

## Factors Affecting Job Satisfaction Among Healthcare Professionals Working in Critical Care Units in Government Hospitals in the United Arab Emirates

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### Abstract

The study's main objective is to identify factors that affect job satisfaction among the healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates. The study relied on the descriptive approach. The study community consists of all healthcare professionals working in the critical care units of the Governmental Hospitals in the United Arab Emirates, through conducting a questionnaire to identify the factors affecting job satisfaction among healthcare professionals working in the critical care units of the governmental hospitals in the United Arab Emirates. The study data is analysed using the Statistical Package for the Social Sciences (SPSS). The study findings reveal the significance of various dimensions, including work-related factors, professional growth-related factors, incentives-related factors, leadership-related factors, and stress management-related factors in determining job satisfaction. The study emphasizes the importance of creating a supportive work environment that addresses work-related factors such as adequate staffing and supportive work environments.

### Keywords

Job Satisfaction, Healthcare Professionals, Critical Care Units, Governmental hospitals, United Arab Emirates.

### Article history

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## **1. Introduction**

Human capital is the basis for providing high-quality healthcare to the public. Numerous reforms in the health industry have been implemented with the specific goal of enhancing human performance (Al Hubaishi & Ali, 2022). Job satisfaction is considered a critical part of the performance improvement process. Organizations' priority must be the satisfaction of their professionals (Joshua et al., 2021). A high level of professional satisfaction significantly impacts the quality of healthcare services. It is well understood that job satisfaction significantly impacts the efficacy of medical personnel.

Because professional satisfaction is crucial in healthcare, investigating the factors that can affect it has become of utmost importance. Some issues related to planning, organizing, staffing, and leading can affect job satisfaction (Abd-Elbaky et al., 2023). Furthermore, the workplace has a negative impact on job satisfaction and performance (Joshua et al., 2021). The literature demonstrates that excessive stress can contribute to burnout syndrome and negatively affect satisfaction.

Professionals working in critical care units encounter numerous difficulties due to the complexity of patient care, work overload, time constraints, and administrative responsibilities. These issues might impact their ability to maintain a healthy work-life balance (Abdallah & Mostafa, 2021). The critical care unit presents stress not only for patients but also for medical staff, which causes professionals to suffer interpersonal conflict as a result of their professional work relationships with others, leadership style, nature of the task, and the complexity of patient situations (Arafat et al., 2018).

Job satisfaction among critical care practitioners is influenced by certain factors such as night shifts, long working hours, job overload, a shortage of equipment and technologies, the work environment, educational possibilities, salary, and hospital rules (Bashehab et al., 2018). Poor supervisory styles, inadequate salary, an uncondusive working environment, and lack of teamwork are considered critical factors that must be taken into account. Lack of job satisfaction and burnout among critical care clinicians necessitate prompt action. Given the variety of threats to clinicians, quality of care, and patient outcomes, as well as the performance quality of the critical care workforce, clinicians, hospital managers, and policymakers must all share responsibility for taking action. Implementing career development plans and improving working circumstances may increase job satisfaction. In addition, having excellent interpersonal relationships in terms of cooperation, listening, and respecting each other's values is crucial to the achievement of satisfaction in the workplace (Arafat et al., 2018).

## **2. Statement of the Problem**

Over the past 20 years, the UAE's healthcare system has undergone substantial progress, with gains made in service delivery and clinical quality (Sayani et al., 2020). The Emirati Ministry of Health emphasizes issues related to work-life quality and job satisfaction among healthcare professionals as critical priorities to consider in the

Emirati healthcare system (Almheiri et al., 2021). Despite efforts to increase practitioners' satisfaction with the existing work environment of healthcare services (Al Hubaishi & Ali, 2022), they are not very satisfied with the working environment in Emirati hospitals (Callachan et al., 2016). Additionally, Emirati professionals have revealed that high acuity critical care is associated with a high workload. This is considered a barrier to providing quality care and negatively affects job satisfaction (Brambilla et al., 2022).

Based on the above, the research gap emerges from the fact that there is a scarcity of local studies dedicated to investigating the factors influencing job satisfaction among healthcare providers in critical care units. Additionally, there is a lack of studies that have targeted measuring these factors from the perspectives of doctors and nurses in public hospitals in the United Arab Emirates.

### **3. Questions of the Study**

The main question of the study is: What are the factors that affect job satisfaction among healthcare professionals working in critical care units in the Governmental Hospitals in the United Arab Emirates?

Under this main question, certain sub-questions can be derived as follows:

1. What are the work-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the Governmental Hospitals in the United Arab Emirates?
2. What are the professional growth-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the Governmental Hospitals in the United Arab Emirates?
3. What are the incentives-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the Governmental Hospitals in the United Arab Emirates?
4. What are the leadership-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the Governmental Hospitals in the United Arab Emirates?
5. What are the stress management-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the Governmental Hospitals in the United Arab Emirates?

### **4. Hypothesis of the Study**

1. There is no significant impact of gender on job satisfaction in critical care units of the governmental hospitals.
2. There is no significant impact of age on job satisfaction in critical care units of the governmental hospitals.
3. There is no significant of years of experience on job satisfaction in critical care units of the governmental hospitals.

4. There is no statistically significant of job position on job satisfaction in critical care units of the governmental hospitals.

## **5. Objectives of the Study**

The study's main objective is to identify factors that affect job satisfaction among healthcare professionals working in critical care units in Governmental hospitals in the United Arab Emirates.

Under this main objective, certain sub-objectives can be reviewed as follows:

1. Determining the work-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the governmental Hospitals in the United Arab Emirates.
2. Considering the professional growth-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the governmental Hospitals in the United Arab Emirates.
3. Identifying the incentives-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the Governmental Hospitals in the United Arab Emirates.
4. Defining the leadership-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the Governmental Hospitals in the United Arab Emirates.
5. Specifying the stress management-related factors that can affect job satisfaction among healthcare professionals working in critical care units in the Governmental Hospitals in the United Arab Emirates.
6. Verifying the existence of any statistically significant differences in the responses of the study sample regarding factors affecting job satisfaction among healthcare professionals working in critical care units in Governmental hospitals attributed to the study variables (gender, age, years of experience, job position).

