FACTORS THAT INFLUENCINGEMPLOYEE JOB SATISFACTION IN NON- PROFIT ORGANIZATIONS

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Abstract

this studies related to knowing the determinants of job satisfaction among employees of non-profit entities in Al-qunfudah Governorate in the Kingdom of Saudi Arabia aim to identify the level of job satisfaction and know the different factors that affect job satisfaction among the employees of these entities, and what should be done to improve the level of job satisfaction among workers In these organizations, several factors have been identified, namely, wages, salaries, and compensation, the relationship with supervisors, the relationship with co-workers, the benefits granted by the organization to its employees, work tasks, and the impact of these factors on the level of job satisfaction. For workers in these organizations, a descriptive approach was used to study these relationships by launching a questionnaire that included 200 employees and the following results were reached: The level of job satisfaction among workers in the non-profit sector in Al-qunfudah Governorate is satisfactory, and that through research, the determinants of job satisfaction can be arranged as follows: wages, salaries, and compensation, and then, the relationship with coworker, and then professional development opportunities , and finally job task, while we find that Job satisfaction is adversely affected by benefits and relationship with supervisors.

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Chapter 1: Introduction:

1.1 Research Background

Job satisfaction is a very important component of management science because of its effective association in improving employee performance and increasing productivity, and since most individuals spend a large part of their lives at work, they are looking for job satisfaction, and most studies have pointed to the close relationship between job satisfaction and worker performance, This makes job satisfaction an important component affecting employee productivity, especially in non-profit organizations in the Kingdom of Saudi Arabia that face many challenges, especially in the financial aspect and administrative support, and increasing job satisfaction is a major challenge in the non-profit organization environment In the Kingdom of Saudi Arabia, in light of the scarcity of its financial resources, as increased job satisfaction among employees of organizations in the non-profit sector in the Kingdom of Saudi Arabia will be positively reflected on the growth of this sector and its impact on the growth of the local economy, and this research is based on identifying the most important factors that contribute In increasing job satisfaction among employees of non-profit organizations in the Al-qunfudah province in Saudi Arabia, which will help decision makers to make the best decisions in improving employee performance by raising the level of job satisfaction, achieving organizational goals, and growth in this sector.

1.2 Research Problem:

The organization strives to achieve its goals and work to motivate its employees to provide the best performance that contributes to achieving the desired goals, because the organization today arises in a complex and constantly changing environment, and has many challenges, surrounded by many risks that are from the external environment, where competitors work with all A strength to reach leadership, all these factors push the organization to continually improve its performance in order to be able to overcome challenges, and the human component constitutes the largest part of the main factors to improve the performance of the organization, and here the importance of satisfaction emerges as an important, effective and key factor to ensure the employee's continuity and upgrading of his performance, and Where do we look at the non-profit sector organizations, we clearly see the importance of job satisfaction to ensure the continuity and development of the organization, where job satisfaction is a pillar of the highest importance and challenge facing these non-profit organizations, and therefore enhancing job satisfaction requires a lot of efforts for departments to raise its level and work to improve it.

From here, the question arises to us about the level of job satisfaction among non-profit sector employees in the Kingdom of Saudi Arabia, and what are the most prominent factors that affect them? These questions are problematic for this research.

1.3 Research Questions:

What factors affect job satisfaction in non-profit organizations in the Kingdom of Saudi Arabia?

- What is the impact of salaries and wages on the level of job satisfaction among workers in non-profit organizations in The Al-qunfudah province in the Kingdom of Saudi Arabia?
- What is the impact of the benefits granted by the organization to its employees on the level of job satisfaction among workers in non-profit organizations in Al-qunfudah province in the Kingdom of Saudi Arabia?
- What is the impact of the relationship with supervisors on the level of job satisfaction among workers in non-profit organizations in The Al-qunfudah province in the Kingdom of Saudi Arabia?
- What is the impact of the relationship with workers on the level of job satisfaction among workers in non-profit organizations in The Al-qunfudah province in the Kingdom of Saudi Arabia?

- What is the impact of promotion opportunities on the level of job satisfaction among workers in non-profit organizations in The Al-qunfudah province in the Kingdom of Saudi Arabia?

- What the impact of job duties on the level of job satisfaction among workers in non-profit organizations in The Al-qunfudah province in the Kingdom of Saudi Arabia?

1.4 Research Hypotheses :

- There is a strong relationship between Salaries, Wages, and Job Satisfaction.

- There is a weak relationship between the Benefits by the organization and Job Satisfaction.

- There is a strong relationship between the Relationship with Supervisors and Job Satisfaction.

- There is a strong relationship between the Relationship with co-worker and Job Satisfaction. There is a strong relationship with Professional Development Opportunities and Job Satisfaction..

- There is a weak relationship between Job Task and Job Satisfaction.

Figure 1 Research model
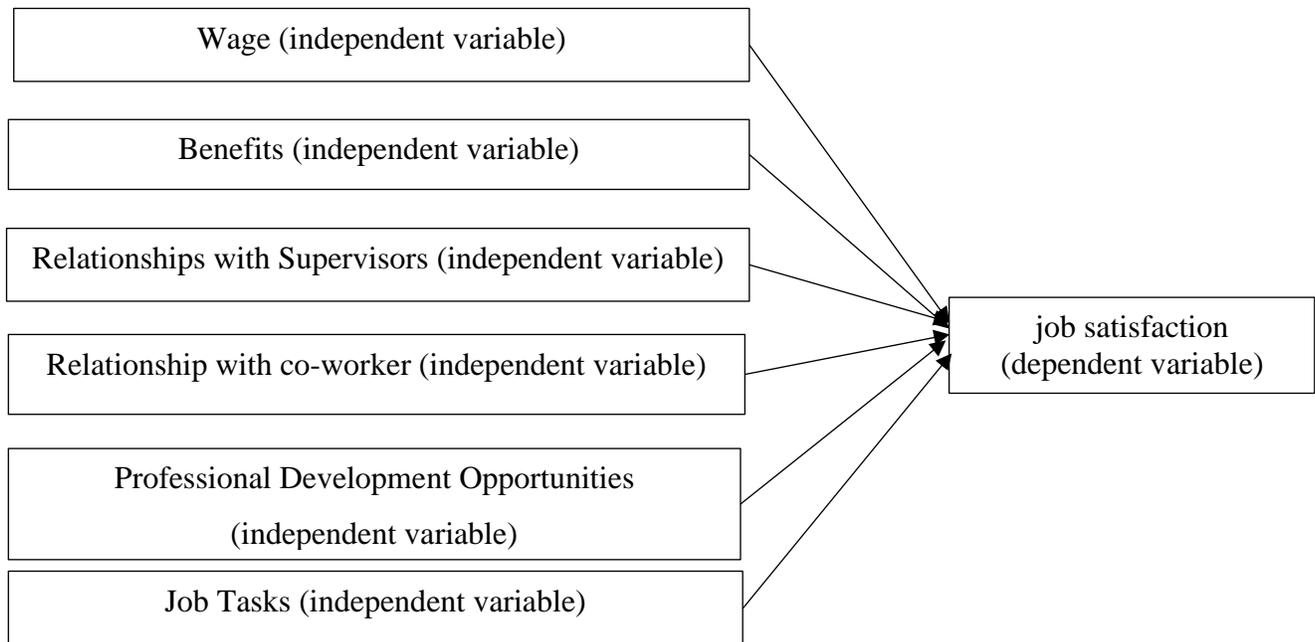
Source of the preparation of the student based on a sample-oriented questionnaire

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1.5 Research Knowledge Gap:

Through previous studies, few studies have addressed the aspect of job satisfaction in non-profit organizations, specifically in the Kingdom of Saudi Arabia, there are no previous studies on the topic of job satisfaction for non-profit organizations, so this research is considered to bridge the existing knowledge gap, and work to Supporting decision-making to improve job satisfaction among workers in the non-profit sector in the Kingdom of Saudi Arabia, which leads to increased productivity and access to the goals of the organization.

1.6 Research Aim & Objectives

The research focused on several goals, centered on job satisfaction among workers in the non-profit sector in Al-qunfudah province in the Kingdom of Saudi Arabia. The objectives of the research can be enumerated as follows:

1. Study the factors that affect job satisfaction in non-profit organizations in Al-qunfudah province in the Kingdom of Saudi Arabia.
2. Determine the level of job satisfaction in non-profit organizations in Al-qunfudah province in the Kingdom of Saudi Arabia.
3. Providing the level of theoretical framework and job satisfaction factors for employees of non-profit organizations in Al-qunfudah province in the Kingdom of Saudi Arabia.
4. Make recommendations to decision-makers in non-profit organizations in Al-qunfudah province in the Kingdom of Saudi Arabia.

1.7 Research Importance :

- The importance of the research is highlighted by highlighting job satisfaction for workers in the non-profit sector in Al-qunfudah province and identifying factors affecting job satisfaction, through which we hope to raise the level of performance of the third sector organizations in Al-qunfudah province.
- The scarcity of research in this field in the Kingdom of Saudi Arabia, where the non-profit sector in Saudi Arabia lacks research, so we hope that this research will add to the library of the non-profit sector in Saudi Arabia, including the information on job satisfaction and its determinants in the non-profit sector in Saudi Arabia.
- This research provides solutions to raise the level of job satisfaction among workers in the non-profit sector in Al-qunfudah province Civil.

Chapter 2: Literature Review

2.1 Non profit sector :

Non-profit organizations contribute to building a healthy civil society, in their effective contribution in the fields of relief, culture, arts, entertainment, education, health care, social services, development aid, the environment, and a number of other areas (Salamon, Sokolowski, & List, 2003), The Non-profit institutions are legal or social entities created for the purpose of producing goods and services whose status does not permit them to be a source of income, profit, or other financial gain for the units that establish, control or finance them. In practice their productive activities are bound to generate either surpluses or deficits but any surpluses they happen to make cannot be appropriated by other institutional units (Fund, 1993) . While we find that non-profit organizations share some characteristics. These characteristics include the following: Prohibiting the distribution of profits from its operations, which gives them a completely different objective function from that working for profit companies; their participation in the production of public goods in addition to any special goods that they may produce; while we find the revenue structure that generally includes contributions Large voluntary time and money; these organizations use volunteers as well as wage employees; limited access to capital due to the prohibition of the distribution of profits; these NGOs are granted to obtain special tax benefits in many countries; and we find that there are special legal provisions related to governance and reporting requirements And Political participation and issues related to these organizations; and finally the lack of sovereign government authorities despite their participation in the provision of public goods; (NATIONS, UNITED;, 2003). in the Saudi Arabia Saudi Arabia, where it is considered a pioneer in development support, and has classified Saudi Arabia as one of the largest donors in the world for development aid outside Western countries, and it occupies the annual charitable giving (Al-Yahya & Fustier, 2011). Saudi Arabia annual philanthropic giving ranks among the highest in the world, as it ranges between (1.5-2.0%) of its GDP compared to (0.5-1.0%) in most western countries (, McKinsey;, 2009). As the number of non-profit organizations in Saudi Arabia reached 6902 organizations, 72151 workers work, and volunteers constitute 26.15% of the total workers (arabia, 2018) .

2.2 Job Satisfaction:

Job satisfaction has been studied in several aspects but has not been defined as a standard definition of job satisfaction, although it has been used in many studies and practical research. Hoppock defines job satisfaction as any combination of psychological, biological, and environmental conditions that makes a person honestly say I am satisfied with my job (Hoppock, 1935) .

