A SCIENTIFIC PAPER TITLED: THE RELATIONSHIP BETWEEN JOB BURNOUT AND JOB SATISFACTION AMONG NURSES IN THE GOVERNMENT HEALTH SECTOR IN THE KINGDOM OF SAUDI ARABIA

Bader Falah Ayad Alharbi[1*], Nawal Sayer Thawab Alharbi[2], Zainab Mnawer Almutairi[3], Ahood derdah mater alshammry[4], Fowz Saad Alhawiti[5], Abdullah Saeed Alghamdi[6], Naif hamed Abdullah Alotaibi[7], Mirdas Mohammed Mirdas Alotaibi[8], Saleh Naif Saleh Alharbi[9], Najla Mohammed hadadi[10], Norah ahmad Taher alwani[11], Naif motab Al Harbi, Nursing[12], Fawzia Fawaz Hamdi Al-Haiti[13], Dohaya Fawaz Hamid alhaity[14], Fouaz saleh alzahrani[15], Reem Ahmad Mohammed Altharawi[16], Mohammed Ayed Alotaibi[17], Fatimah Fahid A Aianazi[18],

Abstract

The study aimed to explore the relationship between job burnout and job satisfaction among nurses in the government health sector in the Kingdom of Saudi Arabia. It utilized a descriptive survey method to achieve the study's objectives, encompassing all nurses in the Saudi government health sector as its population. The study sample consisted of 820 nurses from the Saudi government health sector, selected randomly. To accomplish the study's objectives and gather all relevant data, the study employed the job burnout scale and the job satisfaction scale. In light of this, the study found a statistically significant inverse (negative) relationship between overall job burnout and job satisfaction. The results indicated that as job burnout levels among nurses in the Saudi government health sector increase, their levels of job satisfaction decrease. Based on the findings, the study recommends the necessity of 1. Develop and implement stress management and reduction programs tailored specifically for nurses. These programs should include techniques such as mindfulness, meditation, and time management skills to help nurses cope with the high levels of stress associated with their job. Encourage policies that promote a healthy work-life balance. This could include more flexible scheduling options, the availability of part-time positions, and ensuring adequate days off and vacation time.

[1]Nursing Technician, Hail Health Cluster, Ministry of Health, Kingdom of Saudi Arabia. bfalharby@moh.gov.sa

[2]Nursing Technician, Hail Health Cluster, Ministry of Health, Kingdom of Saudi Arabia. nowala@moh.gov.sa

[3]Nursing specialist, Taif Health Cluster, Ministry of Health, Kingdom of Saudi Arabia. zamalmutairi@moh.gov.sa

[4]Nursing Technician, Hail Health Cluster, Ministry of Health, Kingdom of Saudi Arabia. Adalshammry@moh.gov.sa

[5]Nursing Technician, ALhamra PHC in Tabuk, Ministry of Health, Kingdom of Saudi Arabia. fouzs2020@gmail.com

[6]Nursing Specialist, Alhamra PHC in Tabuk, Ministry of Health, Kingdom of Saudi Arabia. Abdallahgh39@gmail.com

[7]Nursing Technician, Forensic Medical Services Center, Ministry of Health, Kingdom of Saudi Arabia. Nalotaibi8@moh.gov.sa

[8]Nursing Technician, Al Rayyan General Hospital, Ministry of Health, Kingdom of Saudi Arabia. mardasa@moh.gov.sa

[9]Nursing technician, Qassim health cluster, Ministry of Health, Kingdom of Saudi Arabia. salharbi180@moh.gov.sa

[10]Nursing, Riyadh heath cluster Three, Ministry of Health, Kingdom of Saudi Arabia. najola1234@gmail.com

[11]Nursing, Almansora pHc, Ministry of Health, Kingdom of Saudi Arabia. naluane@moh.gov.sa

[12]Al-Qassim Oqlet Al-Saqour Hospital, Ministry of Health, Kingdom of Saudi Arabia. naefma@moh.gov.sa

