

# The Effect of Job Satisfaction on the Productivity of Paramedics Working for the Red Crescent in Makkah

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## ABSTRACT

The study aimed to investigate the effect of job satisfaction on the productivity of paramedics working for the Saudi Red Crescent Authority in the Makkah region. To achieve the study's objectives, a descriptive-analytical method was employed. The study population consisted of all employees of the Saudi Red Crescent Authority in the Makkah region, and the sample included 310 employees. A questionnaire was used as the primary tool for data collection. The study revealed several key findings, most notably: The productivity variable demonstrated a high level of commitment among

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respondents, with an average score of 4.33 and a standard deviation of 0.54. The statement "I am committed to following the policies and procedures adopted by the Saudi Red Crescent Authority" ranked first with a mean of 4.52, reflecting a strong adherence to organizational guidelines. Conversely, the statement "I am always ready to work outside of regular hours when needed" received the lowest score (mean = 3.32), suggesting a lower willingness to work beyond regular hours, possibly due to concerns related to work-life balance. The independent variable (job satisfaction) accounted for 7.7% of the variance in the dependent variable (level of productivity), as indicated by the adjusted coefficient of determination ( $\text{Adj. } R^2 = 0.077$ ). The overall effect of the independent variable (job satisfaction) on the dependent variable (level of productivity) was statistically significant ( $F = 26.895$ ,  $\text{Sig.} = 0.000$ ). Furthermore, the analysis showed that job satisfaction had a significant impact on productivity ( $\beta = 0.225$ ,  $t\text{-value} = 5.186$ ,  $\text{Sig.} = 0.000$ ). Based on these findings, the null hypothesis was rejected, and the alternative hypothesis was accepted, confirming that there is a statistically significant relationship between job satisfaction and productivity among paramedics in the Saudi Red Crescent Authority in the Makkah region. The study recommends the following: The Saudi Red Crescent Authority should increase the availability of scientific courses, workshops, and conferences to address the need for ongoing professional development. This will help paramedics feel more engaged and valued, potentially enhancing job satisfaction and productivity. Review and adjust working hours to better align with paramedics' needs for work-life balance. Implementing flexible scheduling or additional rest periods could reduce fatigue and improve overall job satisfaction. Reevaluate the current salary and allowance structures, particularly the infection allowance, to ensure they are competitive and reflective of the risks and responsibilities associated with the job. Consider implementing additional financial incentives or bonuses for paramedics who consistently demonstrate high productivity or work in high-risk environments.

**Keywords:** Job Satisfaction-Productivity-Paramedics-Saudi Red Crescent Authority-Makkah Region

## Introduction

Human capital is considered one of the most influential factors in work productivity, as it is the backbone of production and its skills determine the adequacy and efficiency of the organization. Neglecting the human element in some societies and institutions leads to a decline in productivity, which necessitates research into job satisfaction due to its practical and applied importance (Basfar, 2018).

Organizational success is contingent upon the engagement and satisfaction of its workforce. Employees constitute the cornerstone of any organization, significantly contributing to its growth and productivity. By prioritizing employee job satisfaction, organizations can cultivate a more productive and effective environment, leading to enhanced overall performance (Gomathy & et al, 2022).

Employee satisfaction is a paramount objective for organizations seeking to achieve optimal performance. A positive correlation exists between employee satisfaction and organizational returns. Conversely, employee dissatisfaction can

negatively impact organizational efficiency and effectiveness. Consequently, the study of job satisfaction is a crucial area of organizational research (Javed et al., 2014).

Job satisfaction is a positive emotional state derived from work experiences, often influenced by the alignment between individual expectations and job-related rewards (Khahro, Ali, Siddiqui, & Khoso, 2016). The study of job satisfaction is multifaceted, encompassing both humanistic and behavioral perspectives. From a humanistic standpoint, employees should be treated equitably and with respect. Behaviorally, addressing job satisfaction can guide employee behavior, impacting organizational functions and duties. This can lead to both positive and negative outcomes in employee behavior (Milka, Andi, Pahmi, Andi, & Lenny, 2023).

Organizational performance is intrinsically tied to the productivity and satisfaction of its workforce. A highly engaged and satisfied employee is more likely to exhibit increased effort, leading to enhanced performance and overall organizational success (Pushpakumari, 2008).