 According to this approach, although job satisfaction is subject to the influence of many external factors, it is still something internal related to how an employee feels. This job satisfaction provides a set of factors that cause satisfaction. In his definition of job satisfaction, Fromm focuses on the employee's role in the workplace. Thus, he knows about job satisfaction, such as the emotional orientation of individuals towards the work bars they currently occupy (Vroom, 1946).

Also job satisfaction is "a set of directions carried out by workers towards their jobs in the organization" (Al-Marsa & Idris, 2005).

He also knew that "it is the feelings of workers towards their work and that it results from their awareness of what the job offers to them, and what they should get from their jobs" (Shaweesh, 2005). It is also known as "a feeling of satisfaction that an individual feels in his work or job because of factors related to this Work or job " (Al-Abbasi, 2004), meaning that job satisfaction indicates the feelings of the individual and the reaction that the individual will be towards what the job offers him compared to his expectations and what the job must provide him. It is also a measure that indicates the efficiency of management and its endeavor to satisfy the needs and desires of individuals with it and how to deal with them, and the reaction to this in terms of job satisfaction varies from person to person and follows a set of personal factors. Where satisfaction is a relative matter among individuals, what constitutes a factor of satisfaction for some people may not be a factor of satisfaction for others, depending on human nature

Job satisfaction is a mixture of positive or negative feelings that workers feel about their work. Meanwhile, when a worker in a company brings the needs, desires, and experiences that define the expectations he has rejected. Job satisfaction is the amount of expectations that correspond to the actual rewards. Job satisfaction is closely related to that person's behavior in the workplace (Davis & Nestrom, 1985) .

Job satisfaction is an important part of public life satisfaction and an important component in improving institutions. Much research has been done on job satisfaction. Most research efforts have been devoted to explaining this topic through organizational behavior (Mottaz, 1985) (NY, 1996), which states that an employee's more work environment meets his or her personal needs, values, or characteristics, the degree of job satisfaction increased, Aspects of the business case are determinants of satisfaction (Arevy, Carter, & Buerkley, 1991).

(Zeitz, 1990) found these concepts for workers in many aspects of their work environment (management climate, job content, equalization bonus, employee influence on workgroup, and promotion opportunities).

A qualitative study (Bussing, Bissels, Fuchs, & Perrari, 1999) suggested the development of job satisfaction by assessing the reconciliation of expectations, needs, motivations, and work status. Based on this evaluation, a person builds (constant) satisfaction with relaxation as a result of expectations and needs) or dissatisfaction (feeling stressed because of unsatisfactory needs and expectations) with his work. In the event of dissatisfaction, employees can maintain or lower their ambition level.

Ambitions in the face of job dissatisfaction can lead to false job satisfaction, continued dissatisfaction, and build resentment. Ongoing and constructive work dissatisfaction may lead to the mobilization of problem-solving behavior (Bussing, Bissels, Fuchs, & Perrari, 1999) .

In 1980 weaver found a positive relationship between job satisfaction, education, age, income, and occupation (Weaver, 1980).

And in a study conducted in 2004 entitled the factors that influence employee job satisfaction at goodwill industries of greater grand rapids by Anders L speers, In this study, the factors that contribute to job satisfaction were studied and it was found through the results that the relationship with supervisors and co-workers is one of the strong factors in determining job satisfaction among workers in the organization, but this study was limited to only one organization, and also the difference in society in terms of customs and traditions. (Speers, 2004)

A study also titled Job Satisfaction and its Impact on the Performance of Public Organizations in Nigeria indicated that managers can control job satisfaction rates for workers in public sectors The

study concluded that the job task, Professional Development Opportunities are factors responsible for job satisfaction (O, Adaeze, & Fidelis, 2017) .

The researcher conducted Muh. Kadarisman A study on the determinants of job satisfaction among workers in government jobs in 2012, in which it was concluded that the factors for determining job satisfaction are the first factor, salary; second factor, benefits, and facilities; the third factor, the relationship between superiors and subordinates; the fourth factor, the relationship between co-workers; The Fifth Factor, Development; The Sixth Factor, The Opportunity; The Seventh Factor, Safety at Work; The Eighth Factor, Education; The Ninth Factor, Policies within the Organization; The Tenth Factor, Conflict Resolution; The Eleventh Factor, Professional Achievements (Kadarisman, 2012) .

In Saudi Arabia, there is not a lot of research on job satisfaction. A study found that job satisfaction for women in the Kingdom of Saudi Arabia is high, but it is a woman-only study that does not address men (Mansour & Achoui, 2013).

In a study conducted to measure job satisfaction among nurses in government hospitals in Saudi Arabia, it was found through the study that satisfaction rates are low in this area. This study included a specific category of jobs in the non-profit and public sectors, and also did not directly target the non-profit sectors (Alshmemri, 2017).

There is general agreement in the literature that staff are satisfied with their working life, that there are two factors that influence them: the demographic and practical environment. Most studies consistently indicated a strong positive relationship between these two combinations and job satisfaction.

Through literature, the search for job satisfaction is intense in business, while there is a lot of work to be done in non-profit organizations, and this leads to a research gap in knowledge for practitioners and the non-profit school (Jaskyte,, 2011).

In the foregoing, job satisfaction is very important in performance, and since it has not been extensively addressed in non-profit organizations, I would like to focus on measuring job satisfaction for non-profit organizations in Al-qunfudah province in Saudi Arabia, which contributes to raising the level of job satisfaction For workers in non-profit organizations in the Al-qunfudah province

2.3 Determinants of Job Satisfaction :

2.3.1 wage and salary: The remuneration in its broad definition includes all the financial payments that the employee receives for his work that may include salaries, bonuses, commissions or any form of financial payment, and we find that organizations whose employees receive high wages and salaries get higher levels of performance, Many studies confirm that the wage or salary has a relationship with job satisfaction, which is determined by the amount of the financial reward given to the worker and the degree that it is fair and equitable about others in the organization (Luthans, 2005) when the wage received by the worker does not cover his needs, he will Reflect negatively on worker satisfaction, and pal Next leads to dissatisfaction and the performance and rates of absence, so the wage or salary must reflect the effort that the job requires, otherwise it will have a negative impact.

2.3.2 Benefits: The advantages granted by the organization to the workers are among the factors that contribute to the degree of job satisfaction for the worker, as she feels his importance with the organization, and this interest reflects positively on the increase in job satisfaction, which contributes to raising his performance and work, (Alaqi, 2015), These features may not be a direct contribution to enhancing performance, but we cannot overlook them in terms of improving the level of job satisfaction for workers in the organization.

2.3.3 Work Relations: Relationships between individuals within the organization, whether between supervisors or between individuals. As cooperation between all is necessary and important to direct efforts towards achieving the goals of the organization, conflicts and disputes between individuals must be avoided as it creates a gap that contributes to not achieving full cooperation between individuals, and many studies have shown that the relationship between individuals represents one of the most important dimensions of job satisfaction (Al-Rouqi, 2003), through the direct relationship between work and job satisfaction as explained (Dick, 2008) .

A. **Relationship with supervisors :**The level of job satisfaction is affected by the way the supervisor deals with his subordinates, and Likert asserts 1961: The supervisor, who looks at his subordinates as a means to achieve productivity goals, loses their loyalty and makes

feelings of resentment spread among them, which reflects negatively on the level of job satisfaction with them (Al-Sharif , 2015).

B. **Relationship with co-workers** The performance of the worker is affected by the extent of his relationship with the workers around him, where whenever the interaction of the individual with others achieves an exchange of benefits between him and them, the more this relationship is a source of satisfaction for the individual from his work, and the more the individual's interaction with others around him creates tension with him or impedes his satisfaction, that was a reason The lower his job satisfaction level. (Hamo, Ahmed, & eabd alqadir, 2007) .

2.3.4 Professional Development Opportunities :

The career promotion was defined by Mohamed Helmy as "it is the transfer of the employee from a lower job position to a greater job position and that to the higher job or higher category (Ashour, 2013), the promotion is one of the returns that contribute to encouraging workers who make a great effort and have high skills and capabilities that lead To their high productivity, qualified individuals have many aspirations and perceptions about work and its development. Therefore, the organization that promotes them and gives them many powers and the ability to develop themselves and their work, it is thus working to develop and improve work and performance and satisfies those aspirations that are the determining factor for the impact of flight. As a promotion of job satisfaction, many studies indicated the direct relationship between enhancing opportunities for promotion and job satisfaction, which is determined by the ambition and expectation of individuals. When the individual expects a certain upgrade and gets higher than it, he achieves more satisfaction than having a promotion that is less than his expectation and ambition.

In the Korn / Ferry International study, nearly half of employees (48%) described their corporate culture in terms of progress as fair and merit-based. However, 41% of employees still believe that progress within their companies was based on favoritism, which ultimately leads to dissatisfaction and turnover (WIRE, Global Survey).

2.3.5 Job Task : The content of the work is one of the determinants that have a strong impact on job satisfaction as a result of its importance for the worker. Whenever the elements of the work are enriching and a source of happiness for the worker, the more he feels its importance in performing the work and consequently his satisfaction with it, and it reflects the extent to which the individual work provides exciting tasks and opportunities to learn and endure the responsibility (Luthans, 2005).

Chapter 3: Research Methodology

3.1 Research Design: The scientific method is defined as "the general set of rules that the researcher uses to reach the truth", and this fact may be new or the researcher wishes to communicate it to others to introduce them to them, so the curriculum aims to reveal the scientific truth (Al-Rifai, 2005).

Depending on the foundations of choosing the correct method for each research problem and based on the nature of the research problem and the study community only, the descriptive approach was chosen, which is based on defining the characteristics of the phenomenon and describing its nature and the type of relationships between the variables, their motives and causes.

This approach has been chosen because the subject dealing with this study needs to describe and analyze and reveal the relationship of the variables to each other and to reach results and recommendations that contribute to understanding and developing the current reality

3.2 The Limits of the Study :

This study was conducted within the framework of human, spatial, and temporal limits, as shown in the following:

A- Human Frontiers: This research was limited to a sample of non-profit organization employees in Al-qunfudah province in the Kingdom of Saudi Arabia

B- Spatial limits: In this research, non-profit organizations were chosen in the Al-qunfudah province in the Kingdom of Saudi Arabia, where the Al-qunfudah province contains five non-profit organizations in multiple areas, organizations concerned with childhood and orphans, organizations interested in advocacy and teaching the Holy Quran, and organizations interested With relief and social work, more than 85 employees work in these organizations.

C- Temporal limits: This research, field study, design of the questionnaire, its arbitration, distribution, data collection, analysis, and interpretation were carried out during the academic season 2019/2020 at King Abdulaziz University in Jeddah.

3.3 Research Sample :

The sample is the sub-group to which the researcher will apply his study to (Belkacem, 2009), so that the results of this sample can be generalized to the rest of the study community.

The research sample consisted of workers in non-profit organizations in Al-qunfudah province, and 200 questionnaires were distributed. After applying the study tool, 200 valid analysis forms were approved.

The researcher chose Al-qunfudah province, where there are more than 35 non-profit organizations, and the researcher works in a non-profit organization in Al-qunfudah province, which facilitates his access to the target sample of the research.

3.4 Data collection and Measures :

In this research, the form was used, as it is an important means of collecting information and is also called a questionnaire or survey, and these words are synonymous as they refer to a set of well-formulated questions to collect information on a specific topic that is asked to the respondents in preparation for obtaining the answer.