[13]Nursing technician, Hail Health Cluster, Ministry of Health, Kingdom of Saudi Arabia. falhaiti@moh.gov.sa

[14]Nursing technician, Hail health cluster, Ministry of Health, Kingdom of Saudi Arabia. Dalhayti@moh.gov.sa

[15]Nurse, Riyadh First Health Cluster, Ministry of Health, Kingdom of Saudi Arabia. Fawaz.sz72@gmail.com

[16]Nursing Technician, Shared Services Management, Ministry of Health, Kingdom of Saudi Arabia. Raltharawi@moh.gov.sa

[17]Specialist Nursing, Al Zahra Health Center, Ministry of Health, Kingdom of Saudi Arabia. vip3.m7mad@gmail.com

[18]Nurse, Riyadh Second Health Cluster, Ministry of Health, Kingdom of Saudi Arabia. falanazi57@moh.gov.sa

[*]**Corresponding Author:** Bader Falah Ayad Alharbi

[*]Nursing Technician, Hail Health Cluster, Ministry of Health, Kingdom of Saudi Arabia. bfalharby@moh.gov.sa

Introduction:

Nursing is among the challenging and demanding professions, requiring individuals working in this field to be equipped with the necessary psychological skills to efficiently perform their tasks. Nurses are exposed to varying levels of psychological pressures daily, which intensify when the compensation does not align with the effort exerted, ultimately leading to cases of job burnout.

The role of nurses entails numerous tasks, subjecting them to significant psychological pressures as they find themselves in dire need to deal with a large number of patients. Nurses strive to confront and mitigate these pressures to increase their effectiveness and improve the quality of care provided to patients, ensuring their mental balance and good health. job burnout is closely associated with mental health, appearing more prominently among individuals experiencing continuous work pressures.

Job burnout is considered a natural emotional response to continuous pressures encountered in the work environment. Many researchers view job burnout as a psychological disorder, where continuous exposure to pressures gradually depletes the individual's internal energy resources. This ongoing exposure leads to emotional exhaustion, physical fatigue, and cognitive fatigue. Additional dimensions of job burnout include emotional exhaustion, where feelings are drained when nurses' needs and job requirements are not met. This depletion causes severe stress and tension, making nurses feel undervalued. This depletion can lead to personality disintegration and the emergence of negative behaviors among nurses towards their colleagues, such as indifference towards patients and loss of confidence in nurses' opinions towards patients.

Moreover, this depletion also results in a decrease in the level of self-accomplishment, as nurses begin to negatively assess themselves due to loss of enthusiasm and feeling of inefficiency in task performance. All of this leads to a decrease in nurses' job satisfaction.

Research shows that an individual's success in their work is directly related to their satisfaction with the nature of their work, as well as the surrounding environment, benefits, and incentives provided by the workplace. When individuals are satisfied with these factors, it inevitably leads to an increase in their performance level and efficiency in achieving the desired results. Therefore, paying attention to the satisfaction of nurses working in government health sectors is of utmost importance, as it contributes to improving their mental state and increasing their satisfaction, ultimately leading to an increase in the quality and efficiency of healthcare services provided to patients. Therefore, we aim to understand the relationship between job burnout and job satisfaction among nurses in the government healthcare sector in the Kingdom of Saudi Arabia.

Study Problem:

The nursing profession imposes continuous psychological pressures on nurses, which can lead to levels of job burnout, resulting in their loss of interest in their work and responsibilities towards patients. Nurses sometimes experience frustration, pessimism, emotional numbness, lack of motivation, indifference, and neglect, ultimately leading to their inability to innovate and be creative in the field of nursing. Additionally, they experience physical fatigue, feelings of incompetence, disappointment, negative thoughts about work and themselves.