Cultivating a positive work culture is essential for organizational success. Employee job satisfaction significantly influences work performance and productivity (Farooqi & Ali, 2014). Productivity is a key metric for achieving organizational goals. Companies should strive to optimize work efficiency through initiatives that enhance employee satisfaction and engagement (Alvira & et, al., 2023).

Employee job satisfaction is influencing overall work attitudes and behaviors. Positive job satisfaction can foster increased discipline, enthusiasm, and performance. A strong correlation exists between job satisfaction and work performance, suggesting that higher levels of satisfaction lead to greater engagement and motivation, ultimately resulting in improved outcomes. (&Alvira & et, al., 2023).

Job satisfaction and employee performance are influencing organizational success and productivity. Understanding the factors that drive job satisfaction and their subsequent impact on employee performance is essential for organizations. Job satisfaction refers to an employee's overall contentment and fulfillment with their work, while employee performance encompasses the outcomes and achievements demonstrated by employees in their roles (Abdali & Hakimi, 2023).

A positive correlation exists between employee job satisfaction and organizational performance. Satisfied employees are more likely to exhibit higher levels of productivity and engagement. Consequently, contemporary organizations must prioritize identifying and addressing factors that contribute to employee satisfaction. In the modern business landscape, employees assume a critical role as internal customers. Their satisfaction is increasingly recognized as a strategic imperative for organizations seeking to maintain a competitive edge (Brodowicz, 2024).

This study aims to evaluate Paramedics satisfaction levels at Saudi Red Crescent in Makkah Region, examining its relationship with Paramedics' productivity and performance. By comprehensively analyzing these factors, the study seeks to identify strategies for enhancing job satisfaction elements, thereby fostering increased Paramedics contentment. Additionally, the research aims to provide practical

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recommendations for creating an optimal work environment, improving morale, and motivating the workforce. Ultimately, these efforts aim to elevate Paramedics productivity at Saudi Red Crescent in Makkah Region.

## **Study Problem**

The Kingdom of Saudi Arabia aspires to achieve the objectives of health institutions and bodies by increasing their efficiency and improving the quality of health life for all members of society. Supporting the development process in the Kingdom of Saudi Arabia in the health sector and achieving the goals and strategies of the Kingdom's Vision 2030 is crucial.

This can only be achieved by ensuring the job satisfaction of all employees in health institutions and bodies, particularly paramedics in the Saudi Red Crescent Authority. The profession of paramedics is one that faces professional pressures and risks that affect their job satisfaction. Moreover, the psychological and occupational pressures experienced by paramedics in the Saudi Red Crescent Authority during their duties necessitate providing them with occupational safety by offering all the means and ways to satisfy their needs and contribute to job satisfaction (Al-Rajoub & Al-Khateeb, 2018).

Organizational productivity is a critical indicator of success, and optimizing human capital is a paramount strategy for achieving this goal (Andika & et. al., 2019). Enhancing employee productivity is essential for organizational growth and sustainability. According to Salam & et. al. (2022), job satisfaction is a key driver of employee loyalty, positively impacting productivity. Conversely, dissatisfaction can lead to disengagement and avoidance of work-related tasks.

Employee job satisfaction is a crucial factor influencing overall work attitudes and behaviors. Positive job satisfaction can foster increased discipline, enthusiasm, and performance. A strong correlation exists between job satisfaction and work performance, suggesting that higher levels of satisfaction lead to greater engagement and motivation, ultimately resulting in improved outcomes (Alvira & et, al., 2023).

Similarly, Al-Zoghaibi's study (2023) confirms a positive correlation between job satisfaction and improved productivity, indicating that focusing on job satisfaction increases productivity levels. Furthermore, the studies of Al-Zoghaibi (2023), Sabil (2020), and Tahraoui and Boufassa (2016) recommend paying attention to job satisfaction factors due to their significant role in enhancing productivity.