The questionnaire is designed based on dividing it into several axes, and under each axis, phrases or questions are formulated and then distributed in hard or electronic form (via e-mail or the website) to the study community, then the researcher collects, analyzes and explains the information (Bakhti, 2015).

Based on the previous literature, the form was formulated in three main axes:

The first axis: It includes the personal data of the sampled individuals, to know the characteristics of the sample, and it contains six questions about the type of organization, gender, educational level, age, work duration in the non-profit sector, and the amount of salary.

The second axis: includes data on the factors that determine job satisfaction and includes six sections: wages and rewards (6 questions), benefits (4 questions), relationship with supervisors (6 questions), relationship with co-workers (4 questions), This part of the questionnaire was taken from a study (Kadarisman, 2012) and opportunities for career advancement (2 questions), job tasks (3 questions) this part of the questionnaire was taken from a study (Bang, 2015).

The third axis: It includes measuring job satisfaction and contains a number (7 questions) to measure job satisfaction for the employee in the organization in which he works (Bang, 2015).

The researcher used the SPSS statistical program to analyze data and find relationships between variables .

Chapter 4: Finding and Results

Data Analysis:

4.1 Analyzing and unloading the personal information of the sample members :

4.1.1 The nature of the gender of the individuals in the sample :

From the information obtained from the field study through the questionnaire, it can be said that the members of the sample are distinguished by the following characteristics :

Table 1 Distribution of the sample according to the nature of sex

	Frequency	Percent
male	153	76.5
Female	47	23.5
Total	200	100.0

Source of the preparation of the student based on a sample-oriented questionnaire

Through the above results, we note that the percentage of males is 76.5% of the sample size, which is equivalent to 153 individuals, and the female rate is 23.5%, equivalent to 47 individuals, which is considered a small percentage compared to the number of males, and this may be due to the nature of work in the non-profit sectors where times are Long work and fieldwork more than desk work .

This result shown Cleary in the next figure

Figure 2 Graphical representation of the relative circuit of sex

4.1.2 Age groups of the sample population (age) :

Table 2 Distribution of the sample according to the nature of Age

	Frequency	Percent
Less than 25 years	14	7.0
25 - 30 years	64	32.0
31 - 4 0 years	87	43.5
41 - 50 years	25	12.5
51 - 60 years	9	4.5
More than 60 years	1	0.5
Total	200	100

Source of the preparation of the student based on a sample-oriented questionnaire

It appears through Table No. 2 that most of the sample members are between the ages of 31 to 40 years, at a rate of 43.5%, then the category from 25 to 30 years follows by 32%, then the category 41 to 50 years at 12.5%, then the category less than 25 years This is at a rate of 7%, then 51to 60 years by 4.5%, and finally higher than 60 years and by 1%, it must be explained that most of the workers in these organizations are young, energetic and tender.

this result has shown Cleary in the next figure

Figure 3 Graphical representation of the relative circuit of Age
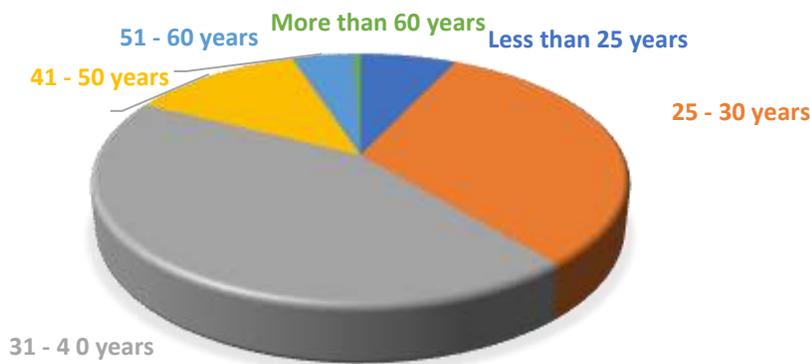
4.1.3 The educational level of the sample members:

Table 3 Distribution of the sample according to the nature of Education

	Frequency	Percent
intermediate	8	4.0
high school.	43	21.5
undergraduate	129	64.5
master	20	10.0
Total	200	100.0

Source of the preparation of the student based on a sample-oriented questionnaire

We notice from Table No. 3 that 64.5% of the study sample hold a university qualification, 21.5% hold a secondary qualification, 10% have graduate certificates, and only 4% of the respondents have an intermediate qualification, and this gives evidence that employees They hold university qualifications, which raises the education level of employees,

this result showed Cleary in the next figure

Figure 4 Graphical representation of the relative circuit of education
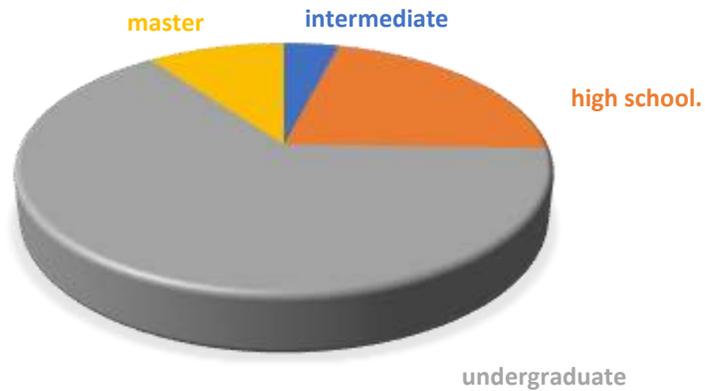
4.1.4 Years of experience in the non-profit sector

Table 4 Distribution of the sample according to the nature of experience

	Frequency	Percent
Less than 1 year	28	14.0
1 -5 years	84	42.0
6 - 10 years	47	23.5
11 - 15 years.	25	13.0
More than 15 years.	15	7.5
Total	200	100.0

Source of the preparation of the student based on a sample-oriented questionnaire

We note from the above table that the individuals of the sample have experience in the non-profit sector from 1 to 5 years, making up 42% of the sample size, followed by individuals whose experience reaches from 6 to 10 years by 32.5%, and then individuals whose experience is less than 1 year at 14%, followed by individuals with 11 to 15 years of experience with 13%, and after that individuals with more than 15 years of 7.5%, and through these results we find that most of the sample is experienced in the non-profit sector And have the necessary maturity to manage work and have job stability.

this result showed Cleary in the next figure

Figure 5 Graphical representation of the relative circuit of experience
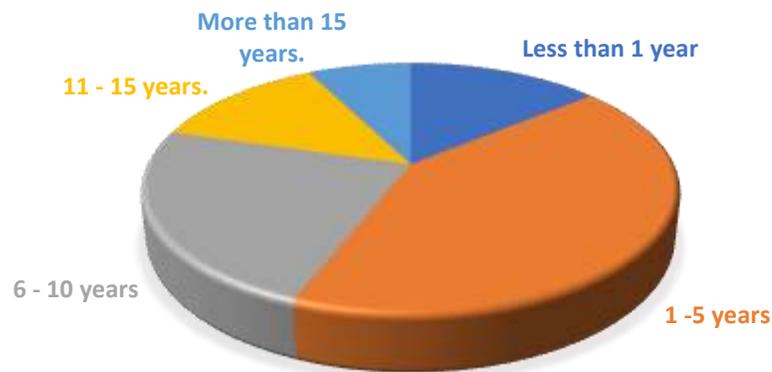
4.1.5 Total salaries of the sample individuals:

Table 5 Distribution of the sample according to the nature of Salary

	Frequency	Percent
Less than 5000 SR	99	49.5
SR 5,000- SR 10,000.	63	31.5
SR 10,000 - SR 15,000	17	8.5
SR 15,000or more	21	10.5
Total	200	100.0

Source of the preparation of the student based on a sample-oriented questionnaire

We notice through Table No. 5 that 49.5% of the sample's individuals get salaries less than 5000 Saudi riyals, 31.5% get salaries from 5000 to 10,000 Saudi riyals, and 10.5% get salaries of more than 15,000 Saudi riyals. 8.5% of respondents receive salaries from 10,001 to 15,000 Saudi riyals. We note that the average wage for individuals in the sample is less than 5000 riyals and is considered low based on the qualifications of most of the sample individuals are university students, and they have experiences ranging from 7 to 15 years.

this result showed Cleary in the next figure

Figure 6 Graphical representation of the relative circuit of salary
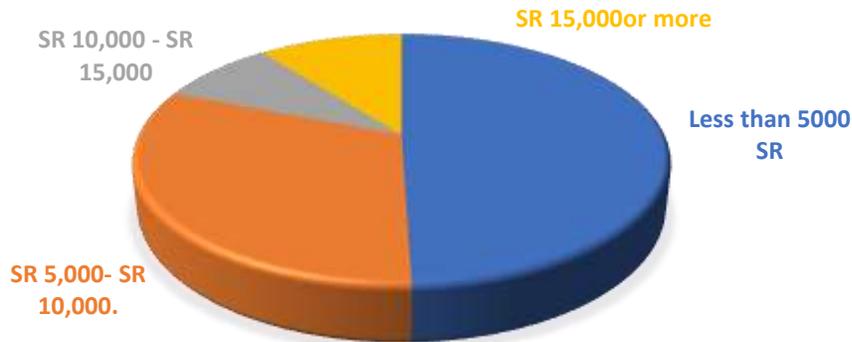
4.2 Calculation of stability of the questionnaire:

To measure the stability of the study tool (the questionnaire), use the researcher (Cronbach's Alpha (α) to confirm the consistency of the study tool and Table No.) illustrates the coefficients of the stability of the study administration

Table 6 Alpha Cronbach coefficient to measure the stability of the study tool

Axes	Number of phrases	Axis stability
The first axis is salaries, wages and compensations	8	0.906
The second axis advantages	9	0.925
The third axis is the relationship with the supervisors	5	0.959
The fourth axis is the relationship with co-workers.	4	0.872
The Fifth Axis professional development opportunities	2	0.857
The sixth Axis job task	3	0.872
The seventh Axis job satisfaction	5	0.656
Overall resolution stability	33	0.983

It is clear from Table No. (1) that the general stability coefficient of the study axes is high, reaching (0.983) for the total of the 33 questionnaire paragraphs, while the stability of the axes ranges between 0.656 as a minimum and between 0.959 as a maximum, and this indicates that the questionnaire has a high degree of stability According to the Nanley scale, which was adopted as a minimum of 0.7 for stability. (Nunnally & Bernstein, 1994)

4.3 Truthfulness of internal consistency :

The validity of the internal consistency of the questionnaire was verified by calculating the Pearson correlation coefficient between the scores of each of the seven-axis paragraphs and the overall degree of the axis to which the paragraph belongs, using the SPSS statistical program and the following table shows the correlation coefficients between each paragraph of the first axis and the overall degree of the axis:

4.4 Correlation coefficients between the degree of each paragraph and the degree of the axis

4.4.1 wages, salaries, and compensation

Table 7 Correlation coefficients between the degree of each paragraph and the degree of the first axis (wages, salaries, and compensation)

Paragraphs of the axis	Correlation coefficient	Significant value
Can you set aside some of your monthly salary for your savings?	.682**	0.000
Are you satisfied with the salary you receive each month	.856**	0.000
How concerned do you think this organization is with the welfare of its employees?	.825**	0.000
Do you believe your organization provides you with a fair amount of com¬pensation?	.866**	0.000
Are you satisfied with the compensation you receive compared to your coworkers in this organization?	.752**	0.000
Are you satisfied with your career development so far?	.645**	0.000
Does working in this organization guarantee the future of your family?	.781**	0.000

**. Correlation is significant at the 0.01 level

From the results of the previous table (2), we find that all Pearson correlation coefficients between the first axis paragraphs (wages and compensation) and the overall degree of the axis are statistically significant at the level of significance 0,000 where the minimum correlation coefficients was 0.654, while the upper limit was 0.866.