These pressures may also lead to an increase in cases of frequent and unjustified absences, negatively impacting the quality of services they provide to patients. Therefore, nurses' satisfaction with their profession is scrutinized, potentially resulting in dissatisfaction, resentment, and neglect of their duties. The consequences are dire, especially when considering that this concerns the provision of services to patients (Ben Darf, 2020).

Many studies confirm a negative correlational relationship between the level of job satisfaction and emotional exhaustion, emotional numbness, and decreased personal accomplishment, all of which are dimensions of job burnout. Thus, there is a negative relationship between the level of job satisfaction and the phenomenon of job burnout. Furthermore, the level of job satisfaction and job burnout can be predicted through levels of emotional exhaustion and emotional numbness. This means that an increase in emotional exhaustion and emotional numbness can lead to a decrease in job satisfaction and an increase in the likelihood of job burnout, and vice versa. The main question of the study can be summarized as follows:

What is the relationship between job burnout and job satisfaction among nurses in the government health sector in the Kingdom of Saudi Arabia?

Study Questions:

1. What is the level of job burnout among nurses working in the government healthcare sector in the Kingdom of Saudi Arabia?

2. What is the level of job satisfaction among nurses working in the government healthcare sector in the Kingdom of Saudi Arabia?
3. Is there a statistically significant relationship between job burnout and job satisfaction among nurses in the government healthcare sector in the Kingdom of Saudi Arabia?

Study Hypotheses:
– H_1. Nurses working in the government healthcare sector in the Kingdom of Saudi Arabia have a high level of job burnout.
– H_2. Nurses working in the government healthcare sector in the Kingdom of Saudi Arabia have a high level of job satisfaction.

Study Objectives:
– To identify the level of job burnout among nurses working in the government healthcare sector in the Kingdom of Saudi Arabia.
– To identify the level of job satisfaction among nurses working in the government healthcare sector in the Kingdom of Saudi Arabia.
– To identify the relationship between job burnout and job satisfaction among nurses in the government healthcare sector in the Kingdom of Saudi Arabia.

Importance of the Study:
The study holds multiple significances, including theoretical importance, which provides a theoretical framework on the subject of the study, identifying the level of job burnout and job satisfaction among nurses and the relationship between them. It enriches Saudi libraries with a modern topic about healthcare management regarding the study subject. Moreover, the practical importance lies in accessing the nature of the relationship between job burnout and job satisfaction among nurses in the government healthcare sector, and the necessary recommendations to reduce job burnout and increase job satisfaction among nurses. This helps healthcare sector stakeholders and officials to make necessary decisions regarding laws, policies, incentives, material and moral rewards, and everything necessary to increase the mental health of nurses, reduce their job burnout, and consequently increase their job satisfaction, contributing to improving the efficiency and quality of the government healthcare system in the Kingdom of Saudi Arabia.

Study Limitations:
– Geographical Boundaries: The study will be conducted in the Kingdom of Saudi Arabia.

– Time Boundaries: The study will be conducted in the year 2022.
– Human Boundaries: The study will be conducted on a sample of nurses in the government healthcare sector in the Kingdom of Saudi Arabia.
– Subject Boundaries: The study is limited to investigating "the relationship between job burnout and its relation to job satisfaction among nurses in the government healthcare sector in the Kingdom of Saudi Arabia."

