

Factors Associated between Leadership and Job Security among Nurses Working in health sector in Saudi Arabia: literature review 2024

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Abstract

Background: The nursing workforce represents a critical component of the healthcare system in Saudi Arabia, which is facing significant challenges related to retention and job satisfaction. High turnover rates among nurses not only compromise patient care quality but also place additional strain on the healthcare system. Working in hospitals usually entails extraordinary psychological and emotional stress in which the nursing staffs have numerous relationships with others, particularly the nursing managers. The increase in work-related stressors and job strain can affect nurses' job security. Key factors influencing these included income level, nationality, work-life balance, and opportunities for professional development. Notably, a significant inverse relationship was observed between job satisfaction and the intention to leave, highlighting the importance of addressing these factors to enhance retention. **The aim** of this literature review was to investigate the factors associated job security among nurses and leadership styles in health sector in Saudi Arabia 2024. **Methods:** A comprehensive literature review was conducted, examining peer-reviewed articles, official reports, and relevant studies up to December 2024. The review focused on empirical research that specifically addressed the factors influencing the associated job security among nurses and leadership styles in health sector in Saudi Arabia 2024. **Results:** This systematic review provides a detailed summary of the up-to-date studies on the Factors Associated between Leadership and Job Security among Nurses Working in health sector through 6 cross-sectional studies published between 2020 and 2024 , The results of this review showed significant differences between pay, years of experience,

nationality, marital status, and nurses' job satisfaction. **Conclusion:** This review reveals the complex interplay of factors influencing the associated job security among nurses and leadership styles in health sector in Saudi Arabia emphasizing the roles of job satisfaction, work environment, professional development, and demographic characteristics. It calls for targeted interventions to enhance job satisfaction and retention among nurses, highlighting the importance of a supportive work environment and opportunities for career advancement.

Key Words: Factors, Associated, Leadership, Job Security, Nurses, health sector, Saudi Arabia:

Introduction:

Background:

Undoubtedly, the largest workforce in the healthcare system is nurses, with an estimated 19.3 million nurses out of a total of 43.5 million health workers worldwide (1). Thus, the quality of hospital services, nursing care and patient care cannot be improved without the contribution of this workforce (2). Nursing intention to factors associated between Leadership and Job Security among Nurses Working in health sector in Saudi Arabia have been identified as one of the greatest threats regarding both the quality of healthcare and patient safety in the health-care sector worldwide (3). Nursing is an important profession in the Kingdom of Saudi Arabia. Nurses comprise more than 80% of individuals providing health care services, which will increase by 2030 as different infections emerge (4).

Saudi Arabia has confronted a nursing deficiency and difficulties in the nursing workplace.(5) Nursing has advanced since the advancement of the Vision 2030 program, which adds to critical enhancements in the space of the medical services conveyance framework, nursing, schooling, business, correspondence, innovation, and science.(6) The interest in nursing in Saudi Arabia is estimated to increase twofold in the next decade (7).

A leadership style refers to a leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people. Great leaders can inspire political movements and social change (8). They can also motivate others to perform, create and innovate. Job satisfaction, on the other hand, is an attitude that employees have about their work and is based on numerous factors, both intrinsic and extrinsic to the individual. (9)

It is important from the perspective of maintaining and retaining the appropriate employees within the organization; it is about fitting the right person to the right job in the right culture and keeping them satisfied (10). The increase in demand for nursing care and the consequent shortage of nurses nationally in Saudi Arabia and worldwide is an alarm. The high level of nurses' job security can overcome this national and worldwide nursing shortage.(11)

Leadership styles are important factors that affect job satisfaction and job security. Ineffective leadership styles can cause negative consequences like job insecurity. (12) Job insecurity creates challenges every day at work and in therapeutic relationships because an employee is incompetent to provide a high quality of care. Enriched working environments and professional development impact not only their comfort and quality of life, but also their performance and, by allowance, the running of the healthcare system (13). Employee job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. (14) Methodologically, we can define job satisfaction as an employee's affective reaction to a job, based on a comparison between actual outcomes and desired outcomes (15). Job satisfaction is generally recognized as a multifaceted

construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers.(16)

Definition of Research Keywords:

- **Leadership styles:** are defined as a planned method through which the leader powers a cluster of individuals; it also refers to the leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people (17).
- **Job security:** is defined as the reassurance of a worker's job permanence as a result of the financial circumstances in the country. It concerns the opportunity or likelihood of workers keeping their jobs. (18) It is perceived that workers are free from the horror of being terminated from their current occupation or job loss. Job security is a worker's declaration or sureness that they will keep their present job for a longer period as they so hope. It is the assurance from a company or institution that their employees will remain with them for an evenhanded period, rather than being wrongfully terminated (19).
- **Job insecurity:** Meanwhile, the idea of job insecurity has been announced and numerous definitions of it have been delivered. One of the more commonly cited definitions is that job insecurity is the apparent risk of job loss and the uncertainties related to that risk. (20) An inclusive summation of definitions recommends that certain of them define job insecurity as multi-dimensional, discriminating between qualitative fears about the persistence or loss of the job itself and qualitative fears about the sustained presence of respected job structures (21).