Accordingly, all paragraphs of the first axis are internally consistent with the axis to which they belong, which proves the truthfulness of the internal consistency of the paragraphs of the first axis

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4.4.2 Benefits

Table 8 Correlation coefficients between the degree of each paragraph and the degree of the second axis (Benefits)

Paragraphs of the axis	Correlation coefficient	Significant value
Are you satisfied with the health coverage you receive from the organization?	.888**	0.000
Do the health benefits and facilities in this organization provide your family with a feeling of security?	.942**	0.000
How do you consider the health coverage in this organization is for your family?	.933**	0.000
Do the health benefits and facilities in this organization provide you with a feeling of security?	.931**	0.000
How do you feel about your future in this organization?	.734**	0.000
Can working in this organization guarantee your pension?	.690**	0.000

**. Correlation is significant at the 0.01 level

From the results of the previous table, we find that all Pearson correlation coefficients between the two axis items and the overall degree of the axis are statistically significant at the level of significance 0,000 where the minimum correlation coefficients were 0.690, while the upper limit was 0.942.

Therefore, all paragraphs of the second axis are internally consistent with the axis to which they belong, which proves the truthfulness of the internal consistency of the paragraphs of the second axis.

4.4.3 Relationships with supervisors

Table 9 Correlation coefficients between the degree of each paragraph and the degree of the Third axis (relationships with supervisors

Paragraphs of the axis	Correlation coefficient	Significant value
Does your supervisor encourage and support your work?	.933**	0.000
Do you feel satisfied with how your superior directs, guides, and manages you?	.930**	0.000
Does your supervisor acknowledge and appreciate your work?	.935**	0.000
Does your supervisor encourage and support your work? respond/compliment you when observing your work?	.938**	0.000
Is your superior helpful in resolving work-related issues?	.899**	0.000

**. Correlation is significant at the 0.01 level

From the results of the previous table, we find that all Pearson correlation coefficients between the paragraphs of the third axis (relationships with supervisors) and the overall degree of the axis are statistically significant at the level of significance 0,000 where the minimum correlation coefficients was 0.899, while the upper limit was 0.938.

Accordingly, all paragraphs of the third axis are internally consistent with the axis to which they belong, which proves the truthfulness of the internal consistency of the paragraphs of the third axis.

4.4.4 Relationships with co-worker

Table 10 Correlation coefficients between the degree of each paragraph and the degree of the Fourth axis (relationships with c0 - worker)

Paragraphs of the axis	Correlation coefficient	Significant value
How satisfied are you with your coworkers' encouragement of your success?	.868**	0.000
Are you satisfied with your portion of your work (in a team)?	.805**	0.000
Is your relationship with your coworkers harmonious? Do you support one another?	.879**	0.000
How far does the relationship with your coworkers feel like family?	.848**	0.000

**. Correlation is significant at the 0.01 level

From the results of the previous table, we find that all Pearson correlation coefficients between the paragraphs of the fourth axis (relationships with co-workers and the overall degree of the axis are statistically significant at the level of significance 0.000 where the minimum correlation coefficients was 0.805, while the upper limit was 0.879.

Accordingly, all paragraphs of the fourth axis are internally consistent with the axis to which they belong, which proves the truthfulness of the internal consistency of the fourth axis paragraphs.

4.4.5 Professional Development Opportunities

Table 11 Correlation coefficients between the degree of each paragraph and the degree of the Fifth axis (professional development opportunities)

Paragraphs of the axis	Correlation coefficient	Significant value
I am satisfied with the mechanisms of promotions time and get it.	.940**	0.000
The upgrade is based on performance and efficiency	.931**	0.000

**. Correlation is significant at the 0.01 level

From the results of the previous table, we find that all Pearson correlation coefficients between the paragraphs of the fifth axis (professional development opportunities and the overall degree of the axis are statistically significant at the level of significance 0,000 where the minimum correlation coefficients were 0931, while the upper limit was 0.940.

Therefore, all paragraphs of the fifth axis are internally consistent with the axis to which they belong, which proves the truthfulness of the internal consistency of the paragraphs of the fifth axis.

4.4.6 Job Task

Table 12 Correlation coefficients between the degree of each paragraph and the degree of the Fifth axis (Job Task)

Paragraphs of the axis	Correlation coefficient	Significant value
My company provided me with the materials and tools that let me extract my best.	.885**	0.000
I got enough training to work in my current job.	.900**	0.000
I am satisfied with the circumstances in which I work.	.893**	0.000

**. Correlation is significant at the 0.01 level

From the results of the previous table, we find that all Pearson correlation coefficients between the sixth axis paragraphs (JOP TSAK) and the overall degree of the axis are statistically significant at the level of significance 0,000 where the minimum correlation coefficients was 0.885, while the upper limit was 0.900.

Therefore, all paragraphs of the sixth axis are internally consistent with the axis to which they belong, which proves the truthfulness of the internal consistency of the sixth axis paragraphs.

4.4.7 Job satisfaction

Table 13 Correlation coefficients between the degree of each paragraph and the degree of the seventh axis (Job satisfaction)

Paragraphs of the axis	Correlation coefficient	Significant value
Generally speaking, I am very satisfied with this job	.660**	0.000
I am generally satisfied with the kind of work I do in this job	.641**	0.000
I frequently think of quitting this job	.581**	0.000
Most people on this job are very satisfied with the job	.706**	0.000
People on this job often think of quitting	.679**	0.000

**. Correlation is significant at the 0.01 level

From the results of the previous table, we find that all Pearson correlation coefficients between the seventh axis paragraphs (JOP SATISFACTION) and the overall degree of the axis are statistically significant at the level of significance 0,000 where the minimum correlation coefficients was 0.581, while the upper limit was 0.706.

Therefore, all paragraphs of the seventh axis are internally consistent with the axis to which they belong, which proves the truthfulness of the internal consistency of the paragraphs of the seventh axis.

Accordingly, and through the results of consistency and internal consistency in the previous tables, the stability of the study administration (the questionnaire) gives us a high degree of validity, and its internal consistency is valid.

4.5 Multiple linear regression analysis:

Zero hypothesis H$_0$: the regression model is insignificant i.e. that the independent variables (wages and compensation, benefits, relationship with supervisors, relationship with colleagues, opportunities for career advancement, work assignments) do not affect the dependent variable (job satisfaction)

Alternative hypothesis H1: the regression model is significant, meaning that the independent variables (wages and compensation, benefits, relationship with supervisors, relationship with colleagues, opportunities for career advancement, work assignments) do not affect the dependent variable (job satisfaction)

4.5.1 Regression

Table 14 Descriptive Statistics

Descriptive Statistics

	Mean	Std. Deviation	N
Job Satisfaction	3.4220	.75229	200
wage	3.2400	.95562	200
benefit	2.9675	1.16573	200
Relationship with supervisor	3.9520	1.05244	200
Relationship with co-worker	4.0988	.70484	200
professional development opportunities	3.3250	1.18380	200
Job Task	3.5133	1.06298	200

The previous descriptive table shows descriptive statistics (sample size 200 - arithmetic averages where the Likert Penta score - standard deviations) is followed for the variables entered in the dependent and independent regression model.

4.5.2 Correlations

Table 15 Correlations

		JS	wage	benefit	RS	RC	OP	JT
Pearson Correlation	JS	1.000	.459	.268	.383	.332	.503	.476
	wage	.459	1.000	.662	.491	.167	.636	.715
	benefit	.268	.662	1.000	.318	.139	.470	.544
	RS	.383	.491	.318	1.000	.523	.460	.666
	RC	.332	.167	.139	.523	1.000	.346	.361
	OP	.503	.636	.470	.460	.346	1.000	.601
	JT	.476	.715	.544	.666	.361	.601	1.000
Sig. (1-tailed)	JS	.	.000	.000	.000	.000	.000	.000
	wage	.000	.	.000	.000	.009	.000	.000
	benefit	.000	.000	.	.000	.025	.000	.000
	RS	.000	.000	.000	.	.000	.000	.000
	RC	.000	.009	.025	.000	.	.000	.000
	OP	.000	.000	.000	.000	.000	.	.000
	JT	.000	.000	.000	.000	.000	.000	.
N	JS	200	200	200	200	200	200	200
	wage	200	200	200	200	200	200	200
	benefit	200	200	200	200	200	200	200
	RS	200	200	200	200	200	200	200
	RC	200	200	200	200	200	200	200
	OP	200	200	200	200	200	200	200
	JT	200	200	200	200	200	200	200

It is clear from the previous table the correlation matrix between the regression model variables, where the highest correlation coefficient between job satisfaction and career advancement opportunities was a value of 0.503 with a value smaller than 0.01, followed by work tasks with a value of 0.476 and a smaller indication of 0.01, then salaries with a value of 0.459 and a smaller indication of 0.01, and from Then the relationship with supervisors with a value of 0.383 and a

value less than 0.01, then the relationship with colleagues with a value of 0.332 and a value less than 0.01, and the last benefits with a value of 0.268 and an indication less than 0.01

4.5.3 Variables Entered/Removed[a]

Table 16 Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	JT, RC, benefit, OP, RS, wage[b]	.	Enter

a. Dependent Variable: JS
b. All requested variables entered.

The previous table shows the names of the variables that were included in the regression equation (job satisfaction) as a dependent variable and independent variables (wages and compensation, benefits, relationship with supervisors, relationship with colleagues, career advancement opportunities, work tasks) and the analysis did not enslave any variable, and the method used in the model is Standard regression.

4.5.4 Model Summary [b]

Table 17 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579[a]	.335	.314	.62302

a. Predictors: (Constant), JT, RC, benefit, OP, RS, wage
b. Dependent Variable: JS

The previous table shows Pearson's correlation coefficient between the dependent variable and the independent variables, where an average value (0.579) with a value of a determination factor (0.355) and a modified determination coefficient value (0.314) means that the independent variables explain 31% of the variance in job satisfaction.

4. 5.5 ANOVA ᵃ

Table 18 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.709	6	6.285	16.192	.000ᵇ
	Residual	74.914	193	.388		
	Total	112.623	199			

a. Dependent Variable: JS

b. Predictors: (Constant), JT, RC, benefit, OP, RS, wage

The above table shows the results of ANOVA analysis for the regression significance test and we notice the value of sig is (0.000) which is less than (0.01) and therefore we reject the zero assumption, and we accept the alternative hypothesis that the regression is significant, and therefore there is an effect of independent variables on the dependent variable and we can predict the dependent variable through These independent variables.