Literature Review:
1. Study by (Ben Darf, 2020) titled "The Relationship between job burnout and Job Satisfaction among Nurses: A Field Study in Public Health Institutions in the State of Mostaganem." The study aimed to identify the relationship between job burnout and job satisfaction among nurses. To achieve the study's objectives, the descriptive analytical method was used. The study population consisted of nurses working in public health institutions in the State of Mostaganem, and the study sample consisted of 225 nurses selected randomly. The study used the Maslach job burnout Inventory and a job satisfaction questionnaire. The study concluded several important findings, including the existence of a correlational relationship between job burnout and job satisfaction among nurses working in public health institutions, recommending the establishment of a therapeutic center to care for nurses suffering from severe burnout in public health institutions.
2. Study by (Abdullah et al., 2019) titled "Predicting Job Satisfaction from Some Dimensions of Burnout among Faculty Assistants at the University." The research aims to identify the nature of the relationship between burnout and job satisfaction and to study the possibility of predicting job satisfaction among faculty assistants at the university through their dimensions of burnout. The study used the descriptive analytical method to identify the study objectives. The study sample consisted of 311 faculty assistants, lecturers, and assistant teachers. The study used several tools, including a job satisfaction questionnaire prepared by the researchers and the Maslach Burnout Inventory. In light of the foregoing, the study concluded several important results, including the existence of a statistically significant negative correlational relationship at 0.01 between job satisfaction and burnout among faculty assistants at the university. Also, job satisfaction and its dimensions can be inversely predicted by some dimensions of burnout, namely emotional exhaustion and emotional numbness.

3. (Al-Nuwaysah & Al-Hawari, 2018): "Effectiveness of a counseling program based on meaning therapy to reduce the level of burnout among nurses working in a governmental hospital in light of some demographic variables." The study aimed to identify the reality of burnout among nurses working in a governmental hospital in Jordan, verify the existence of differences in burnout levels according to some variables, and develop a counseling program to reduce nurses' burnout. To achieve the study's objectives, the researchers used a quasi-experimental method, and the study sample consisted of 7 male nurses and 10 female nurses. Maslach Burnout Inventory and Susan Jackson's scales were used as study tools, along with a counseling program developed by the researchers. The study found that nurses generally experience moderate burnout across all dimensions. There were no statistically significant differences attributed to gender in the total score of the burnout scale, while differences were shown in favor of married individuals. Based on the results, the study recommends the necessity of utilizing counseling programs implemented in universities, and that courses in nursing schools should include subjects related to stress management and burnout.

4. Study (Abdi, 2014): titled " job burnout among Nurses and Night Shift Work." The study aimed to identify the relationship between night shift work and job burnout among nurses working night shifts in five hospitals in the city of Casablanca. The study used a descriptive method to achieve its objectives, and the study population consisted of night shift workers in five hospitals in Casablanca. The study sample comprised 320 nurses selected randomly, and the study utilized the Maslach job burnout Inventory (MBI). The study found a significant correlation between night shift work and the occurrence of job burnout among nurses. Nurses working night shifts experience moderate to high levels of job burnout, particularly in emotional exhaustion, depersonalization, and reduced personal accomplishment. Based on the results, the study recommends considering the personal characteristics of nurses to address variations in exposure to job burnout, increasing the number of nurses during night shifts to alleviate workload and psychological pressure.

5. Study (Kirkcaldy, B.D, Martin, T, 2000): titled "Work Stress and Job Satisfaction among Nurses: Individual Differences Study." The study aimed to identify the relationship between work stress and job satisfaction among nurses working in hospitals in Northern Ireland. The study sample consisted of 276 nurses working in major hospitals, and the World Job Satisfaction scale developed by Quinn and Staines (1979) was used. The scale is a five-point Likert scale, and all items are reverse-scored as a study tool. The study found no statistically significant gender differences in work stress, but there was a statistically significant relationship between work stress and nurses with extensive nursing experience, as older nurses experience more work pressure than younger ones. Additionally, there was no relationship between work stress and job satisfaction among nurses. Statistically significant differences were found in job satisfaction scores depending on the workplace, with nurses working in surgical and medical departments reporting the lowest job satisfaction scores. Based on the results, the study recommends the implementation of effective stress management interventions and addressing high absenteeism rates and staff turnover in the nursing profession. Evaluation of such measures is also necessary to improve the health of the nursing workforce.