## **6. Significance of the Study**

It is imperative to investigate the various factors that impact job satisfaction in critical care units located in the United Arab Emirates. Professionals' retention and turnover rates are significantly influenced by job satisfaction. Professionals' satisfaction with critical care environments is positively correlated with their engagement, motivation, and commitment to providing the best possible patient care. It is crucial to investigate the elements influencing job satisfaction in Emirati critical care units to enhance the organizational performance, patient care quality, and staff well-being that serve as a guide for actions, rules, and tactics dedicated to providing healthcare professionals in critical care settings with a supportive and encouraging work environment.

## **7. Literature Review**

### **7.1. Background**

Critical care is one of the most important components of healthcare. Utilizing critical care services with initiatives to identify dangerous illnesses in the community, promote early access to care, offer safe transport, and make referrals can improve healthcare outcomes (Abdelatif et al., 2023). Moreover, "critical care" describes specific clinical practice areas found in most hospitals designed to help patients needing emergency care due to life-threatening conditions. Critical care medicine's dynamic and high-stress specialty includes a range of settings, including intensive care units and operating rooms, where patients with serious and life-threatening illnesses need quick access to expert care. To give the most outstanding care and results possible, healthcare practitioners must collaborate to implement a multidisciplinary approach to deliver advanced life support in these circumstances (Jamshed, 2022).

Additionally, the critical care unit overloads nurses. It exposes them to various difficulties that affect their work-life balance, daily passion and dedication to their clinical postings, and overall job satisfaction. Critical care professionals face various difficulties due to the complexity of patient care, administrative duties, work overloads, schedule conflicts, and working circumstances (Helaly et al., 2022). In this context, critical care professionals are essential to patients' healing. They carry out crucial duties since they have to deal with the most intensely emotional parts of life, perform treatments accurately, and respond constantly and swiftly to patient needs. In addition, critical healthcare professionals suffer from various issues, including inadequate interpersonal relationships at work, a dangerous environment, too much labour, role conflicts, neglecting oneself, receiving insufficient recognition, and receiving little compensation. All of these may have a detrimental effect on how they carry out their duties and how others perceive them as professionals (Abd-Elbaky et al., 2023).

In a related sense, Myhren et al. (2013) revealed that the critical care unit is very stressful for medical professionals, patients, and their families. Among professionals, high job stress and low job satisfaction are associated with burnout. Burnout may have several major causes, including fragile personalities, job stress, and dissatisfaction. Moreover, Elsayed (2022) stated that earning praise for a job well done, feeling connected to patients, feeling good about patients' caring, feeling secure in one's position, getting paid well, and applying all of one's abilities and skills to patients' care are all factors in critical care workers' job satisfaction.

### **7.2. Importance of job satisfaction**

Águas et al. (2017) defined job satisfaction as professionals' motivation to carry out their duties and their view of their work. In addition, Cetinkaya et al. (2017) described professional job satisfaction as the degree to which they like their work and have a favourable or unfavourable attitude toward their jobs. Work satisfaction has an impact on professionals' performance. Job satisfaction among professionals is the most important factor affecting output. Compared to professionals with low job happiness,

those with high job satisfaction were ten times more likely to perform well. When an employee accepts the work results as expected, they are said to be satisfied with their job. People will be happier when more people see the outcomes (Simanjuntak et al., 2021).

Additionally, the work environment, structural empowerment, organizational dedication, professional commitment, job stress, patient satisfaction, patient-nurse ratios, and social capital strongly correlate with medical professionals' job satisfaction. Therefore, it is essential to raise nurses' job happiness to enhance patients' opinions of the quality of care and guarantee a sufficient medical staff. Job satisfaction predictors facilitate the creation of practical solutions to medical shortages and raise the standard of patient care (Lu et al., 2019).

### 7.3. Factors affecting job satisfaction among critical care professionals

Numerous factors may impact critical care personnel's satisfaction with their work. These are some essential factors that may affect their satisfaction at work:

- **Work-related factors**, include how hospitals treat nurses and doctors (Hailu et al., 2016). The happiness of critical care providers at work is positively correlated with the number of shifts they work. The job satisfaction of critical care specialists is negatively correlated with job stress. Job satisfaction among critical care specialists is positively correlated with autonomy (Hesselink et al., 2023). There is also a significant positive correlation between staffing and human resources factors and the job satisfaction of critical care professionals. Work satisfaction among critical care professionals is significantly positively correlated with collaboration and group cohesion (Dilig-Ruiz et al., 2018).
- **Professional Growth-related Factors** :The personal qualities of ICU professionals, such as their assertiveness and work experience, greatly influence their professional autonomy (Hesselink et al., 2023). In addition, enhancing job satisfaction through a work environment that fosters personal and professional growth is essential, as it enables nursing faculty members to function at their highest level (Baral & Bhatta, 2018).
- **Incentives-related Factors**: The level of incentives that medical professionals truly receive and the extent to which they anticipate receiving their own incentives. The nurses' job happiness is impacted by the professionals' acceptance of receiving rewards that fall short of their expectations. Consequently, it is imperative to investigate the potential impact of incentive system variations on job satisfaction (Charolyna & Sukiswo, 2019).
- **Leadership-related Factors**: The job satisfaction of nurses can be significantly predicted by their leadership style, with transformational leadership being a more effective predictor of job satisfaction than transactional leadership. Enhancing staff work happiness, motivating employees to stay in their existing positions, and fostering their professional growth are all possible through the use

of the transformational technique by nurse managers, administrators, and supervisors (Alrasheedi et al., 2022).

- **Stress Management-related Factors:** Professionals can offer the best care possible when they are self-aware, as this reduces stress and increases job satisfaction, reduces burnout risk, and improves physical health (Penprase et al., 2015). Establishing and maintaining a work environment that promotes job satisfaction and improves professional retention greatly depends on the leadership role that medical managers play in stress management (Hayes et al., 2015).