4.5.6 Coefficients ᵃ

Table 19 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.403	.286		4.907	.000		
	wage	.181	.081	.229	2.239	.026	.328	3.048
	benefit	-.075	.051	-.116	-1.452	.148	.544	1.839
	RS	-.006	.062	-.009	-.099	.921	.456	2.192
	RC	.176	.077	.165	2.295	.023	.670	1.492
	OP	.165	.052	.259	3.177	.002	.518	1.931
	JT	.117	.072	.165	1.634	.104	.336	2.973

The previous table shows standard and non-standard regression coefficients, standard error, test value (T) with probability value of the tests (statistical function), variance inflation factor (VIF) value, and Tolerance coefficients : **VIF** = 1 / Tolerance

Which shows that there is no linear multiplicity problem between the variables, as the previous table helps in obtaining the regression line equation

Predicated (JS) = 0.229*(wage) -0.116* (benefit) -0.009* (RS) +0.165* (RS) +0.259* (OP) +0.165* (JT) + e
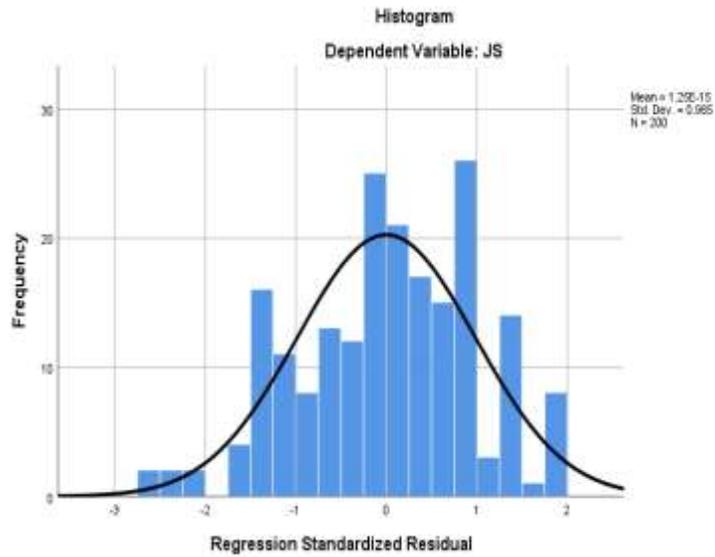
Figure 8 histogram dependent variable
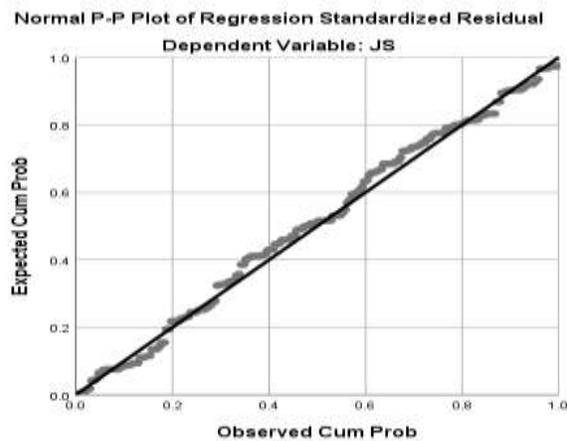
Figure 7 normal P-P plot regression standard

Scatterplot

Dependent Variable: JS
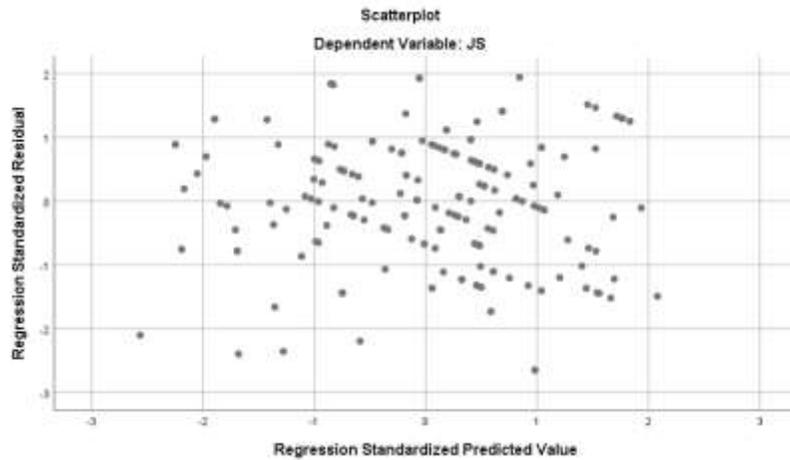
Figure 9 scatterplot dependent variable

The previous figures show the moderate distribution of residues and collect data about the straight line. Therefore, the remaining ones follow the normal distribution, which is one of the conditions for correctness of regression analysis.

4.6 Analysis of opinions of responses to the survey axes

Based on the researcher's design of the questionnaire on the Likert pentatonic scale, the scale of periods has been determined so that the researcher can analyze the responses of the participants in the questionnaire according to the following table:

Table 20 Point liker scale

Likert-scale	Interval	Difference	description	Level
1	1.00 – 1.79	0.79	Strongly disagree	low
2	1.80 – 2.59	0.79	Disagree	low
3	2.60 – 3.39	0.79	Natural	Middle
4	3.40 – 4.19	0.79	Agree	High
5	4.20 – 5.00	0.80	Strongly agree	High

4.6.1 wages, and compensation :

Table 21 Analyze the opinions of responses on the axis paragraphs, wages and compensation

Question		Strongly Agree	Agree	Natural	Disagree	Strongly Disagree	mean	Std. deviation	rank
Can set aside some of your monthly salary for your savings?	N	38	68	39	26	29	3.30	1.315	3
	%	19%	34%	19.5%	13%	14.5%			
Are you satisfied with the salary you receive each month?	N	31	58	36	45	30	3.08	1.318	7
	%	15.5%	29%	18%	22.5%	15%			
How concerned do you think this organization is with the welfare of its employees?	N	26	65	58	30	21	3.23	1.171	5
	%	13%	32.5%	29%	15%	10.5%			
Do you believe your organization provides you with a fair amount of compensation?	N	26	54	61	38	21	3.13	1.179	6
	%	13%	27%	30.5%	19%	10.5%			
Are you satisfied with the compensation you receive compared to your coworkers in this organization?	N	33	63	52	31	21	3.28	1.216	4
	%	16.5%	31.5%	26%	15.5%	10.5%			
Are you satisfied with your career development so far?	N	51	79	37	24	9	3.69	1.113	1
	%	25.5%	39.5%	18.5%	12.0%	4.5%			
Does working in this organization guarantee the future of your family?	N	22	40	63	25	50	2.79	1.316	8
	%	11%	20%	31.5%	12.5%	25%			
Are you satisfied with the appreciation given to you by this organization based on your achievements?	N	40	64	54	24	18	3.42	1.196	2
	%	20%	32%	27%	12%	9%			
Weighted mean								3.24	
Std. deviation								0.9556	

It is clear from Table No. (15) iterations and percentages of the respondents 'responses about the first axis (wages, salaries, and compensation), where the paragraph that states (Are you satisfied with your career development so far?) Came with a standard deviation (1.113). And my mean average is (3.69), with a grossly approved and strongly approved number of (130) respondents out of (200), and the second place in the paragraph that states (Are you satisfied with the appreciation given to you by this organization based on your achievements?) With a standard deviation. (1.196)

and mean (3.42), with a grossly agreed and strongly approved a total of (104) respondents out of 200. In the last paragraph, the paragraph stipulating (Does working in this organization guarantee the future of your family?) Came with a standard deviation (1.316) and an arithmetic mean (2.79), which corresponds to a neutral score in the quintet Likert scale shown in Table No. (14) Where the average percentage ranged between 2.60 and 3.39 where the total number of neutrals was 63 respondents out of 200, representing 31.5%.

It is also clear from Table No. (15) that the weighted average weight of the first axis (wages, salaries, and compensation) reached the value of (3.24) with a standard deviation (0.9556), which corresponds to neutral, that is, (the level of wages, salaries, and compensation is considered average),

The following figure shows the average responses of the respondents about the first axis .

Figure 10Analyze the opinions of responses on the axis paragraphs, wages and compensation

4.6.2 Benefits :

Table 22 Analyze the opinions of responses on the axis paragraphs, Benefits

Question		Strongly Agree	Agree	Natural	Disagree	Strongly Disagree	mean	Std. deviation	rank
Are you satisfied with the health coverage you receive from the organization?	N	38	49	48	25	40	3.10	1.389	1
	%	19%	24.5%	24%	12.5%	20%			
Do the health benefits and facilities in this organization provide your family with a feeling of security?	N	31	43	50	25	51	2.89	1.406	4
	%	15%	21.5%	25%	12.5%	25%			
How do you consider the health coverage in this organization is for your family?	N	27	51	38	34	50	2.85	1.398	5
	%	13.5%	25.5%	19%	17%	25%			
Do the health benefits and facilities in this organization provide you with a feeling of security?	N	24	49	42	36	49	2.82	1.364	6
	%	12%	24.5%	21%	18%	24.5%			
How do you feel about your future in this organization?	N	20	54	74	22	30	3.06	1.176	3
	%	10%	27%	37%	11%	15%			
Can working in this organization guarantee your pension?	N	41	50	39	25	45	3.08	1.449	2
	%	20.5%	25%	19.5%	12.5%	22.5%			
Weighted mean								2.9675	
Std. deviation								1.1657	

It is clear from Table No. (16) iterations and percentages of respondents 'responses about the second axis (benefits), where the first paragraph that states (Are you satisfied with the health coverage you receive from the organization?) Came with a standard deviation (1.389). (And an arithmetic mean (3.10) with a grossly approved and strongly approved number of (87) respondents out of (200), followed by the second paragraph that states (Can working in this organization guarantee your pension?) With a standard deviation (1.449) and an average (3.08), with a grossly agreed and strongly approved total of (109) respondents out of 200, and the third paragraph that states (How do you feel about your future in this organization?) Came in a standard deviation (1.176). And an average arithmetic score of (3.06), with a, grossly agreed and strongly approved a total of (74) respondents out of 200, and the fourth paragraph stipulating (Do the health benefits and facilities in this organization provide your family with a feeling of security?) Came in a standard deviation. (1.406) and an arithmetic mean (2.89), with a grossly agreed and strongly

approved total of (74) respondents out of 200, and came in fifth place according to the paragraph that states (How do you consider the health coverage in this organization is for your family?) (1.398), and an arithmetic mean (2.85), with a grossly agreed and strongly approved a total of 78 respondents out of 200,

The last paragraph states that (Do the health benefits and facilities in this organization provide you with a feeling of security?) With a standard deviation (1.364) and an arithmetic mean (2.82), which corresponds to a neutral score in the Likert pentation scale shown in Table No. (14), where the average percentage ranged between 2.60 and 3.39, where the total number of neutrals was (42) respondents out of (200) by 21%.