Methodology of the Study:
This study utilized the descriptive correlational method, which focuses on studying the phenomenon as it exists in reality. It describes the phenomenon accurately and expresses it qualitatively or quantitatively. The descriptive correlational method does not only describe the phenomenon but also goes beyond to identify relationships between variables affecting the phenomenon and predict its occurrence and outcomes. This is achieved by finding the statistical correlations between the study variables, which include the research problem's questions and the study's objective, which is to identify the relationship between job burnout and job satisfaction among nurses in the government healthcare sector in Saudi Arabia. Therefore, the descriptive correlational method is most suitable for the study topic.

Study Population:
The study population consists of all nurses in the government healthcare sector in Saudi Arabia.

Study Sample:
The study sample, defined as a partial group of the population comprising several individuals or elements, is selected to represent the population accurately and honestly. It is chosen based on scientific criteria, either randomly or non-randomly. In this study, the researchers selected a random sample of 1230 nurses in the government healthcare sector in Saudi Arabia.

Study Tools:

To achieve the study's objectives and collect all its data, the researchers used two tools: the job burnout Inventory scale and the Job Satisfaction scale.

Job burnout Inventory Scale:
The Maslach job burnout Inventory consists of 22 items distributed across three dimensions:

emotional exhaustion, depersonalization, and reduced personal accomplishment. Participants respond to the items according to a graded scale (ranging from "never" to "every day"). The scale correction method involves assigning scores ranging from 0 (for "never") to 5 (for "every day").

Levels of job burnout:

Dimension	High Level	Moderate Level	Low Level:
Emotional Exhaustion	30 degrees and above	18-29 degrees	0-17 degrees
Depersonalization	12 degrees and above	6-11 degrees	0-5 degrees
Reduced Personal Accomplishment	0-33 degrees	34-39 degrees	40 degrees and above

Reliability and validity of the overall score of the job burnout scale:
First: Validity of the job burnout Scale:
Researchers estimated the validity of the test using the method of internal consistency (construct

validity) of the test by finding the correlation coefficients of each item of the test with the total score of the test. This procedure resulted in the following results as shown in the following table:

Table (1) Internal Consistency and the extent of the correlation of items with the total score of the job burnout Scale items.

Phrase Number	Correlation Coefficient with the Total Score of job burnout	Phrase Number	Correlation Coefficient with the Total Score of job burnout
1	.184**	12	.241**
2	.322**	13	.598**
3	.549**	14	.363**
4	.391**	15	.501**
5	.621**	16	.544**
6	.421**	17	.457**
7	.483**	18	.550**
8	.173**	19	.483**
9	.204**	20	.355**
10	.357**	21	.520**
11	.606**	22	.510**

**Significance at 0.01 or less.

From Table (1), it is evident that all correlation coefficients between the individual items comprising the job burnout Scale and the total score, as well as the total score with the item deleted, are statistically significant at the 0.01 level of significance. The correlation coefficients ranged between 0.173 and 0.671.

Secondly: Reliability of the job burnout Scale:
To assess the internal consistency reliability of the job burnout Scale test, the researchers utilized Cronbach's alpha coefficient method. The following table illustrates the value of Cronbach's alpha coefficient in assessing the reliability of the overall test:

Table (2) Reliability statistics using Cronbach's alpha coefficient.

Dimension	Phrase Number	Cronbach's Alpha Coefficient
Emotional Exhaustion	9	0.938
Reduced Sense of Accomplishment	8	0.768
Depersonalization	5	0.895
Total Score	22	.0867

From the previous table, it is evident that the coefficient of internal consistency reliability for the job burnout Scale test reached a value of approximately 0.867, indicating a high level of stability for the test, which is statistically significant.

Secondly: Job Satisfaction Scale: (Developed by the researchers)
The patient satisfaction questionnaire consists of 41 items, using a three-choice scale (dissatisfied - slightly satisfied - highly satisfied), all of which are positive statements distributed across six dimensions: (nature of work - working conditions - promotion system - salary and bonuses - relationship with colleagues and supervisors - status and appreciation).
Nurses' scores are categorized based on the relative weight average as follows:

– Scores from 37-61 indicate a low level of job satisfaction.
– Scores from 62-86 indicate a moderate level of job satisfaction.
– Scores from 87-111 indicate a high level of job satisfaction.