#### **7.4. Job satisfaction among medical professionals in the UAE**

Opportunities for growth, professional autonomy, and frequent promotions are the core elements linked to the contentment of Emirati physicians. Workload and social life disturbance were intrinsic characteristics related to a decline in job satisfaction. Management's respect, frequent feedback, and group cohesion are extrinsic factors that contribute to job happiness. The leading cause of discontent is that they aren't fairly compensated (Adam, 2020). Further, rewards and organizational support for medical professionals, as well as working circumstances and encouraging remarks regarding accomplishments, all have an impact on job satisfaction. The happiness of professionals directly impacts retention. Therefore, healthcare management must be more successful in its efforts by focusing more on improving satisfaction and retention to enhance the professionals' contentment and retention in the medical field (Khanfar & Habbal, 2017). In addition, stress significantly affects job performance and job satisfaction in critical care units in the United Arab Emirates. Professionals who work long hours and have high job designations are more important as they are less content with their jobs. Critical care unit professionals are under a great deal of stress. Job performance and job happiness are impacted by workplace stress. The workload is the primary cause of stress (Joshua et al., 2021).

#### **8. The study methodology**

The study adopted the descriptive approach, which Darwish (2018) defines as a general study of a phenomenon in a group, in a specific place, and at present. It is a method of analysis and interpretation in an organized scientific manner to reach specific solutions for a social problem.

#### **9. The study community and sample:**

The study community consisted of all healthcare professionals, including 96 healthcare professionals working in critical care units in Government Hospitals in the United Arab Emirates.

### 9.1. Characteristics of the research sample:

The following table shows the distribution of sample members according to their characteristics:

**Table No. (1): Distribution of the study sample members according to their characteristics**

<b>Gender</b>	<b>Frequencies</b>	<b>Percentages</b>
Male	37	%38.5
Female	59	%61.5
<b>Total</b>	<b>96</b>	<b>%100</b>
<b>Age</b>	<b>Frequencies</b>	<b>Percentages</b>
Less than 30 years	32	%33.3
From 30 to less than 40 years	34	%35.4
40 years and above	30	%31.3
<b>Total</b>	<b>96</b>	<b>%100</b>
<b>Years of experience</b>	<b>Frequencies</b>	<b>Percentages</b>
Less than 5 years	34	%35.4
From 5 to less than 10 years	32	%33.3
Ten years and above	30	%31.3
<b>Total</b>	<b>96</b>	<b>%100</b>
<b>Job Position</b>	<b>Frequencies</b>	<b>Percentages</b>
Physician	35	%36.5
Nurse	61	%63.5
<b>Total</b>	<b>96</b>	<b>%100</b>

It is clear from the previous table that the highest percentage obtained by the study sample members according to gender is (61.5%), attributed to (females), followed by the lowest percentage of (38.5%), attributed to (males), and that the study sample obtains the highest percentage according to age is (35.4%), attributed to the category of (from 30 to less than 40 years), and the highest percentage is (31.3%), attributed to (40 years and above). The study sample obtains the highest percentage according to years of experience, which is (35.4%), attributed to (less than 5 years). The lowest percentage is (31.3%), attributed to the category of (ten years and above), and the highest percentage is obtained by the study sample according to job position is (63.5%), for (nurse), while the lowest percentage is (36.5) attributed to (physician).

### 9.2. Study tool:

A questionnaire is conducted to identify the factors affecting job satisfaction among healthcare professionals working in critical care units in the governmental hospitals in the United Arab Emirates. Both validity and reliability are confirmed through many ways which are the arbitrators' validity, as the questionnaire is sent to the arbitrators, to judge its linguistic formation, its clarity, and the extent to which the statements belong to the questionnaire, as some statements in the questionnaire are deleted and rephrased, as agreed upon by more than (80%) of the arbitrators., therefore; the questionnaire finally, consisted of (30) statements distributed over five dimensions. The internal consistency validity of the questionnaire has achieved by applying it to a pilot sample of (30) individuals, where the validity of the internal consistency is



calculated by calculating the Pearson correlation coefficient between the scores of each statement with the total score of the dimension to which the statement belongs in the questionnaire, where it obtained high values and ranged in *the first dimension: work-related factors* ranged between (.729\*\*-.888\*\*), in *the second dimension: professional growth-related factors* ranged between (.719\*\*-.881\*\*), in *the third dimension: incentives-related factors* ranged between (.859\*\*-.941\*\*), and in *the fourth dimension: leadership-related factors* it ranged between (.848\*\*-.949\*\*), while in the *fifth dimension: stress management-related factors* ranged between (.773\*\*-.884\*\*), all of these are statistically significant at the level of significance of (0.01). The general construct validity of the questionnaire dimensions is verified by calculating the correlation coefficients of the dimensions with the total score of the questionnaire, where the correlation coefficients of the dimensions with the total score of the questionnaire were high. They ranged between (.763\*\*-.933\*\*) and all are statistically significant at the significance level of (0.01). A five-point Likert scale (strongly disagree, disagree, neutral, agree, strongly agree) is used to correct the research tools. Strongly disagree is given (1), disagree (2), neutral (3), agree (4), and strongly agree (5). Cronbach's alpha reliability coefficients also has been calculated for the dimensions of the questionnaire and the total score of the questionnaire, where the Cronbach's alpha reliability coefficients for the dimensions ranged between (.895-.944), and the overall reliability coefficient value of the questionnaire is (.927), these values indicate the validity of the questionnaire for application and the reliability of its results.

### 9.3. Statistical Methods:

The study utilized the Statistical Package for the Social Sciences (SPSS) software to extract results using the following statistical methods: Pearson correlation coefficient, Cronbach's alpha coefficient, frequencies and percentages, means and standard deviations, t-test, and One-Way Analysis of Variance (ANOVA). The hypothesized mean is also used (3), based on A five-point Likert scale, which serves as a standard for measuring the sample's response degree within the verbal estimation of the questionnaire weights. It is noteworthy that the hypothesized mean of (3) is the sum of all scores on the five-point Likert scale of (15) divided by the number of scale ranks (5). The hypothesized mean is the sum of scale scores divided by scores÷the number of ranks,  $(5+4+3+2+1) \div 5 = 3$ . The response intensity is calculated as the weighted mean  $\div 5 \times 100$ .