Method

Aim of the study:

To investigate the factors associated job security among nurses and leadership styles in health sector in Saudi Arabia 2024.

Study design:

Systematic reviews using Online searching engines were using databases to identify relevant articles through the included electronic databases: Google Scholar, PubMed, and Saudi Digital Library (SDL), data extracted from published articles were systematically analyzed for determining the associated between Leadership and Job Security among Nurses in Saudi Arabia to achieving higher level.

Search strategy:

To conduct a thorough literature review, a systematic search strategy was developed to identify studies related to factors associated between Leadership and Job Security among Nurses Working to leave their positions, focusing on the context of Saudi Arabia. The databases searched included PubMed, Scopus, Web of Science, CINAHL, and PsycINFO, covering publications up to

December 2024. Keywords used in the search included combinations of: "nurses," "Leadership," "Factors Associated," "Saudi Arabia," "healthcare workforce," and " were utilized to refine the search..

Search methods

A comprehensive search was performed to obtain studies on the Factors Associated between Leadership and Job Security among Nurses Working in health sector in Saudi Arabia. The databases used in the search included ProQuest and Scopus, and the keywords used were ‘Associated’, ‘Factors’, ‘Saudi Arabia’, ‘Leadership’, ‘Job Security’ ‘Nurses Working’. These keywords were used to find articles with matching terms in their abstracts or titles. To discover the most recent studies and literature on our review topic, the search was limited to articles published .

Inclusion criteria

Studies were selected based on the following inclusion criteria:

- (1) Empirical research articles published in peer-reviewed journals,
- (2) Studies focused on nurses working in Saudi Arabia,
- (3) Articles that specifically address Factors Associated between Leadership and Job Security among Nurses Working
- (4) Publications in English.

Exclusion Criteria

- (1) Non-empirical studies, such as opinion pieces and editorials;
- (2) Studies not specifically related to nursing or healthcare settings;
- (3) Articles that do not explicitly discuss the Saudi Arabian context, and
- (4) Studies published in languages other than English.

Table 1
Characteristics of reviewed articles .

Author, Date, Country	Region	Study design	Study aim	Results
Alqahtani et al (2024) (22)	Kingdom of Saudi Arabia	Quality assessment	investigate the factors associated with nurses' intention to leave their positions in Saudi Arabia, providing insights into the underlying causes of nursing turnover and suggesting potential strategies for retention	<p>The findings of this review have profound implications for healthcare policy and management within Saudi Arabia. They underscore the necessity of implementing multifaceted strategies to address the determinants of nurse turnover. Specifically, enhancing job satisfaction through improved work conditions, competitive remuneration, and acknowledgment of cultural diversity is crucial. Furthermore, the study highlights the importance of providing ample professional development opportunities as a key retention strategy. These insights suggest that healthcare administrators should adopt a holistic approach to workforce management, one that not only focuses on the immediate needs of the healthcare system but also prioritizes the well-being and career aspirations of its nursing staff. Addressing these factors effectively could lead to a more stable and committed nursing workforce, ultimately improving the quality of patient care in Saudi Arabia.</p> <p>Conclusions</p> <p>Reveals the complex interplay of factors influencing nurses' intentions to leave their positions in Saudi Arabia, emphasizing the roles of job satisfaction, work environment, professional development, and demographic characteristics. It calls for targeted interventions to enhance job satisfaction and retention among nurses, highlighting the importance of a supportive work environment and opportunities for career advancement. Successfully addressing these issues is critical for maintaining a stable nursing workforce and ensuring high-quality healthcare delivery in Saudi Arabia.</p>