Psychometric characteristics of the Job Satisfaction Scale in the current study:
Firstly: Validity of Internal Consistency for the Dimensions of the Job Satisfaction Scale:
To assess internal consistency and the extent of correlation for each item of the scale with the total score of the scale, Pearson correlation coefficient was used to measure the correlation of items with the total score of the scale:

Table (3) shows the extent of correlation of items with the total score of the Job Satisfaction Scale.

Phrase Number	Correlation Coefficient with Total Score of Functional Satisfaction	Phrase Number	Correlation Coefficient with Total Score of Functional Satisfaction	Phrase Number	Correlation Coefficient with Total Score of Functional Satisfaction	Phrase Number	Correlation Coefficient with Total Score of Functional Satisfaction
1	.575**	11	.632**	21	.426**	31	.397**
2	.640**	12	.573**	22	.440**	32	.471**
3	.616**	13	.539**	23	.567**	33	.406**
4	.659**	14	.553**	24	.616**	34	.416**
5	.611**	15	.594**	25	.411**	35	.378**
6	.642**	16	.619**	26	.591**	36	.450**
7	.646**	17	.618**	27	.517**	37	.420**
8	.640**	18	.338**	28	.495**	38	.226**
9	.630**	19	.530**	29	.502**	39	.446**
10	.609**	20	.530**	30	.333**	40	.248**
						41	.337**

**Significance at 0.01 level.

It is observed from Table (3) that all correlation coefficients between the phrases composing the Functional Satisfaction Scale and the total score of the scale are statistically significant, with correlation coefficient values with the total score ranging between (0.226) and (0.659).

Secondly: Reliability of Phrase Validity with Total Score of Functional Satisfaction Scale:
The researchers applied the scale to the study sample to calculate both reliability and validity to ensure the tool's suitability for field application. To verify the reliability of the phrases of the Functional Satisfaction Scale, the researchers used Cronbach's alpha coefficient to estimate the internal consistency reliability of the scale. The use of this coefficient yielded the results shown in the following table:

Table (4) Cronbach's Alpha Coefficient for the Functional Satisfaction Test.

Dimension	Phrase Number	Cronbach's Alpha Coefficient
Nature of Work	9	0.891
Working Conditions	7	0.702
Promotion System	6	0.689
Salary and Benefits	6	0.784

Relationship with Colleagues and Supervisors	7	0.881
Status and Appreciation	6	0.870
Total Score	41	0.874

From the previous table, it is evident that the internal consistency reliability coefficient for the Functional Satisfaction Test was approximately (0.874), indicating a high level of test stability and thus its suitability for application.

Study Procedures:

In this study, the researchers followed these steps: They collected literature and previous research conducted in both the Arab and foreign communities, addressing research variables theoretically and potential relationships between these variables, deduced from the results of a sample of previous relevant research.

- Based on the plan, research hypotheses were formulated.
- The study measures were applied to the study sample of healthcare professionals in the government healthcare sector in Riyadh.
- A random sample was selected from healthcare professionals in the government healthcare sector in Riyadh.
- Job burnout.
- Job Satisfaction.

This was done to ensure the suitability of these measures for application and implementation on individuals in the current study sample of healthcare professionals in the government healthcare sector in Riyadh.

The tools were administered, corrected, and scores were recorded using the statistical program (SPSS) to statistically analyze the study data using both descriptive and inferential statistical methods.

Statistical Methods Used:

We utilized the services of the Measurement and Evaluation Department at Naif Arab University for Security Sciences to statistically process the data using the Statistical Package for the Social Sciences (SPSS). Then, we calculated both the Pearson correlation coefficient between the item score and the total score of the dimension to determine the structural validity and internal consistency reliability of the study tool, and the Cronbach's alpha coefficient to determine the alpha stability coefficient for the study tool. The statistical processing included the following methods: Frequencies and percentages to describe the characteristics of the study sample.