## 10. Results

### 10.1. Answering the study questions:

- **First: Presenting, discussing, and interpreting the results of the first question, "What are the work-related factors that can affect job satisfaction among healthcare professionals working in critical care units in Governmental hospitals in the United Arab Emirates"?**

To answer this question, the mean and standard deviation are calculated for the statements of *the first dimension: work-related factors*, and the following table shows this:

**Table No. (2) shows the means and standard deviations of the study sample responses regarding the statements of the first dimension: work-related factors**

No.	Dimensions	mean	SD	Response degree
1	Encouraging communication between professionals and management to promote collaboration, shared decision-making, and critical information exchange.	4.07	1.154	High
2	Adopting a safe physical environment and infection control practices in critical care units.	3.66	1.405	High
3	Providing flexibility in scheduling and workload distribution.	3.85	1.314	High
4	Recognizing the importance of well-being for improving professionals' overall performance and satisfaction.	3.92	1.295	High
5	Providing necessary equipment and specialized resources in critical care units.	4.01	1.174	High
6	Appreciating the professionals' efforts and providing positive feedback.	3.77	1.252	High
<b>Overall mean</b>		3.88	.563	High

It is clear from the previous table that the overall mean for the first dimension: work-related factors' mean is (3.88), a standard deviation of (.563), and a (high) response degree. This can be attributed to the fact that work nature is considered one of the factors affecting job satisfaction, as the overall mean exceeded the hypothesized mean. Achieving continuous and effective communication helps to improve cooperation between professionals and joint decision-making. Also, gaining flexibility in work scheduling makes time more organized and makes the distribution of workload among professionals a lot fairer. It also provides a work environment that encourages comfort and satisfaction, where professionals feel supported and their well-being is essential. This leads to improving their overall performance, increasing their satisfaction, and keeping them on the job, which contributes to reducing stress, improving productivity, and overall satisfaction.

This is consistent with what Dilig-Ruiz et al. (2018) indicates. There is also a significant positive correlation between staffing and human resources factors and the job satisfaction of critical care professionals. Work satisfaction among critical care professionals is significantly positively correlated with both collaboration and group cohesion.

This is consistent with what Jamshed (2022) indicated, as he noted that critical care medicine's dynamic and high-stress specialty includes a range of settings, including intensive care units and operating rooms, where patients with severe and life-threatening illnesses need quick access to expert care. To give the most outstanding

care and results possible, healthcare practitioners must collaborate to implement a multidisciplinary approach to deliver advanced life support in these circumstances.

- **Second: Presenting, discussing, and interpreting the results of the second question: "What are the professional growth-related factors that can affect job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates?"**

To answer this question, the mean and standard deviation are calculated for the statements of *the second dimension: professional growth-related factors*, and this is shown in the following table:

**Table No. (3) shows the means and standard deviations of the sample members' responses to the statements of the second dimension: professional growth-related factors**

No.	Dimensions	Mean	SD	Response degree
7	Engaging in continuing education programs and attending conferences to stay updated with the latest advancements in critical care.	3.80	1.311	High
8	Providing specialized training programs tailored to the unique needs of critical care professionals to develop their competencies.	3.42	1.470	High
9	Engaging in research activities and promoting the implementation of evidence-based practices.	3.93	1.316	High
10	Participating in research forums to enhance professional growth and critical thinking abilities.	3.99	1.192	High
11	Encouraging collaboration and interdisciplinary teamwork is essential for critical care professionals.	3.49	1.465	High
12	Providing constructive feedback to help professionals identify their professional development needs.	3.60	1.403	High
Overall mean		3.70	.549	High

It is evident from the previous table that the overall mean for *the second dimension of professional growth-related factors* is (3.70), with a standard deviation of (0.549), and a (high) response degree. This can be attributed to professional development affecting job satisfaction, as the overall mean for *the second dimension of professional growth-related factors surpasses* the hypothesized mean. Staying updated with the latest information and advancements in critical care enhances patient care and helps achieve better outcomes. This can be achieved by attending training sessions and providing specialized training programs, creating opportunities for critical care professionals to develop their skills and knowledge. These programs are designed to meet individual needs, enhance their competence in delivering critical care, and facilitate the exchange of ideas, experiences, and knowledge in critical care. It also helps them to discuss challenges and innovations, providing mutual guidance, and this contributes to promoting professional growth and developing critical thinking skills.

This is consistent with what Baral & Bhatta (2018) pointed out: enhancing job satisfaction through a work environment that fosters personal and professional growth is essential, as it enables nursing faculty members to function at their highest level.

- **Third: Presenting, discussing, and interpreting the results of the third question: "What are the incentives-related factors that can affect job satisfaction among healthcare professionals working in critical care units in Governmental hospitals in the United Arab Emirates"?** To answer this question, the mean and standard deviation are calculated for the statements of the *third dimension: incentives-related factors*, and this is shown in the following table:

**Table No. (4) shows the means and standard deviations of the study sample responses regarding the statements of the third dimension: incentives-related factors**

No.	Dimension	mean	SD	Response degree
13	Acknowledging the importance of moral incentives that can contribute to job satisfaction and retention.	4.17	1.033	High
14	Providing fair and competitive salaries that are proportional to the exerted efforts.	3.90	1.294	High
15	Offering performance-based incentives to promote job satisfaction among critical care professionals.	3.79	1.376	High
16	Providing health insurance, retirement plans, paid time off, and flexible scheduling options.	4.05	1.234	High
17	Using team-based rewards or bonuses to promote satisfaction.	3.81	1.284	High
18	Presenting financial assistance for attending continuing educational courses.	3.79	1.313	High
The overall mean		3.92	.526	High

From the previous table, it is evident that the overall mean for *the third dimension incentives-related factors* is (3.92), a standard deviation of (0.526), and a (high) response degree. This can be attributed to the fact that incentives affect job satisfaction, as the overall mean for *the third dimension, incentives-related factors*, is higher than the hypothesized mean. Providing reasonable and proportionate salaries compatible with employees' efforts and contributions, and having incentives based on performance, such as financial rewards or other material incentives, encourages critical care specialists to achieve outstanding performance and improve job satisfaction. Additionally, offering material benefits such as health insurance, retirement plans, and paid leave, along with providing financial assistance for attending training courses, and addressing non-material incentives such as promotions, is considered a strong motivator for achieving goals, enhancing individual and collective performance, achieving fairness and equality in rewards, and motivating employees to deliver their best possible performance.

This is consistent with what is indicated by Charolyna & Sukiswo (2019), as they highlighted the level of incentives that medical professionals receive and the extent to which they anticipate receiving incentives of their own. The nurses' job happiness is impacted by the professionals' acceptance of receiving rewards that fall short of their expectations. Consequently, it is imperative to investigate the potential impact of incentive system variations on job satisfaction.