It is also clear from Table No. (16) that the weighted average weight of the second axis (benefits) reached the value of (2.9675) with a standard deviation (1.1657), which corresponds to the neutral, meaning that (benefits) is considered average,

The following figure shows the averages of the responses of the respondents around the second axis.
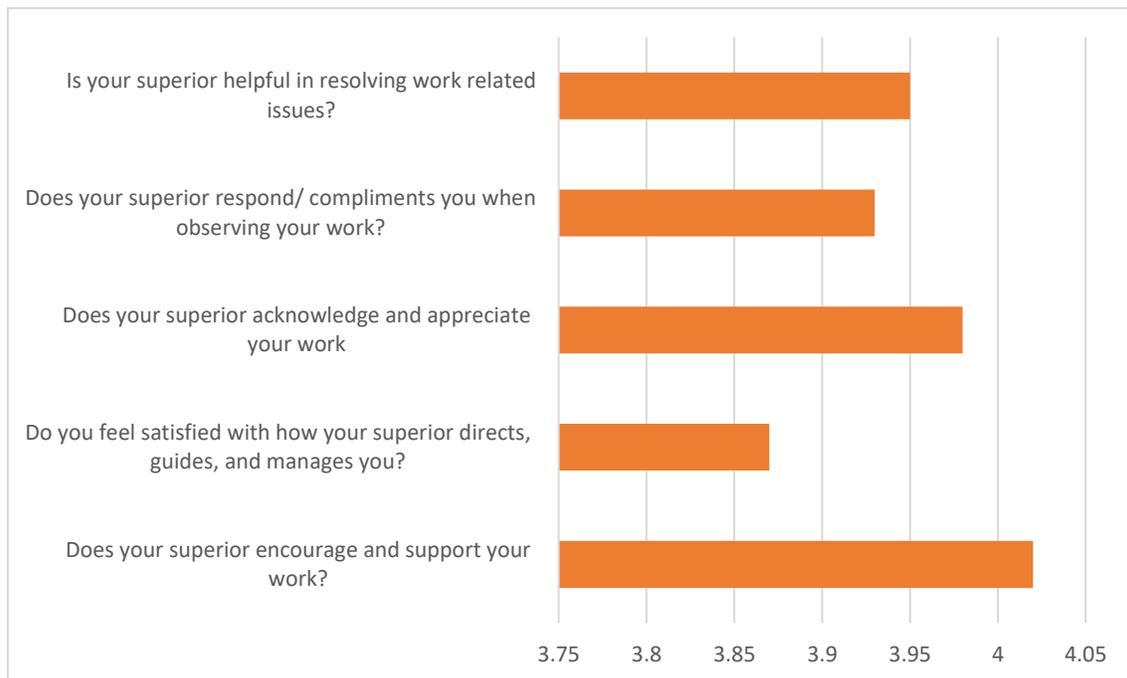

Figure 11 Analyze the opinions of responses on the axis paragraphs, Benefits

4.6.3 Relationship between Superiors

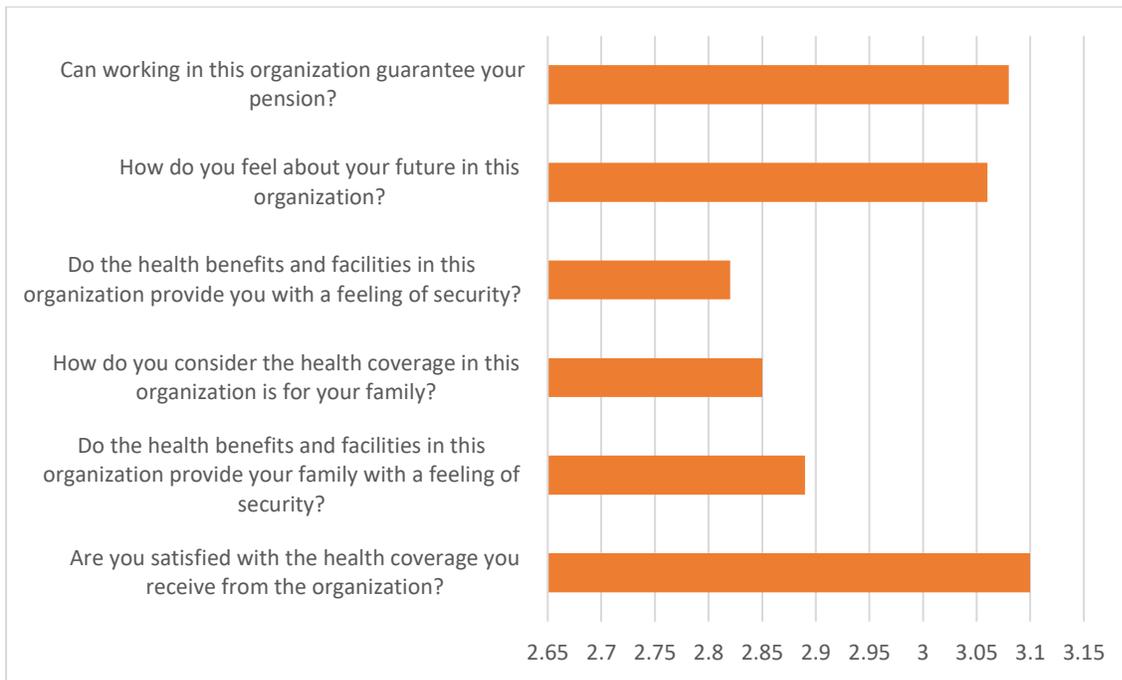*Table 23 Analyze the opinions of responses on the axis paragraphs, Relationship between Superiors*

Question		Strongly Agree	Agree	Natural	Disagree	Strongly Disagree	mean	Std. deviation	rank
Does your superior encourage and support your work?	N	84	70	24	11	11	4.02	1.123	1
	%	42	35	12	5.5	5.5			
Do you feel satisfied with how your superior directs, guides, and manages you?	N	72	71	28	17	12	3.87	1.170	5
	%	36	35.5	14	8.5	6			
Does your superior acknowledge and appreciate your work	N	83	66	27	12	12	3.98	1.156	2
	%	41.5	33	13.5	6	6			
Does your superior respond/compliment you when observing your work?	N	71	80	25	13	11	3.93	1.112	4
	%	35.5	40	12.5	6.5	5.5			
Is your superior helpful in resolving work-related issues?	N	72	82	21	14	11	3.95	1.115	3
	%	36	41	10.5	7	5.5			
Weighted mean								3.952	
Std. deviation								1.0524	

It is clear from Table (17) the number of iterations and percentages of the responses of the sample members around the third axis (relationship between superiors), where it came in the first place the paragraph that states (Does your superior encourage and support your work?) With a standard deviation (1.123) and average My account is (4.02) with a total agree and strongly agree number (154) respondents out of (200), and the second paragraph that states (Does your superior acknowledge and appreciate your work) comes with a standard deviation (1.156) and an average (3.98), With a grossly agreed and strongly agreed total of (149) respondents out of 200, the third paragraph stipulates that (Is your superior helpful in resolving work related issues?)) And an arithmetic mean (3.95), with a grossly agreed and strongly approved total of (154) respondents out of 200, and the fourth paragraph that states (Does your superior respond / compliments you when observing your work?) Came in a standard deviation (1.112) and average. My account (3.93), with a grossly approved and strongly, agreed total of (151) respondents out of 200, while the last paragraph is the paragraph that states (Do you feel satisfied with how your superior directs, guides, and manages you?) With a standard deviation (1.170) And an arithmetic mean (3.87), which

corresponds to a high score in the quintet Likert scale shown in Table No. (14), where the average percentage ranged between 3.40 and 4.19 where the total number of approved and strongly agreed is (143) respondents out of (200).

It is also clear from Table No. (17) that the weighted average weight of the third axis (the relationship between superiors) reached the value of (3.952) with a standard deviation (1.0524) which corresponds to approval, i.e. (the relationship between superiors) is considered high,

The following graph shows the averages of the responses of the respondents around the third axis.

Figure 12 Analyze the opinions of responses on the axis paragraphs, Relationship between Superiors

4.6.4 Relationship Among Coworkers

Table 24 Analyze the opinions of responses on the axis paragraphs, Relationship Among Coworkers

Question		Strongly Agree	Agree	Natural	Disagree	Strongly Disagree	mean	Std. deviation	rank
How satisfied are you with your coworkers' encouragement of your success?	N	69	98	22	8	3	4.11	0.861	1
	%	34.5	49	11	4	1.5			
Are you satisfied with your portion of your work (in a team)?	N	60	110	23	6	1	4.11	0.755	2
	%	30	55	11.5	3	0.5			
Is your relationship with your coworkers harmonious? Do you support one another?	N	65	105	20	6	4	4.10	0.8417	3
	%	32.5	52.5	10	3	2			
How far does the relationship with your coworkers feel like family?	N	61	105	26	3	5	4.07	0.848	4
	%	30.5	52.5	13	1.5	2.5			
Weighted mean								4.0988	
Std. deviation								0.7048	

Table (18) iterations and percentages of respondents 'responses about the fourth axis (relationship among coworkers) are evident, where the first paragraph stipulates (How satisfied are you with your coworkers' encouragement of your success?) With a standard deviation. (0.861) and the mean (4.11) with a grossly agreed and strongly approved number of (167) respondents out of (200), came in second place the paragraph that states (Are you satisfied with your portion of your work (in a team)?) Normative (0.755) and arithmetic mean (4.11), with a grossly agreed and strongly agreed total of (170) respondents out of 200, and came in third place, the paragraph that states (Is your relationship with your coworkers harmonious? Do you support one another?) with a standard deviation (0.8417) and an arithmetic mean (4.10), with a grossly agreed and strongly agreed total of (170) respondents out of 200, while the last paragraph states that (How far does the relationship with your coworkers feel like family ?) With a standard deviation (0.848) and an arithmetic mean (4.07), which corresponds to a high score in the quintet Likert scale shown in Table No. (14), where the average percentage ranged between 3.40 and 4.19 where the total number of approved and strongly agreed was (166) respondents from Origin (200).

It is also clear from Table No. (18) that the weighted average weight of the fourth axis (relationship among coworkers) reached the value of (4.0988) with a standard deviation (0.7048), which corresponds to approval, i.e. (the relationship between coworkers) is considered high.

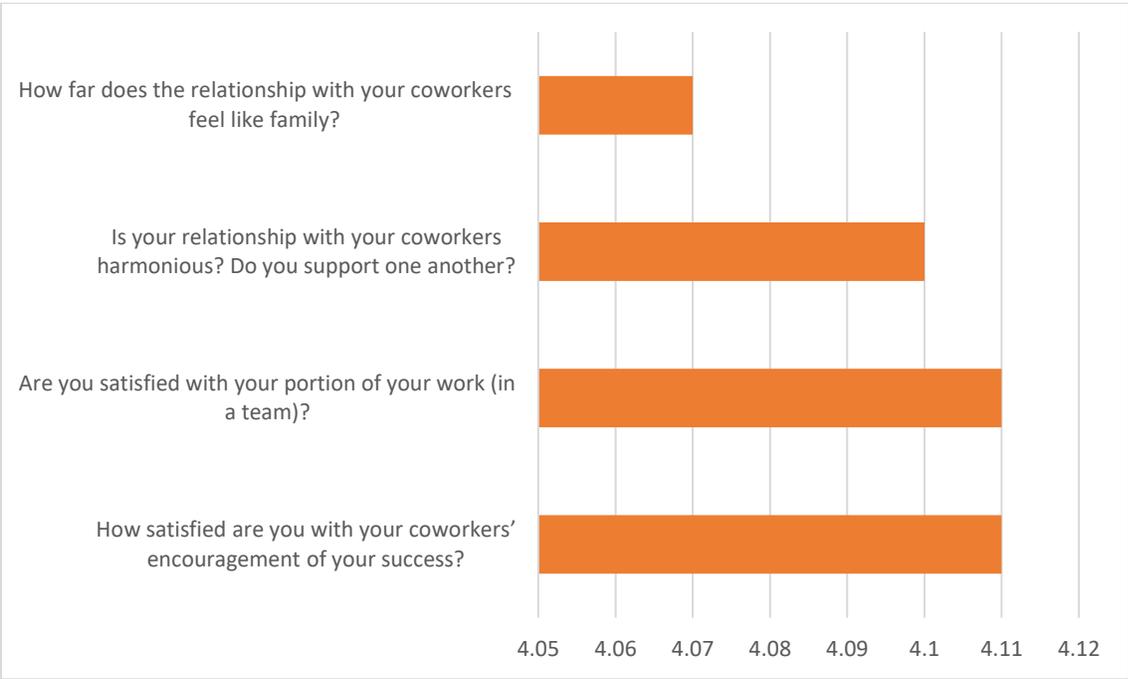The following graph shows the averages of the responses of the sample members on the fourth axis paragraphs .