Presentation and Analysis of Study Data and Discussion of Results:

This chapter includes presenting the results derived from the statistical methods used in processing the data obtained from the study sample responses. It also describes the statistical processes used to extract and analyze the study results, aiming to test the study hypotheses' validity, interpret the results, and discuss them in light of the theoretical framework and previous studies related to the study topic.

Firstly: Results Related to Study Questions:

Table (5) shows the results of the preliminary data.

		Frequency	Percentage
Gender	Female	430	%52
	Male	390	%48
Educational Level	Diploma	270	%33
	Bachelor's Degree	402	%49
	Postgraduate (Doctorate - Master's)	148	%18
Years of Experience	1-5 years	140	%17
	6-10 years	188	%23
	11-15 years	402	%49
	16-25 years	90	%11

From the results shown in Table (7), it is evident that (52%) of the total study sample were females, while (45%) of the total study sample were nurses, followed by (49%) whose educational level was a bachelor's degree. Finally, it was revealed that (49%) had 11-15 years of experience.

Results Related to Study Questions:

Answering the main question: What is the relationship between job burnout and job satisfaction among healthcare professionals in the government healthcare sector in Riyadh?

To answer the question, the moderation of the study variables (job burnout and job satisfaction) was examined using the Kolmogorov-Smirnov test to test the hypothesis:

- Null Hypothesis: The data does not follow a normal distribution.
- Alternative Hypothesis: The data follows a normal distribution.

Table (6) presents the results of the Kolmogorov-Smirnov test to clarify the moderation of the data distribution.

	Kolmogorov-Smirnova		
	Statistics	**Degrees of Freedom**	**Statistical Significance**
Total Score -Job Burnout	0.047	205	0.028
Total Score - Job Satisfaction	0.053	205	0.007

** Significant at the (0.05) level

From the above table, it is evident that the Kolmogorov-Smirnov test values were significant at a significance level of 0.05 for both the Job job burnout and job satisfaction test distributions. This indicates the impossibility of using parametric statistical methods in analyzing these variables from a statistical perspective.

Table (7) presents the results of the Spearman correlation coefficient for the relationship between job burnout and job satisfaction.

		Total Score of Job Satisfaction
Total Score of Emotional Exhaustion	Correlation Coefficient	0.546**-
	Significance Level	0.001
Total Score of Depersonalization	Correlation Coefficient	-**0.680
	Significance Level	0.00
Total Score of Personal Accomplishment	Correlation Coefficient	**0.362
	Significance Level	0.00
Total Score of job burnout	Correlation Coefficient	**-0.498
	Significance Level	0.000

The results shown in the table above indicate a statistically significant negative relationship between the total score of job burnout and the total score of job satisfaction. It is evident from the results that as the levels of job burnout increase among healthcare professionals in the governmental healthcare sector in Riyadh, their levels of job satisfaction decrease.

Results for Research Question 1: What is the level of job burnout among healthcare professionals in the governmental healthcare sector in Riyadh?

To determine the level of job burnout among healthcare professionals in the governmental healthcare sector in Riyadh, frequencies and percentages were calculated for the responses of the study sample. The results are presented in the following table:

Table (8) illustrates the levels of job burnout.

Levels of job burnout	Theoretical Mean	Mean	Standard Deviation
Emotional Exhaustion	22.5	31.54	4.27
Reduced Sense of Accomplishment	20	14.65	3.85
Depersonalization	12	14.85	5.62

The previous table indicates that the arithmetic mean for the Emotional Exhaustion dimension on the job burnout scale was 31.54, which is considered high compared to the scale criterion (high level from 30 degrees and above). Similarly, the arithmetic mean for the Depersonalization dimension was 14.65, which is considered high compared to the scale criterion (high level from 12

degrees and above). As for the Personal Accomplishment dimension, the arithmetic mean was 14.85, which is also considered high compared to the scale criterion (high level from 0-30 degrees). These results suggest that the levels of healthcare professionals in the government healthcare sector in Riyadh were high.