- **Fourth: Presentation, discussion, and interpretation of the results of the fourth question: "What are the leadership-related factors that can affect job satisfaction among healthcare professionals working in critical care units in Governmental hospitals in the United Arab Emirates"?**

To answer this question, the mean and standard deviation of the statements of *the fourth dimension: leadership-related factors* were calculated, and the following table shows this:

**Table No. (5) shows the means and standard deviations of the study sample responses regarding the statements of the fourth dimension: leadership-related factors.**

No.	Dimension	mean	SD	Response degree
19	Leaders in critical care units are skilled in conflict resolution in a constructive manner.	3.76	1.296	High
20	Leaders in critical care are empathetic and provide emotional support to their team members.	3.54	1.399	High
21	Leaders exemplify the values and behaviours they expect from their critical care professionals to behave accordingly.	3.96	1.305	High
22	Leaders show commitment to a patient-centred care approach.	4.02	1.214	High
23	The critical care leader promotes a positive culture of trust, empowerment, and engagement.	3.46	1.500	High
24	Critical care leaders ensure that professionals understand their roles, responsibilities, and performance expectations.	4.15	.951	High
The overall mean		3.81	.539	High

It is evident from the previous table that the overall mean for *the fourth dimension: leadership-related factors* is (3.81), with a standard deviation of (0.539), and a (high) response degree. This can be attributed to leadership influencing job satisfaction, as the overall mean for *the fourth dimension, leadership-related factors*, is higher than the hypothesized mean.

Leaders in critical care units serve as role models for critical care specialists, and they possess practical skills in solving problems that promote constructive collaboration. These leaders can understand and analyze conflicts, work towards solutions that benefit all stakeholders, and enhance and understand effective communication. Additionally, they care about team members' emotional and personal needs, seeking to provide the necessary support and assistance to cope with work pressures and various challenges. This encourages teamwork and contributes to achieving job satisfaction.

This is consistent with what is indicated by Alrasheedi et al. (2022), which states that nurses' job satisfaction can be significantly predicted by their leadership style, with transformational leadership being a more effective predictor of job satisfaction than transactional leadership. Enhancing staff work happiness, motivating employees to stay in their existing positions, and fostering their professional growth are all possible through the use of the transformational technique by nurse managers, administrators, and supervisors.

- **Fifth: Presentation, discussion, and interpretation of the results of the fifth question: "What are the stress management-related factors that can affect job satisfaction among healthcare professionals working in critical care units in Governmental hospitals in the United Arab Emirates?"**

To answer this question, the mean and standard deviation were calculated for the statements of *the fifth dimension: stress management-related factors*, and this is shown in the following table:

**Table No. (6) shows the means and standard deviations of the study sample responses to the statements of the fifth dimension: stress management-related factors**

No.	Dimension	mean	SD	Response degree
25	Having an adequate number of critical care professionals helps distribute the workload and reduce stress and burnout.	3.95	1.109	High
26	Effective time management techniques can help manage professionals' workloads.	4.19	.987	High
27	Effective delegation of tasks to appropriate team members helps distribute responsibilities.	4.03	.978	High
28	Practising self-care strategies such as regular exercise, relaxation activities, and healthy lifestyles can mitigate work-related stress.	3.63	1.446	High
29	Establishing support systems such as counselling services, debriefing sessions, and peer support programs for reducing work-related stress.	4.06	.916	High
30	Set clear boundaries between work and personal life to avoid bringing work stress to home.	4.14	.829	High
The overall mean		4.00	.472	High

From the previous table, it is evident that the overall mean for *the fifth dimension: stress management-related factors* is (4.00), a standard deviation of (0.472), and a (high) response degree. This can be attributed to stress management influencing job satisfaction, as the overall mean for *the fifth dimension, stress management-related factors*, is higher than the hypothesized mean. Having an adequate number of specialists in critical care units helps to distribute the workload more effectively among team members. This means that the burden is not focused on one individual, reducing stress and fatigue from strenuous work and continuous pressure and stress. Additionally, effective time management practices, such as setting priorities, organizing schedules, allocating specific times for important tasks, and assigning and delegating tasks to appropriate team members, can contribute to achieving efficiency and reducing the pressure coming from intensive work. This creates a collaborative and cooperative environment.

This is consistent with what Hayes et al. (2015) pointed out, that establishing and maintaining a work environment that promotes job satisfaction and improves professional retention greatly depends on the leadership role that medical managers play in stress management.

## 10.2. Verifying the study Hypotheses:

**Statistical differences according to the gender variable:** The T-test is used to identify statistical differences according to the gender variable as follows:

- **First: Presentation, discussion, and interpretation of the results of the first Hypothesis:** There is no statistically significant difference in the responses of healthcare professionals regarding factors affecting job satisfaction in critical care units of governmental hospitals based on gender.

**Table No. (7) Means, standard deviations, and t-values, indicating differences between the responses of the study sample members regarding factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates, according to the gender variable**

Dimensions	Gender	N	Mean	SD	T	df	Sig. (2-tailed)	Sig
The First Dimension: Work-Related Factors	Male	37	3.83	.486	644	94	.521	Not significant
	Female	59	3.91	.608				
The Second Dimension: Professional Growth-related Factors	Male	37	3.70	.526	.030	94	.976	Not significant
	Female	59	3.71	.568				
The Third Dimension: Incentives-related Factors	Male	37	3.96	.479	.603	94	.548	Not significant
	Female	59	3.89	.557				
The Fourth Dimension: Leadership-related Factors	Male	37	3.77	.569	.696	94	.488	Not significant
	Female	59	3.84	.522				
The Fifth Dimension: Stress Management-related Factors	Male	37	3.97	.419	.488	94	.627	Not significant
	Female	59	4.02	.504				
Overall mean	Male	37	3.85	.349	.362	94	.718	Not significant
	Female	59	3.87	.382				

From the previous table, it is evident that there were no statistically significant differences at the significance level of (0.05) between the mean scores of the responses of individuals in the study sample regarding factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates attributed to the gender variable in (*the first dimension: work-related factors and the second dimension: professional growth-related factors and the third dimension: incentives-related factors, the fourth dimension: leadership-related factors, the fifth dimension: stress management-related factors*), and the overall mean. This can be attributed to the fact that the factors affecting job satisfaction are not influenced by gender, as all study participants agree on the importance of appreciating the efforts of employees and providing positive feedback for their work, which fosters initiative, engagement, and encourages them to give their best at work. Additionally, the professional growth of critical care specialists, improving their performance, understanding the modern practices and innovations in the field, and collaboration and teamwork among the different critical care specialists and disciplines are necessary to achieve the best outcomes in critical care are also factors that contribute to enhancing job satisfaction and achieving the optimal results in providing critical care.