<p>Al-Harazneh et al (2024) (23)</p>	<p>Jordanian</p>	<p>Descriptive cross-section</p>	<p>To investigate the relationship between job security and employee performance among Jordanian nurses.</p>	<p>Implications for nursing practice and administration The employees in the organization expected to continue their job with certainty without unexpected sudden job loss. The job safety in the workplace makes employees enthusiastic in doing their job duties results more employee performance. Employee job security is regarded as vital element in the organization in increasing their job performance which ultimately fosters organization's total productivity. Moreover, employee job security has significant role to improve workplace performance as well as production of quality outputs. Few decades ago, several studies have been conducted and found positive result on employee job security and performance relationship. Employees do not hesitate to work hard in fulfilling organization's targets when they are entrusted that their job is secured. Certainty of employees' job continuation makes them committed to the organization and in turn they perform more job duties. As such, it is imperative for nurse managers and hospital administrators to ensure that interventions are in place to make nurses feel secure about their job and offer support to improve their performance and productivity. A collective benefit of a healthy nursing workforce is the primary organizational advantage of ensuring that individual nurses are satisfied with their jobs and performing up to standards.</p> <p>Conclusions</p> <p>Future research can explore the potential impact of Jordanian nursing work environments on job security and employee performance. This could include examining the characteristics of the work environment, such as the level of job autonomy, the availability of resources, the organizational culture, and the level of support from supervisors. Additionally, research could investigate the relationship between job security and employee performance, and how this relationship is affected by the work environment. This could provide valuable insights into how to improve job security and employee performance in Jordanian nursing work environments .</p>
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<p>Wali et al (2023) (24)</p>	<p>Kingdom of Saudi Arabia</p>	<p>Quantitative cross-sectional study</p>	<p>To measure job satisfaction among nurses working in National Guard Primary Healthcare Centers (PHCs) and to determine the different sources of pressure at their workplace.</p>	<p>The nursing profession is considered a cornerstone in the healthcare system, and their input matters the most when it comes to patient care. Job satisfaction is an essential aspect of the nursing population's work performance. In general, it was found in this study that participants had moderate job satisfaction levels, which is similar to what has been found in studies carried out in Oman and Kuwait . Findings of studies done in other countries with different cultures and backgrounds also had comparable job satisfaction levels to this study</p> <p>Conclusions</p> <p>The indicate that nurses' job satisfaction should be improved to decrease nurses' intention to leave their workplace and maintain their optimum performance in patient care. This can be achieved by addressing the sources of dissatisfaction and pressure at work.</p>
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<p>Al-Sabhan et al (2022) (25)</p>	<p>Saudi Arabia</p>	<p>A cross-sectional study.</p>	<p>To determine job satisfaction level among foreign nurses in public hospitals in Saudi Arabia, and the contribution of intrinsic and extrinsic motivation factors to their job satisfaction level.,</p>	<p>Most foreign nurses had moderate job satisfaction level. There is significant and positive relationship between three components of intrinsic motivation namely autonomy, mastery, and purpose, and three components of extrinsic motivation which were pay, promotion, and operating conditions, with job satisfaction level. Job satisfaction among foreign nurses in the public hospitals is still not optimal. It is imperative for nursing managers, hospitals directors, and policy makers to focus on the significant intrinsic and extrinsic motivation factors in formulating tailored actions to improve foreign nurses' job satisfaction.</p> <p>Conclusions High job satisfaction can ensure the delivery of safe and high-quality health services, while low job satisfaction may result in poor work quality and increases the likelihood of the nurses leaving the service. Therefore, ensuring high level of job satisfaction of the foreign nurses is important, especially in countries which heavily rely on their services, such as Saudi Arabia. Foreign nurses face many challenges at the workplace which may affect their level of job satisfaction.</p>
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<p>Alreshidi et al. (2021) (26)</p>	<p>Saudi Arabia</p>	<p>A quantitative-based cross-sectional descriptive study</p>	<p>To explores the factors that attribute to turnover among foreign registered nurses working in Saudi Arabia</p>	<p>Findings Nursing administrators are central to policy setting and implementation, capable of improving job engagement. Respecting propensity for quality contribution, envisaging need for incentives and other retaining strategies. In the fast- developing global healthcare scenario, the constant evaluation and re-evaluation of the requirements for nurses of foreign nationality to stay working in Saudi is paramount. Hospital leaders need to develop strategies and policies that will help mitigate foreign nurse turnover. Nursing administrators are vital to policy development and implementation, respecting propensity for quality contribution, envisaging need for incentives and other retaining strategies. In the fast- developing global healthcare environment, the constant valuation and re-evaluation of the requirements of nurses of foreign nationality is imperative to determine and address the needs of all parties concerned.</p> <p>Conclusions</p> <p>The challenges and transformations in the Saudi healthcare system especially MOH, demand astute navigation in identifying and addressing requirements of nurses, as they represent the quorum of the country’s healthcare manpower. Wage benefits and workload factors were found to be the most significant cause. The influence of factors such as inadequate housing and hospital facilities are longstanding contentions that have not been sufficiently rectified. The abundance of Indian and Filipino nurses, along with others, may face extensive difficulties to adapt to cultural differences. Organizational commitment must be improved with creditable and profitable strategies such as culture induction and enticing incentives, or a longer contract indicating security in the job. Maintaining and enhancing strengths such as professional growth and development is also essential. Review the existing policies has become urgent need to improve nurses working condition. Programs for learning, knowledge enhancement, training and development should be contemplated. Sustaining a healthy nursing force is crucial to enhance performance, productivity and promotion of safe nursing care.</p>
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<p>Alotaib, et al (2022) (27)</p>	<p>Saudi Arabia</p>	<p>A cross-sectional investigation</p>	<p>To determine the connection between working environment and nurses' job satisfaction in the Riyadh region, Saudi Arabia.</p>	<p>The sample had moderate perceptions of their working environments at the selected hospitals in the Riyadh region. Overall, the nurses' level of job satisfaction was also moderate. There was a significant moderate positive correlation between working environment and job satisfaction. Nursing supervisors and those who did not face problems had higher perceptions of their working environments. Respondents who did not want to disclose their gender, diploma holders, those assigned to Al-dwadmi Hospital, nurses, and respondents who did not face problems had higher levels of job satisfaction. There was a significant positive low relationship between job satisfaction and experience; thus, more experienced staff had greater job satisfaction.</p> <p>Conclusions</p> <p>The nurses enjoy more job satisfaction when they feel that their working environment allows them to work optimally. These likely results in the professionals being more motivated, leading to higher quality care. Maintaining work environment within health care institutions in order to produce increase satisfaction level of the nurses is essential as they are proved to be correlated with one another. Therefore, policymakers in health care institutions in the Riyadh region needs to take action in order to improve the working environment and, consequently, nurses' levels of job satisfaction.</p>
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Results and discussion