Based on the researchers' experience and their work as paramedics in the Red Crescent Authority in the Makkah region, and given the pressures and difficulties of the work and tasks that paramedics in the Red Crescent, especially in the Makkah region, are exposed to due to the Umrah and Hajj seasons, they are exposed to exhaustion and burnout, which may lead them to dissatisfaction with their job duties and the need for job rotation, thus negatively affecting their productivity, consequently leading to a deficiency in providing quality services and the desired performance,

which the authority aims to achieve. In light of this and the objectives of the strategic plan for the health sector in the Kingdom in accordance with the Kingdom's Vision 2030, which seeks to pay attention to human resources and health cadres in particular, and to increase productivity and improve the performance of health services provided, the research problem is summarized in the following main question:

### **How does job satisfaction affect the productivity of paramedics working for the Red Crescent in Makkah?**

#### **Research Questions**

1. What is the level of job satisfaction among paramedics in the Red Crescent Authority in the Makkah region?
2. What is the level of productivity among paramedics in the Red Crescent Authority in the Makkah region?
3. What is the impact of job satisfaction on the level of productivity among paramedics in the Red Crescent Authority in the Makkah region?

#### **Research Hypothesis**

- There is a statistically significant relationship between job satisfaction and the level of productivity among paramedics in the Red Crescent Authority in the Makkah region.

#### **Research Objectives**

1. To determine the level of job satisfaction among paramedics in the Red Crescent Authority in the Makkah region.
2. To determine the level of productivity among paramedics in the Red Crescent Authority in the Makkah region.
3. To determine the impact of job satisfaction on the level of productivity among paramedics in the Red Crescent Authority in the Makkah region.

#### **Lecture Review**

This study Alvira et al. (2023) aimed to investigate the relationship between job satisfaction and employee productivity in East Kalimantan, Indonesia. Questionnaire data from 109 respondents were analyzed using IBM SPSS Statistics. A convenience sampling method was employed to recruit participants. The findings contribute to existing literature by highlighting the significance of salary, job promotion, supervision, and coworker relationships as key determinants of employee productivity. These results serve as a valuable reference for future research exploring factors influencing employee performance.

This study (Al-Zoghaibi, 2023) aimed to investigate the relationship between job satisfaction and productivity among nurses in the government health sector in Riyadh. The study aims to assess job satisfaction and productivity levels among nurses at Al-Iman General Hospital. By improving nurse productivity, the study seeks to enhance the quality and efficiency of healthcare services. An analytical descriptive

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approach was employed, using a questionnaire to collect data from 173 nurses at Al-Iman General Hospital. Findings indicate a positive correlation between job satisfaction and productivity among nurses. The study recommends addressing factors influencing job satisfaction to improve nurse productivity, including salary and incentive systems.

This study (Kaur & Verma, 2018) investigates the correlation between job satisfaction and job performance among IT professionals in the Delhi NCR region. A self-administered questionnaire, adapted from existing literature, was employed to collect data from a sample of 100 IT employees. Correlation and regression analyses were conducted to assess the relationship between these variables. The results of the analysis confirmed a significant positive correlation between job satisfaction and job performance. This study contributes to the existing body of knowledge by empirically demonstrating the link between these two constructs. However, it is important to note that the scope of this research was limited to respondents working in the Delhi NCR region.

Andrioti's study (2017) aimed to determine the levels of job satisfaction among nurses in Cyprus working in three different areas of clinical practice (mental health, drug addiction, and general nursing) and to investigate the impact of demographic, professional, and personal variables on job satisfaction. The study employed a descriptive-analytical approach and included a sample of 144 nurses in Greece. A job satisfaction scale was used to collect data. The findings revealed that the nursing staff was not satisfied, with an overall score of 51.88. Self-growth and responsibility were the primary reasons for satisfaction, accounting for slightly more than 16%. The other three dimensions—interaction and recognition (15.2), leadership style and organizational policies (13.52), and rewards and nature of work (7.2)—indicated lower levels of satisfaction. The study concluded that nursing staff satisfaction is influenced by various factors and recommended implementing interventions to improve job satisfaction and, consequently, enhance the quality of care provided. It also emphasized the need for leadership to consider nurses' job satisfaction and to plan and implement relevant proactive policies.

