Majmaah Governorate (Table 2).

To verify this hypothesis, Independent samples T-Test was used and to verify a statistically significant relationship between job satisfaction in governmental hospitals at Majmaah Governorate due to the gender variable. There are statistically significant differences of the Effect of job satisfaction on the age salary, and years of experience variables in governmental hospitals at Majmaah Governorate (Table 3).

To verify these hypotheses, ANOVA test was used to ensure that there are statistically significant differences between job satisfactions attributed to age salary, and years of experience variables in governmental hospitals at Majmaah Governorate. There is a statistically significant

effect between job satisfaction and loyalty to organization in govtl hospitals at Majmaah Governorate (Table 4&5).

To verify this hypothesis, simple linear regression test was used to ensure that there are statistically significant differences between job satisfactions loyalty to organization in governmental hospitals at Majmaah Governorate. To verify this hypothesis, One Independent sample T-Test was used to ensure that there is job satisfactions level of workers in govt hospitals at Majmaah Governorate

Table 1: Distribution of the study sample according to the demographic variables of the study

Gender	Male	Female			
	37(74%)	13(26%)			
Marital status	Married	Single			
	41(82%)	9(18%)			
Work place	Majmaah hospital	Hawat Hospital	Sudair	General	
	20(40%)	30(60%)			
My job related to	civil service	Self-employed			
	40(80%)	10(20%)			
Job title	Administration	Specialist	Technician		
	5(10%)	22(44%)	23(46%)		
Age	1-3	26-34	35-42	43-50	50+
	1(2%)	22(44%)	20(40%)	6(12%)	1(2%)
Academic qualification	Secondary school or less	Diploma	Bachelor	Higher Diploma	High studies
	2(4%)	15(30%)	19(38%)	9(18%)	5(10%)
Years of experience	Less than 3 years	4-8	9-15	More than 15 years	
	6(12%)	8(16%)	21(42%)	15(30%)	
No. of sons	None	3-less	4-7	More than 8	
	10(20%)	30(60%)	9(18%)	10(20%)	
Salary	Less than 5000	5001-10000	10001-25000	More than 25000	
	2(4%)	4(8%)	31(62%)	13(26%)	

Table 2: T-test for gender related results

Area	Male		Female	
	(T)	Significance level	(T)	Significance level
Job satisfaction	0.379	0.541	0.379	0.541
Salary satisfaction	0.252	0.618	0.252	0.618
Growth and development satisfaction	0.119	0.731	0.119	0.731
Leadership approach and supervision satisfaction	0.001	0.982	0.001	0.982
Teamwork and social relations satisfaction	0.011	0.918	0.011	0.918
work environment satisfaction	0.223	0.639	0.223	0.639
Total	0.380	0.5410	0.380	0.5410

Table 3: ANOVA test for job satisfaction differences attributed to age, salary, and years of experience variables

Areas	Significance level		
	Age	Salary	Years of Experience
Job satisfaction	0.419	0.408	0.839
Salary satisfaction	0.265	0.573	0.311
Growth and development satisfaction	0.314	0.524	0.845
Leadership approach and supervision satisfaction	0.073	0.380	0.408
Teamwork and social relations satisfaction	0.282	0.849	0.951
work environment satisfaction	0.089	0.707	0.421
Total	0.1210	0.7810	0.828

Table 4: Simple linear regression test for job satisfaction differences on loyalty to organization

Parameter	DF	Total deviations	Sum of squares (SS)	F value	Significance level
Deviation	1	15.572	15.572	30.362	0.00
Remainder	48	12.383	0.2580		
Total	49	27.955	15.83		

Table 5: T-test for results related to job satisfaction level

Areas	Loyalty Level (Significance level)
Job satisfaction	0.000
Salary satisfaction	0.000
Growth and development satisfaction	0.000
Leadership approach and supervision satisfaction	0.000
Team work and social relations satisfaction	0.000
work environment satisfaction	0.000
Approving organization policy	0.000
Caring about the hospital's future	0.000
Belonging to the hospital in the long term	0.000
Total	0.000

DISCUSSION

This study aimed at exploring the impact of job satisfaction on organizational loyalty in Governmental Hospitals at Majmaah Governorate. Collected data were statistically processed using the Statistical Program for Social Sciences (SPSS). Sample distribution is cleared in table 1.

Table 2 shows that the gender differences (Male & female) have exerted no significant differences across the variables such as job satisfaction, salary satisfaction, growth and development satisfaction, leadership approach and supervision satisfaction, teamwork and social relations satisfaction, and work environment satisfaction (The significance level is greater than 0.05). Therefore, the findings have displayed both the gender believes equally that the job satisfaction strongly impacts organizational loyalty.

Table 3 shows that the differences with respect to age, salary and years of experience have exerted no significant differences across the variables such as job satisfaction, salary satisfaction, growth and development satisfaction, leadership approach and supervision satisfaction, teamwork and social relations satisfaction, and work environment satisfaction (The significance level is greater than 0.05). Hence, the study findings clearly state that despite of differences in age, salary, and years of working experience, all believes that job satisfaction strongly influences organizational loyalty

Table 4 & 5 clearly indicates that there is a statistically significant differences exists between job satisfaction and organizational loyalty (The significance level is 0.00 which is lesser than 0.05). Therefore, the level of job satisfaction has the positive correlation with organizational loyalty among the employees of government hospital.

The author has arrived at most important findings from this study is that there are no statistically significant differences in the effect of job satisfaction that attributed to gender, age, salary, and years of experience, and it is one of the most important personal factors that were considered

in this study. According to the findings, there are statistically significant effect of job satisfaction on organizational loyalty in governmental hospitals at Majmaah governorate. It also indicated that the job satisfaction of the workers in these hospitals has a direct relationship with the organizational loyalty i.e., the greater the satisfaction, the greater the loyalty. On the other hand, when it comes to the satisfaction level of an employee in the hospital where study was conducted, has demonstrated a high level of job satisfaction. This proves that that employees of government hospital of Majmaah governate have a high level of job satisfaction. This study recommends that promoting the level of job satisfaction of the employees can be achieved by choosing the right person, providing the rights and duties upon their joining to the institution, allocation of the appropriate workload, and rejuvenation activities to avoid the sense of boredom at the workplace

CONCLUSION

This study concludes that the level of job satisfaction exerts a strong impact on the loyalty over the working organization. The limitations of the study include, firstly, the size of the sample is less. Secondly, only government hospital at Majmaah region have been included for the study. Thirdly, some other important factors such as rewards, promotions, and leisure activities and that affects the job satisfaction was not included in the study. More significant and accurate results can be attained by considering the above-mentioned limitations.

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