Figure 13 Analyze the opinions of responses on the axis paragraphs, Relationship Among Coworkers

4.6.5 professional development opportunities

Table 25 Analyze the opinions of responses on the axis paragraphs, professional development opportunities

question		Strongly Agree	Agree	Natural	Disagree	Strongly Disagree	mean	Std. deviation	rank
I am satisfied with the mechanisms of promotions time and get it.	N	36	52	45	40	27	3.15	1.306	2
	%	18	26	22.5	20	13.5			
The upgrade is based on performance and efficiency.	N	49	60	50	24	17	3.50	1.224	1
	%	24.5	30	25	12	8.5			
Weighted mean								3.325	
Std. deviation								1.1838	

Table (19) iterations and percentages of respondents 'responses about the fifth axis (professional development opportunities) are clear, as the first paragraph that states (The upgrade is based on performance and efficiency.) Came with a standard deviation (1.224) and average. My account (3.50) with a total of strongly agreed and approved (109) respondents out of (200), and second came the paragraph that states (I am satisfied with the mechanisms of promotions time and get it.) With a standard deviation (1.306) and average Arithmetic (3.15), which corresponds to a neutral score in the quintet Likert scale shown in Table No. (14), where the average percentage ranged between 2.60 and 3.39 where the total neutral was (45) respondents. (Out of 200).

It is also clear from Table No. (19) that the weighted average weight of the fifth axis (professional development opportunities) reached the value of (3.325) with a standard deviation (1.1838) which corresponds to approval, that is, (professional development opportunities) is considered high.

The following graph shows the averages of the responses of the sample members on the fifth axis paragraphs .
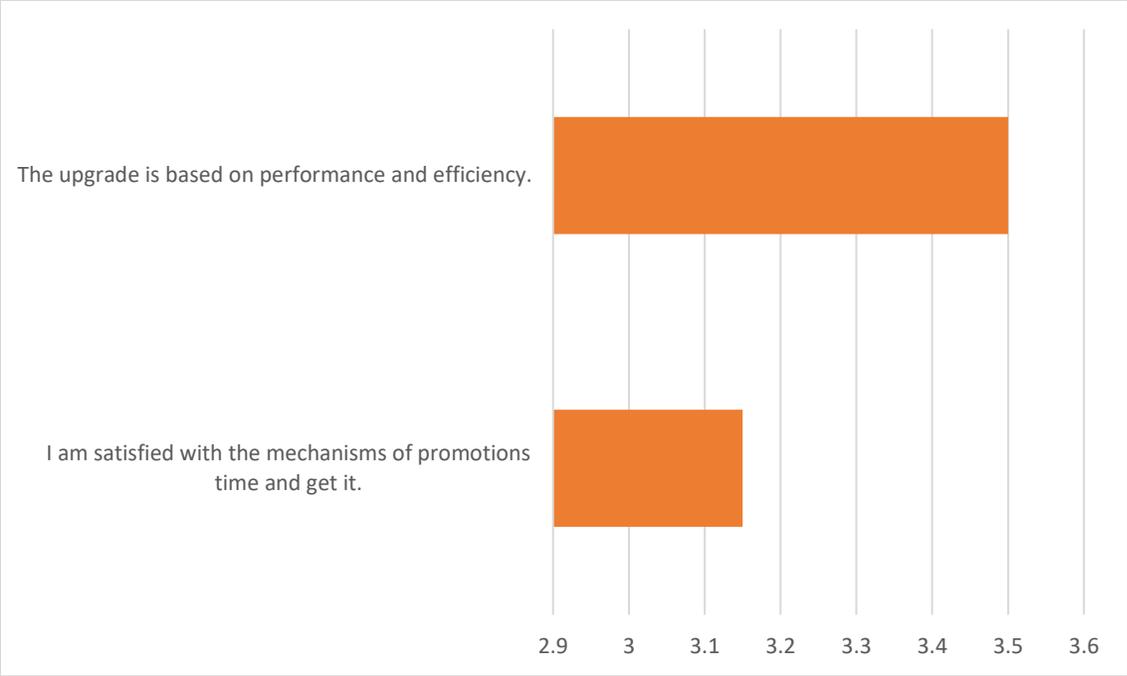
Figure 14 Analyze the opinions of responses on the axis paragraphs, professional development opportunities
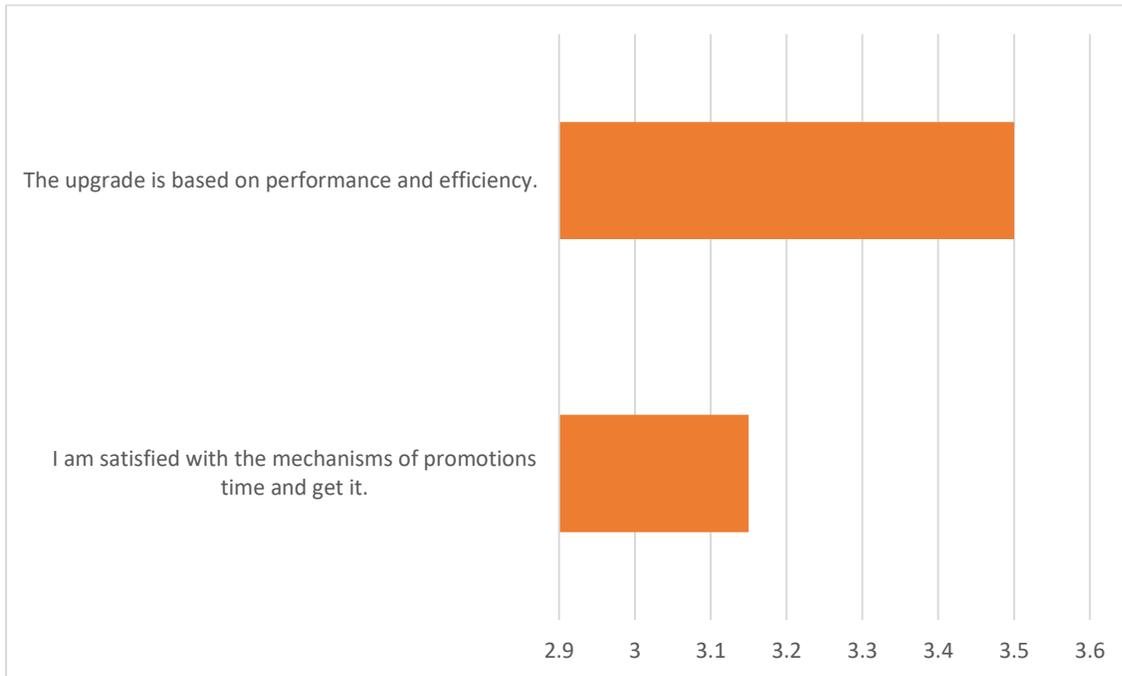
4.6.6 Job task

Table 26 Analyze the opinions of responses on the axis paragraphs, Job task

Question		Strongly Agree	Agree	Natural	Disagree	Strongly Disagree	mean	Std. deviation	rank
My company provided me with the materials and tools that let me extract my best.	N	45	58	65	18	14	3.51	1.143	2
	%	22.5	29	32.5	9	7			
I got enough training to work in my current job.	N	40	75	46	21	18	3.49	1.186	3
	%	20	37.5	23	10.5	9			
I am satisfied with the circumstances in which I work.	N	49	72	35	26	18	3.54	1.243	1
	%	24.5	36	17.5	13	9			
Weighted mean								3.513	
Std. deviation								1.06298	

It is clear from Table No. (20) iterations and percentages of the responses of the sample members around the sixth axis (job task), as the first paragraph that states (I am satisfied with the circumstances in which I work ..) came with a standard deviation (1.243 (And my arithmetic average (3.54) with a grossly agreed and strongly agreed total of (121) respondents out of (200), and second came the paragraph that states (My company provided me with materials and tools that let me extract my best.) With a standard deviation (1.143) and an arithmetic mean (3.51) with a totally approved and strongly agreed number of (103) respondents out of (200), and in the last place the paragraph states (I got enough training to work in my current job.) With a standard deviation (1.186) My arithmetic (3.49), which corresponds to the degree of approval in the five-Likert scale shown in Table No. (14), where the average percentage ranged between 3.40 and 4.19, where the total approval was (75) respondents out of (200).

It is also clear from Table No. (20) that the weighted average weight of the fifth axis (job task) reached the value of (3.513) with a standard deviation (1.06298), which corresponds to approval, that is, (job task) is considered high.

The following figure shows the averages of the responses of the sample members on the sixth axis paragraphs .

Figure 15 Analyze the opinions of responses on the axis paragraphs, Job task

4.6.7 Job satisfaction :

Table 27 Analyze the opinions of responses on the axis paragraphs, Job satisfaction:

Question		Strongly Agree	Agree	Natural	Disagree	Strongly Disagree	mean	Std. deviation	rank
Generally speaking, I am very satisfied with this job	N	46	78	44	19	13	3.62	1.132	2
	%	23	39	22	9.5	6.5			
I am generally satisfied with the kind of work I do in this job.	N	57	87	39	13	4	3.90	0.956	1
	%	28.5	43.5	19.5	6.5	2			
I frequently think of quitting this job	N	43	44	46	46	21	3.21	1.302	3
	%	21.5	22	23	23	10.5			
Most people on this job are very satisfied with the job	N	22	62	74	18	24	3.20	1.134	4
	%	11	31	37	9	12			
People on this job often think of quitting	N	37	43	58	42	20	3.18	1.242	5
	%	18.5	21.5	29	21	10			
Weighted mean								3.422	
Std. deviation								0.7523	

It is clear from Table No. (21) iterations and percentages of respondents' responses about the seventh axis (job satisfaction), where the paragraph came in which states (I am generally satisfied with the kind of work I do in this job.) Standard (0.956) and arithmetic mean (3.90) with a gross and strongly approved total of (144) respondents out of (200), and came second in the paragraph which states (Generally speaking, I am very satisfied with this job) with a standard deviation (1.132) And an arithmetic mean (3.62), with a grossly agreed and strongly agreed total of (124) respondents out of 200, and came in the third place the paragraph which states (I frequently think of quitting this job) with a standard deviation (1.302) and an average sense Abi (3.21), with a grossly agreed and strongly approved total of 87 respondents out of 200, and the fourth paragraph stipulating (Most people on this job are very satisfied with the job) came with a standard deviation (1.134) and an average (3.20) A total of 74 respondents out of 200 respondents strongly and strongly agree, with the paragraph that states (People on this job often think of quitting) comes with a standard deviation (1.242) and an arithmetic mean (3.18), which corresponds to a neutral degree in Likert quintet scale shown in Table No. (14), where the average percentage ranged between 2.60 and 3.39, where the total number of neutrals was (58) respondents out of (200) by 29%.

It is also clear from Table No. (21) that the weighted average weight of the seventh axis (job satisfaction) reached the value of (3.422) with a standard deviation (0.7523), which corresponds to approval, that is, (job satisfaction) is considered high.