Results for the second question: What is the level of job satisfaction among healthcare professionals in the government healthcare sector in Riyadh?

To determine the level of job satisfaction among healthcare professionals in the government healthcare sector in Riyadh, frequencies and percentages were calculated for the responses of the study sample. The results are as shown in the following table:

Table No. (9) shows the descriptive statistics for the job satisfaction scale.

Dimensions	Theoretical Mean	Mean	Standard Deviation
	22.5	7.25	1.58
Nature of Work	17.5	9.85	2.01
Working Conditions	15	7.01	2.51
Promotion System	15	11.12	3.10
Salary and Benefits	17.5	6.52	3.99
Relationships with Colleagues and Supervisors	15	7.98	4.20
Status and Appreciation	102.5	49.68	9.85

The results from the above table (Table 12) indicate an inverse (negative) statistically significant relationship between the total score of job burnout and the total score of job satisfaction. It is evident from the results that as the levels of job burnout increase among healthcare professionals in the government healthcare sector in Riyadh, their levels of job satisfaction decrease.

Study Results
Results related to the study's questions:
Answer to the main question: What is the relationship between burnout and job satisfaction among nurses in the government health sector in Saudi Arabia?

There is a statistically significant inverse (negative) relationship between the total burnout score and the total job satisfaction score. The results show that as the levels of burnout among nurses in the government health sector in Saudi Arabia increase, their levels of job satisfaction decrease.

Results of the first question: What is the level of burnout among nurses in the government health sector in Saudi Arabia?

The average score for emotional exhaustion on the burnout scale was estimated to be 31.54, which is considered high compared to the scale's standard for this dimension (a high level is 30 points or above). It was also found that the average score for

reduced personal accomplishment was 14.65, which is considered high compared to the dimension's standard (a high level is 12 points or above). Regarding the dimension of depersonalization, the average score was 14.85, which is considered high compared to the standard of the scale (a high level is 0-30 points).

Results of the second question: What is the level of job satisfaction among nurses in the government health sector in Saudi Arabia?

The average score of the study sample on the job satisfaction scale, when compared with hypothetical or theoretical averages, shows that the levels of job satisfaction were low. This result indicates that the levels of job satisfaction were found to be low.

Recommendations:
Based on the study's results, the researchers have come up with a series of recommendations as follows:

1. Develop and implement stress management and reduction programs tailored specifically for nurses. These programs should include techniques such as mindfulness, meditation, and time management skills to help nurses cope with the high levels of stress associated with their job.

2. Encourage policies that promote a healthy work-life balance. This could include more flexible scheduling options, the availability of part-time positions, and ensuring adequate days off and vacation time.

3. Offer continuous professional development opportunities for nurses to enhance their skills and competencies. This can lead to increased personal accomplishment and satisfaction with their role.

4. Establish stronger support systems within the workplace, including mentorship programs, peer support groups, and accessible mental health resources. Creating a supportive work environment can help reduce feelings of depersonalization and isolation.

5. Assess and adjust nurse-to-patient ratios to ensure they are at safe and manageable levels. Overwork and high patient loads are significant contributors to burnout, and optimizing staffing levels can alleviate this.

6. Regularly assess nurses' job satisfaction to identify areas of improvement and respond promptly to issues as they arise. This approach ensures that interventions remain relevant and effective over time.

7. Implement recognition programs to celebrate the achievements and hard work of nursing staff. Recognizing and valuing the contributions of nurses can significantly enhance their job satisfaction and reduce feelings of burnout.

8. Enhance communication channels between nursing staff and management. Open and effective communication can help in addressing concerns promptly, improving organizational culture, and increasing job satisfaction.

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