This is consistent with what is indicated by Elsayed (2022) who stated that earning praise for a job well done, feeling connected to patients, feeling good about patients' caring, feeling secure in one's position, getting paid well, and applying all of one's abilities and Skills to patients' caring are all factors in critical care workers' job satisfaction.

- **Second: Presentation, discussion, and interpretation of the results of the Second hypothesis: There is no statistically significant difference in the responses of healthcare professionals regarding factors affecting job satisfaction in critical care units of governmental hospitals based on age.**

- **Statistical differences according to the age variable:**

The One-Way ANOVA test is used to identify statistical differences according to the age variable, and its results are shown in the following table:

**Table No. (8) Means, standard deviations, and T-values, indicating differences between the responses of the study sample members regarding factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates, according to the age variable**

Dimensions	Source of variance	Sum of Squares	df	Mean Square	F	Sig.
The First Dimension: Work-Related Factors	Between groups	.894	2	.447	1.424	.246
	Within groups	29.200	93	.314		
	Total	30.095	95	--		
The Second Dimension: Professional Growth-related Factors	Between groups	1.071	2	.535	1.806	.170
	Within groups	27.567	93	.296		
	Total	28.638	95	--		
The Third Dimension: Incentives-related Factors	Between groups	.093	2	.047	.165	.848
	Within groups	26.240	93	.282		
	Total	26.333	95	--		
The Fourth Dimension: Leadership-related Factors	Between groups	.932	2	.466	1.626	.202
	Within groups	26.671	93	.287		
	Total	27.604	95	--		
The Fifth Dimension: Stress Management-related Factors	Between groups	.897	2	.448	2.060	.133
	Within groups	20.242	93	.218		
	Total	21.139	95	--		
Overall mean	Between groups	.450	2	.225	1.686	.191
	Within groups	12.420	93	.134		
	Total	12.870	95	--		

It can be seen from the previous table that there is no statistically significant differences at the significance level of (0.05) between the mean scores of the responses of the study sample regarding factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates according to the age variable in (*the first dimension: work-related factors and the second dimension: professional growth-related factors and the third dimension: incentives-related factors, the fourth dimension: leadership-related factors, the fifth dimension: stress management-related factors*), and the overall mean. This can be attributed to the fact that the factors influencing job satisfaction among employees in critical care units in governmental hospitals are the same regardless of the age group and not specifically related to a certain age. Instead, these factors are related, for everyone, to have a safe working environment in critical care units, encouraging employees to participate in training courses and study forums to develop their performance, and sharing ideas, experiences, and knowledge in the field of critical care, as well as discussing challenges and innovations, plays a significant role. As well as. Focusing on factors related to both material and moral incentives, such as salary increases and promotions, enhances job satisfaction, which contributes to motivating and retaining employees, ultimately improving institutional performance and success.



**Third: Presentation, discussion, and interpretation of the results of the third hypothesis: There is no statistically significant difference in the responses of healthcare professionals regarding factors affecting job satisfaction in critical care units of governmental hospitals based on years of experience.**

- **Statistical differences according to the years of experience variable:**

The One-Way ANOVA test is used to identify statistical differences according to the years of experience variable, and its results are shown in the following table:

**Table No. (9) "One-Way ANOVA" results indicate differences between the responses of the study sample regarding factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates, according to the years of experience variable**

Dimensions	Source of variance	Sum of Squares	df	Mean Square	F	Sig.
The First Dimension: Work-Related Factors	Between groups	1.089	2	.545	1.746	.180
	Within groups	29.005	93	.312		
	Total	30.095	95	--		
The Second Dimension: Professional Growth-related Factors	Between groups	.707	2	.354	1.178	.313
	Within groups	27.930	93	.300		
	Total	28.638	95	--		
The Third Dimension: Incentives-related Factors	Between groups	.216	2	.108	.385	.681
	Within groups	26.117	93	.281		
	Total	26.333	95	--		
The Fourth Dimension: Leadership-related Factors	Between groups	1.312	2	.656	2.319	.104
	Within groups	26.292	93	.283		
	Total	27.604	95	--		
The Fifth Dimension: Stress Management-related Factors	Between groups	1.168	2	.584	2.720	.071
	Within groups	19.970	93	.215		
	Total	21.139	95	--		
Overall mean	Between groups	.660	2	.330	2.513	.086
	Within groups	12.210	93	.131		
	Total	12.870	95	--		

It is clear from the previous table that there is no statistically significant differences at the significance level of (0.05) between the mean scores of the responses of the study sample regarding factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals attributed to the years of experience variable in (*the first dimension: work-related factors and the second dimension: professional growth-related factors and the third dimension: incentives-related factors, the fourth dimension: leadership-related factors, the fifth dimension: stress management-related factors*), and the overall mean. This can be attributed to the fact that the variation in the years of experience among the study sample does not result in differences in their views regarding the factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals. All individuals in the study sample are well aware of the importance of various factors, such as promoting justice and equality in rewards, performance-based salaries, and motivating employees to exert their best efforts. As well as fostering a culture of trust, empowerment, and positive participation through leadership, it helps build a work environment that encourages trust among team members, empowers them to make decisions and take on responsibilities, and promotes effective and constructive participation among all members. Additionally, leaders'

attention to the emotional and personal needs of team members, along with providing the necessary support to cope with work pressures and challenges, impacts the achievement of job satisfaction.

This is consistent with what is indicated by Lu et al. (2019) that the work environment, structural empowerment, organizational dedication, professional commitment, job stress, patient satisfaction, patient-nurse ratios, and social capital are all strongly correlated with medical professionals' job satisfaction. Therefore, it is essential to raise nurses' job happiness to enhance the patients' opinions about the quality of care and ensure sufficient medical staff. The job satisfaction predictors facilitate the creation of practical solutions to the medical shortage and raise the standard of patient care.