The following figure shows the averages of the responses of the respondents about the seventh axis paragraphs

Figure 16Analyze the opinions of responses on the axis paragraphs, Job satisfaction:

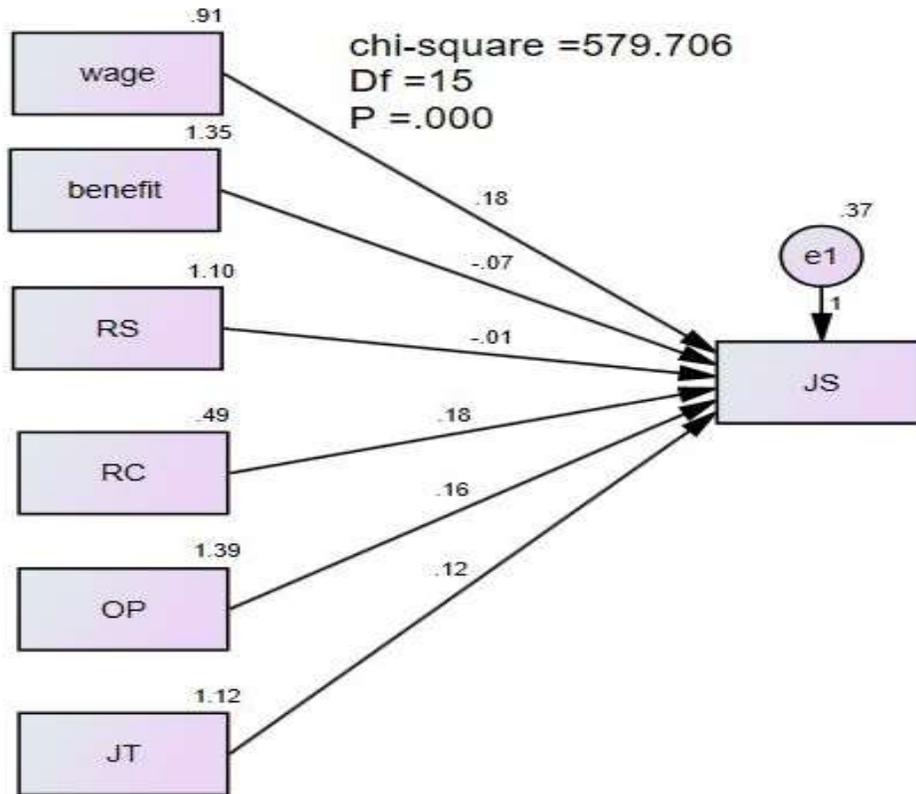## 4.7 Analyze the relationship between the variables

Figure 17 relationship between the variables

The researcher built the model and measured the relationship between the variables through the SPSS Amos program, and the assumptions of the researcher were represented according to the above figure, and after building the model, the relationship between the variables was measured and the results were as follows:

Table 28 relationship between the variables

(Constant)	(Constants)
Wages and compensation	.181
Relationships with co-workers	.176
Professional development opportunities	.165
Job Task	.117
Relationships with supervisors	-.006
Benefits	-.075

Through the above table and after measuring the correlation between independent variables (wages, benefits, relationship with supervisors, relationship with co-workers, Professional development opportunities, and Job Task) with the dependent variable (job satisfaction) we find that:

The relationship was an intermediate mean between the independent variables (wages, relationship with co-workers, opportunities for career advancement and Job Task) and between the dependent variable, job satisfaction at a rate ranging between 0.181 as a maximum and 0.117 as a minimum, arranged as follows: wages, and then the relationship with co-workers, and then Career development opportunities, and then Job Task). This is instead of a positive relationship between these variables and the dependent variable.

While we find that the average inverse relationship between independent variables (benefits, and the relationship with supervisors) and the dependent variable (job satisfaction), where the ratio of the relationship between benefits and job satisfaction is -0.075 and the relationship with the two relationships and between job satisfaction is - 0.006.

Through drawing, we find that the independent variable (salaries, wages, and compensation) has the greatest positive impact on the dependent variable (job satisfaction) with a parameter of 0.181, followed by the independent variable effect (relationship with co-workers) with a factor of 0.176, then the independent variable (opportunities for professional advancement) with a factor of 0.165,

50

Finally, the independent variable (Job Task) affects the dependent variable (job satisfaction) with a parameter of - 0.117

While we find that the independent variable (benefits) adversely affects the dependent variable (job satisfaction) with a parameter of -0.075, as well as the independent variable (relationship with supervisors) adversely affects the dependent variable (job satisfaction) with a factor of -0.006,

Chapter 5 : Discussion and Conclusion

5.1 Discussion :

The researcher studied the determinants of job satisfaction for workers in the non-profit sector in Al-qunfudah province, and the response number was 200 respondents to the study from 35 non-profit organizations in Al-qunfudah province.

The study aimed to measure the level of job satisfaction, and determine the factors that affect it, and through theoretical and applied study and after analyzing the data and measuring the strength of the relationship between the variables in the research, the researcher concluded that the level of job satisfaction among workers in the non-profit sector is satisfactory, where workers enjoy With a good level of job satisfaction, which is consistent with a study (Speers, 2004)on the non-profit sector in America and also a study (Kadarisman, 2012) on the public sector in Bangladesh, and this indicates that job satisfaction is high in the non-profit sector in general ,

And through a study of measuring the strength of factors that affect job satisfaction, the results showed that job satisfaction in this research is affected by the following factors: The first factor is wages, salaries and compensation, and the second factor is the relationship with co-worker, and the third factor is the Professional Development Opportunities   the fourth factor is job task, The fifth factor is the the benefits and sixth the relationship with supervisors, and we find that these results differ with what the researcher reached (Speers, 2004) , as he concluded that soft factors that are difficult to measure, such as the relationship with supervisors and the relationship with colleagues, are more influential on job satisfaction than the solid factors that can Measure it like snow The salaries, compensation, work tasks and benefits, and we find through the results of this research that these two results do not stop, and this may be due to the restriction of a (Speers, 2004) to one non-profit organization, the response number was 32 response to the research.

While we find that salary is the first factor for determining job satisfaction, which is the same result reached by the researcher (Kadarisman, 2012) in his research on the public sector, which forms the difference in the results is that the benefits and relationship with supervisors in this research are the last factors In determining job satisfaction, and incompatible with what the researcher reached (Kadarisman, 2012) and also the researcher (Speers, 2004) ,which makes these results incompatible may be due to the difference in society, and where the research sample in this research was from a small geographical area, The administrative system may make alum equal in the targeted organizations, so these factors must be re-examined within a framework More and

more non-profit organizations, so that we reach results that we can generalize to non-profit organizations in Saudi Arabia.

5.2 Conclusion:

The level of job satisfaction among workers in the non-profit sector in Al-qunfudah Governorate is satisfactory, and that through research, the determinants of job satisfaction can be arranged as follows: wages, salaries, and compensation, and then, the relationship with coworker, and then professional development opportunities , and finally job task, while we find that Job satisfaction is adversely affected by benefits and relationship with supervisors

5.3 Recommendations :

Through the theoretical framework for the research, and the results of the questionnaire, which included 200 employees of the non-profit sector in Al-qunfudah province, we make the following recommendations: Job satisfaction should be one of the important things that non-profit organizations care about in Al-qunfudah province, as job satisfaction has a great correlation with the motivation At work and an increase in job satisfaction rates within the organization that guarantees effective performance to a large extent, expansion in the study of the elements that affect job satisfaction, and trying to overcome the factors that lead to job dissatisfaction, work on increasing the job satisfaction rate by studying wages, salaries and compensation Comparing it with the tasks and responsibilities of the work according to the scientific foundations, providing a healthy environment for employees and work teams, increasing employee cohesion through a clear definition of roles and powers, developing the career path for employees, and determining the factors that cause progress within the organization with integrity and transparency, and the work tasks must be clear to all employees and distribute them in a manner Fair, and enterprise managers should pay attention to the benefits that they provide to employees, because they are an important factor in job satisfaction, and they must be presented fairly and clearly to all employees, define the powers and tasks of supervisors and delegate appropriate powers to employees and review the rules and regulations b Periodic form.

5.4 Future Research :

We caught our attention as we conclude this study with many other topics for research in this field, and it is preferable that other researchers address it in the future. The following are some open problems: Conducting a study on the determinants of job satisfaction and their impact on the job performance of employees, including other variables that were not taken into account in this study, and conducting more studies such as our current study, but extending to include all non-profit sectors in the Kingdom Saudi Arabia, conducting more studies to determine the factors that help to raise the level of job performance in the non-profit sector in the Kingdom of Saudi Arabia, and here we include some other topics for those most interested in researching the topic: determinants of job satisfaction in the non-profit sector And its relationship to career achievement,

Finally, the subject of job satisfaction in the nonprofit sector is an important and broad topic for those who wanted to search for it and conduct future studies. This study also remains a simple contribution from the total contributions we can make to enriching research in the field of knowledge.

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The Appendices

Questioner:

1. What is your gender? (Check the following that applies to you):

(   ) Male.   (   ) Female.

2. what is your level of education?

(   ) intermediate.

(   ) high school.

(   ) undergraduate

(   ) master

3. How old are you? (Check the appropriate age range):

(   ) Less than 25 years.

(   ) 25 - 30 years.

(   ) 3 1 - 4 0 years.

(   ) 41 - 50 years.

(   ) 5 1 - 6 0 years.

(   ) More than 60 years.

4. How long have you worked for non-profit organizations?(Please check one of the following):

(   ) Less than 1 year.

(   ) 1 -3 years.

(   ) 3 - 5 years.

(   ) 5 - 7 years.

(   ) 7 - 1 5 years.

(   ) More than 15 years.

5. How much is your annual gross income (before taxes) 6om Goodwill Industries?

(Please check the appropriate salary range):

(   ) Less than SR 5,000.

(   ) SR 5,000- SR 10,000.

(   ) SR 10,000 - SR 15,000.

(   )SR 15,000or more.

		Strongly agree	Agree	neutral	Disagree	Strongly disagree
1						
Wa1	Can you set aside some of your monthly salary for your savings?					
Wa2	Are you satisfied with the salary you receive each month?					
Wa3	How concerned do you think this organization is with the welfare of its employees?					
Wa4	Do you believe your organization provides you with a fair amount of com¬pensation?					
Wa5	Are you satisfied with the compensation you receive compared to your coworkers in this organization?					
Wa6	Are you satisfied with your career development so far?					
Wa7	Does working in this organization guarantee the future of your family?					
Wa8	Are you satisfied with the appreciation given to you by this organization based on your achievements?					
2						
BE1	Are you satisfied with the health coverage you receive from the organization?					
BE2	Do the health benefits and facilities in this organization provide your family with a feeling of security?					
BE3	How do you consider the health coverage in this organization is for your family?					
BE4	Do the health benefits and facilities in this organization provide you with a feeling of security?					
BE5	How do you feel about your future in this organization?					
BE6	Can working in this organization guarantee your pension?					
3						
RS1	Does your superior encourage and support your work?					
RS2	Do you feel satisfied with how your superior directs, guides, and manages you?					
RS3	Does your superior acknowledge and appreciate your work					
RS4	Does your superior respond/compliment you when observing your work?					
RS5	Is your superior helpful in resolving work-related issues?					
4						
RC1	How satisfied are you with your coworkers' encouragement of your success?					
RC2	Are you satisfied with your portion of your work (in a team)?					

RC3	Is your relationship with your coworkers harmonious? Do you support one another?					
RC4	How far does the relationship with your coworkers feel like family?					
5						
PO1	I am satisfied with the mechanisms of promotions time and get it.					
PO2	The upgrade is based on performance and efficiency.					
6						
JT1	My company provided me with the materials and tools that let me extract my best.					
JT2	I got enough training to work in my current job.					
JT3	I am satisfied with the circumstances in which I work.					
7						
JS1	Generally speaking, I am very satisfied with this job					
JS2	I am generally satisfied with the kind of work I do in this job.					
JS3	I frequently think of quitting this job					
JS4	Most people on this job are very satisfied with the job					
JS5	People on this job often think of quitting					