This systematic review provides a detailed summary of the up-to-date studies on the Factors Associated between Leadership and Job Security among Nurses Working in health sector through 6 cross-sectional studies published between 2020 and 2024 present systematic review (Table 1) that explored Factors Associated between Leadership and Job Security among Nurses Working in health sector in Saudi Arabian hospitals. The results of this review showed significant differences between pay, years of experience, nationality, marital status, and nurses' job satisfaction. However, the results did not provide evidence regarding gender differences and educational attainment as predictors of nurses' job satisfaction.

Found that the constitution of particularly creative and simple management styles perceived by managers was consistent with a healthier work commitment, fulfillment, leader evaluation, decreasing turnover intentions, and correspondingly the highest levels of

workers' work security. (28) However, a similar but weaker impression may occur among employees managed by leaders committed to bureaucratic methods: strategic and officially dignified activities may well produce a method of the administrator on the uncertain and indecisive condition and thus suffer a reasonable sense of security, but they do not pay for workers with the highest level of job satisfaction.(29) Lastly, participants who were managed by negotiating autocrats had borne the highest decline in security at the commencement of the crisis, but whether their level of job satisfaction was low-slung enough to be related to environmental satisfaction and confidence in the manager remains to be seen.(30)

Furthermore, a study conducted (26) and its results showed that workers who perceived their manager as being authentic conveyed more job satisfaction and less job insecurity and intentions to leave duty. Also, a study in the Kingdom of Saudi Arabia conducted by (24) and the results of this study sustenance the assumption that faculty and teaching staff employed with sympathetic leaders, in satisfactory work circumstances, and having a heightened sense of job security establish expressively advanced levels of inclusive job satisfaction. Also, they conclude that the idea that faculty and training staff employed by loyal managers in satisfying work environments, having a prominent sense of job security, display noticeably progressive levels of comprehensive educational job satisfaction.(30)

Moreover, a study piloted (20) found that the relationship between production-orientated leadership and job insecurity was facilitated by goal transparency. As well, employee-orientated leadership had an instant effect on job insecurity, and correspondingly, the results propose that mediators must happen though, not the two that were involved throughout this scholarship, but relative to some of them. These results suggest that there's not only one method through which leadership styles can impact employees' insights of job insecurity.(18) Managers can work hard to eliminate job insecurity at their workplace by being precise and detailed about the work goals and focusing on structured relationships with their employees. As well, these two leadership actions are imperative because they're associated with job insecurity, as they need to be linked to a range of positive consequences that endorse an authentic psychosocial work environment.(15)

Conclusions

This study found that leadership practices affected HCWs' overall job satisfaction. To reduce the likelihood of HCW dissatisfaction and increase their sense of job satisfaction and belonging, it is advised that healthcare policymakers and management of medical institutions focus on aspects of employment incentives and the working environment. This will enable them to deliver high-quality care. Additionally, it is advised to create a special training program to teach new leaders the leadership styles, methods, and skills necessary to foster a productive workplace and deliver high-quality healthcare, as well as to create motivated employment opportunities to increase staff engagement and satisfaction. Most Saudi Arabian healthcare professionals have shown adequate levels of broad knowledge about leadership. Assessments of proficiency and challenging coursework are strongly advised. In addition, after evaluating the leaders' performance through a standardized evaluation strategy, additional improvements and additions in healthcare and related services should be developed.

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