**Fourth: Presentation, discussion, and interpretation of the results of the fourth hypothesis: that there is no statistically significant difference in the responses of healthcare professionals regarding factors affecting job satisfaction in critical care units of governmental hospitals based on job position.**

- **Statistical differences according to the job position variable**

The T-test is used to identify statistical differences according to the gender variable as follows:

**Table No. (10) Means, standard deviations, and t-values, indicating differences between the responses of the study sample regarding factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates, according to the job position variable**

Dimensions	Job position	N	Mean	SD	T	df	Sig. (2-tailed)	Sig
The First Dimension: Work-Related Factors	Physician	35	3.88	.519	.010	94	.992	Not significant
	Nurse	61	3.88	.591				
The Second Dimension: Professional Growth-related Factors	Physician	35	3.74	.447	.512	94	.610	Not significant
	Nurse	61	3.68	.602				
The Third Dimension: Incentives-related Factors	Physician	35	4.01	.487	1.289	94	.201	Not significant
	Nurse	61	3.87	.545				
The Fourth Dimension: Leadership-related Factors	Physician	35	3.77	.502	.653	94	.515	Not significant
	Nurse	61	3.84	.561				
The Fifth Dimension: Stress Management-related Factors	Physician	35	3.97	.391	.420	94	.675	Not significant
	Nurse	61	4.01	.515				
<b>Overall mean</b>	Physician	35	3.87	.311	.223	94	.824	Not significant
	Nurse	61	3.86	.400				

The table above shows that there is no statistically significant differences at the significance level of (0.05) between the mean scores of the responses of the study sample regarding factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates according to the job position variable in (*the first dimension: work-related factors and the second dimension: professional growth-related factors and the third dimension: incentives-related factors, the fourth dimension: leadership-related factors, the fifth dimension: stress management-related factors*), and the overall mean. This can be

attributed to all study sample members agreeing that effective delegation allows leaders in critical care units to allocate tasks and delegate them to the right team members. This allows for the fair distribution of responsibilities according to the abilities and skills of individuals, creating a cooperative environment, reducing stress, and avoiding overloading individuals. In addition, providing appropriate salaries to meet the needs of workers, paying attention to rewards, promoting team spirit and cooperation among team members, and promoting job satisfaction through a sense of belonging and appreciation, the institution's commitment to developing and enhancing the skills of its employees, all are factors that contribute to improve performance and raise the general level of efficiency, gives the employees the feeling that they are investing in their professional development, and increases job satisfaction and commitment towards work.

## 11. Results summary:

- The overall mean for the *first dimension: work-related factors* came with a mean of (3.88), a standard deviation of (.563), and a (high) response degree.
- The overall mean for the *second dimension professional growth-related factors* came with a mean of (3.70), a standard deviation of (0.549), and a (high) response degree.
- The overall mean for the *third dimension incentives-related factors* came with a mean of (3.92), a standard deviation of (0.526), and a (high) response degree.
- The overall mean for the *fourth dimension: leadership-related factors* came with a mean of (3.81), a standard deviation of (0.539), and a (high) response degree.
- The overall mean for the fifth dimension *the fifth dimension: stress management-related factors* came with a mean of (4.00), a standard deviation of (0.472), and a (high) response degree.
- There were no statistically significant differences at the significance level of (0.05) between the mean scores of the responses of individuals in the study sample regarding factors affecting job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates in all (*the first dimension: work-related factors and the second dimension: professional growth-related factors and the third dimension: incentives-related factors, the fourth dimension: leadership-related factors, the fifth dimension: stress management-related factors*), and the overall mean, attributed to the study variable of (gender – age – years of experience – job position).

## 12. Discussion

This study investigates the factors affecting job satisfaction among healthcare professionals working in critical care units in the governmental hospitals in the United Arab Emirates. A questionnaire has been developed and administered to a sample of 96 professionals.

The study results provide valuable insights into factors affecting job satisfaction among healthcare professionals in critical care units in the UAE. Some prior studies support these findings.

Work-related factors have received high scores, which aligns with. Dilig-Ruiz et al.(2018) found a significant positive correlation between staffing/human resource factors and collaboration/cohesion with job satisfaction. Besides, Hassan et al. (2022) also emphasized the importance of staff treatment by hospitals, highlighting the significance of ensuring adequate resources and supportive work environments.

The emphasis on professional growth factors is consistent with Baral and Bhatta (2018), who have discussed the value of a work environment that fosters personal and professional growth. As this study identified, engaging in continual training and study enables professionals to function at optimal levels.

Incentives have emerged as an important dimension, aligning with Charolyna and Sukiswo (2019) have confirmed that the impact of incentive system variations on satisfaction. Recognizing efforts through fair pay and performance incentives can enhance satisfaction levels.

This study identified leadership skills in areas like conflict resolution, empathy, and role clarification, and observed them by Alrasheedi et al. (2022) as important predictors of satisfaction influenced by leadership approach.

Finally, the focus on adequate staffing levels and stress management strategies in this study is consistent with Elsayed (2022), who described these as critical job satisfaction factors for healthcare workers in critical care settings. This alignment reinforces the argument that addressing workload pressures and ensuring proper staffing are essential for enhancing satisfaction and reducing burnout among professionals.

In conclusion, the study results provide empirical support for previous literature that identifies multidimensional factors within the work, professional, incentives, leadership, and stress domains as prime determinants of job satisfaction for healthcare professionals. Addressing these factors holds potential for improvements.

### **13. Conclusion**

This study has examined the factors influencing job satisfaction among healthcare professionals working in critical care units in governmental hospitals in the United Arab Emirates. The findings have highlighted the significance of various dimensions, including work-related factors, professional growth-related factors, incentives-related factors, leadership-related factors, and stress management-related factors, in determining job satisfaction.

The study emphasizes the importance of creating a supportive work environment that addresses work-related factors such as adequate staffing and supportive work environments. To enhance job satisfaction, organizations should prioritize providing opportunities for professional growth through training and study programs. It is

recommended that a variety of training courses be offered to enhance employee performance and promote professional development.

Additionally, the study has underscored the role of incentives in recognizing and rewarding the efforts of healthcare professionals. Organizations should implement a comprehensive incentive system that considers both material and moral incentives. To motivate and reward healthcare professionals, fair compensation packages, recognition programs, and opportunities for career advancement should be provided.

Effective leadership practices are identified as essential for job satisfaction, with leadership skills such as conflict resolution, empathy, and role clarification playing a vital role. Leaders should exhibit ethical behavior and serve as role models for employees. Leadership training programs should be provided to develop leadership skills among healthcare professionals and foster a positive work culture.

Furthermore, addressing stress management-related factors and workload pressures is crucial for improving job satisfaction among critical care professionals. Organizations should implement flexibility in work scheduling through task delegation and promote a collaborative work environment that encourages communication, collaboration, and teamwork among all staff members.

In summary, the practical recommendations derived from this study include:

- Work on providing a variety of training courses to enhance employee performance.
- Paying attention to the importance of material and moral incentives aligns with the workforce's efforts.
- Implement flexibility in work scheduling through task delegation.
- Allocate part of the budget to provide for necessary medical equipment and tools.
- Leaders should commit to ethical behavior as they are considered employee role models.
- Encourage collaboration and teamwork among all staff.

## **14. Recommendations:**

According to the study results, several practical suggestions may be offered to enhance the job satisfaction of the medical workers in critical care units. To begin with, the administrations of hospitals must provide specific funds to purchase and service the necessary medical equipment and tools because the availability of resources can directly affect performance and satisfaction. Secondly, continuous professional development programmes should be institutionalised by combining technical training and the possibility of involvement in studies, promoting personal and professional development. Third, organisations ought to implement formalised reward programmes that are responsive to clinical excellence and teamwork, cooperation, and ethical conduct, which is at the core of maintaining a favourable work culture.

In addition to these recommendations, further study is suggested to deepen our understanding of job satisfaction among healthcare professionals in critical care units. Future studies could investigate the role of professional support, such as mentorship programs and peer networks, in improving job satisfaction. Additionally, evaluating the effectiveness of psychological support programs, such as counseling services and stress management interventions, can enhance healthcare professionals' well-being.

By implementing these recommendations and conducting further study, healthcare organizations can create a conducive work environment that enhances job satisfaction among critical care professionals, leading to improved overall well-being and better patient care outcomes.

## 15. Study suggestions: conducting more future studies:

- Investigate the role of professional support in improving job satisfaction for healthcare specialists in critical care units in governmental hospitals in the United Arab Emirates.
- Evaluate the impact of psychological support programs on job satisfaction in governmental hospitals.

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### **Appendix: Questionnaire**

#### **Dear Respondents**

The researcher is conducting a study entitled "Factors affecting job satisfaction among healthcare professionals working in critical care units in Governmental hospitals in the United Arab Emirates". The main aim of the study is to investigate the different factors that might affect job satisfaction among healthcare professionals while working in critical care units in Governmental hospitals in the United Arab Emirates. Please put (✓) next to the response that best describes your thoughts while responding to the questionnaire's statements. Please keep in mind that your responses will directly affect the study's validity. The researcher assures you that all responses disclosed in the questionnaire will be kept strictly confidential and will be handled following scientific research ethics. Finally, the researcher expresses gratitude and appreciation to everyone who will answer the questionnaire.

Thanks in advance  
The researcher

#### **Part One: Demographic Variables**

##### **Gender**

- Male
- Female

##### **Age**

- Less than 30 years.
- From 30 to less than 40 years
- 40 years and above

##### **Years of experience**

- Less than 5 years
- From 5 to less than 10 years
- Ten years and above

##### **Job position**

- Physician
- Nurse

## Part Two: Axes and Dimensions of the Questionnaire

No.	Statements	Response				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The First Dimension: Work-Related Factors						
1.	Encouraging communication between professionals and management to promote collaboration, shared decision-making, and critical information exchange.					
2.	Adopting a safe physical environment and infection control practices in critical care units.					
3.	Providing flexibility in scheduling and workload distribution.					
4.	Recognizing the importance of well-being for improving professionals' overall performance and satisfaction.					
5.	Providing necessary equipment and specialized resources in critical care units.					
6.	Appreciating the professionals' efforts and providing positive feedback.					
The Second Dimension: Professional Growth-related Factors						
7.	Engaging in continuing education programs and attending conferences to stay updated with the latest advancements in critical care.					
8.	Providing specialized training programs tailored to the unique needs of critical care professionals to develop their competencies.					
9.	Engaging in research activities and promoting the implementation of evidence-based practices.					
10.	Participating in research forums to enhance professional growth and critical thinking abilities.					
11.	Encouraging collaboration and interdisciplinary teamwork is essential for critical care professionals.					
12.	Providing constructive feedback to help professionals identify their professional development needs.					
The Third Dimension: Incentives-related Factors						
13.	Acknowledging the importance of moral incentives that can contribute to job satisfaction and retention.					
14.	Providing fair and competitive salaries that are proportional to the exerted efforts.					
15.	Offering performance-based incentives to promote job satisfaction among critical care professionals.					
16.	Providing health insurance, retirement plans, paid time off, and flexible scheduling options.					
17.	Using team-based rewards or bonuses to promote satisfaction.					
18.	Presenting financial assistance for attending continuing educational courses.					
The Fourth Dimension: Leadership-related Factors						
19.	Leaders in critical care units are skilled in conflict resolution in a constructive manner.					
20.	Leaders in critical care are empathetic and provide emotional support to their team members.					
21.	Leaders exemplify the values and behaviours they expect from their critical care professionals to behave accordingly.					
22.	Leaders show commitment to a patient-centred care approach.					
23.	The critical care leader promotes a positive culture of trust, empowerment, and engagement.					

No.	Statements	Response				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
24.	Critical care leaders ensure that professionals understand their roles, responsibilities, and performance expectations.					
<b>The Fifth Dimension: Stress Management-related Factors</b>						
25.	Having an adequate number of critical care professionals helps distribute the workload and reduce stress and burnout.					
26.	Effective time management techniques can help manage professionals' workloads.					
27.	Effective delegation of tasks to appropriate team members helps distribute responsibilities.					
28.	Practising self-care strategies such as regular exercise, relaxation activities, and healthy lifestyles can mitigate work-related stress.					
29.	Establishing support systems such as counselling services, debriefing sessions, and peer support programs for reducing work-related stress.					
30.	Set clear boundaries between work and personal life to avoid bringing work stress to home.					