This study Javed et al. (2014) aimed to investigate the relationship between employee empowerment, workplace environment, and job satisfaction, with a particular focus on their impact on job loyalty, job performance, and turnover intention. Data were collected from employees of multiple organizations using a self-administered questionnaire. A convenient sampling technique was employed, resulting in 150 usable responses from a total of 200 questionnaires distributed. Statistical analysis was conducted using SPSS. The findings revealed significant positive associations between employee empowerment, workplace environment, job loyalty, and job performance with job satisfaction. Additionally, a significant negative relationship was observed between job satisfaction and turnover intention. However, no significant relationships were found between turnover intention and employee empowerment or job performance.

## Research Design

In this study, the descriptive approach was utilized to analyze the effect of job satisfaction on the productivity of paramedics working for the Saudi Red Crescent Authority in the Makkah region. The descriptive approach is characterized by its focus on describing and explaining phenomena in a specific context. It is known for its ability to interpret events as they unfold, allowing the researcher to identify relationships between variables. This method employs statistical tools to analyze the relationships between variables, enabling predictions for similar future occurrences. The primary objective of this study is to explore the impact of job satisfaction in its various dimensions (Nature of the Work, working conditions, promotions and incentives, salaries and allowances, relationships with colleagues and supervisors, and Status and Recognition) on the productivity of paramedics. Data was collected using a structured questionnaire, encompassing all relevant aspects of job satisfaction and its influence on paramedics' performance.

## Study Population and Sample

Due to the impracticality of surveying the entire target population, a random sample of paramedics working for the Saudi Red Crescent Authority in Makkah was selected. The questionnaire included demographic questions such as educational level, job title, and years of experience, as well as questions related to the key research axes. The use of random sampling ensures a comprehensive representation of the paramedic workforce, allowing for the generalization of the findings across the entire paramedic population in the organization.

## Data Collection

### Questionnaire Design

The questionnaire was designed to measure the effect of job satisfaction on the productivity of paramedics at the Saudi Red Crescent. It is structured into the following sections:

1. **The first section “Demographic Data”:** This section includes questions related to educational level (middle education, bachelor's degree, postgraduate studies), job title (technician, specialist, administrative), and years of experience (less than 3 years, 4-10 years, 11-15 years, more than 15 years).
2. **The second section:** aim to measure the independent variable which is Job satisfaction and consist of 6 dimensions as follow:
  - **Nature of Work:** Contains 6 statements evaluating opportunities for skill development, autonomy in decision-making, job prestige, task clarity, creativity, and participation in scientific courses.
  - **Working Conditions:** Consists of 6 statements assessing the adequacy of workplace environment, equipment availability, ambulance preparedness, and work hours.

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- **Promotions and Incentives:** Includes 5 statements measuring the availability of promotion opportunities, clarity of promotion criteria, and continuous training.
  - **Salaries and Allowances:** Consists of 6 statements evaluating salary fairness, appropriateness compared to workload, and timeliness of payment.
  - **Relationships with Colleagues and Supervisors:** Contains 6 statements assessing interpersonal relationships, cooperation, and support within the organization.
  - **Recognition and Status:** Includes 4 statements measuring how paramedics are valued within the organization and society.
3. **The third section:** aim to dependent variable which is productivity level and consist of 12 statements that measure their commitment to high standards, readiness to work, communication effectiveness, adherence to procedures, and dedication to continuous development.

### Variables and Measurements

- **Independent Variable:**

Job satisfaction, broken down into the following dimensions:

- **Nature of Work:** 6 statements.
- **Working Conditions:** 6 statements.
- **Promotions and Incentives:** 5 statements.
- **Salaries and Allowances:** 6 statements.
- **Relationships with Colleagues and Supervisors:** 6 statements.
- **Recognition and Status:** 4 statements.

- **Dependent Variable:**

productivity level, measured by 12 statements evaluating productivity, efficiency, and the ability to handle emergency situations effectively.

### Data Analysis

The researcher utilized SPSS software for data analysis. The following statistical methods were employed:

- **Pearson Correlation Coefficient:** To measure the strength of relationships between job satisfaction dimensions and paramedic performance.
- **Cronbach's Alpha:** To ensure the reliability of the questionnaire.
- **Frequencies and Percentages:** To summarize the responses from the sample.



- **Mean and Standard Deviation:** To measure central tendencies and variability for each research axis.
- **Simple Linear Regression:** To evaluate the strength and direction of the relationship between the independent variable (job satisfaction) and the dependent variable (productivity level).

**Validity and Reliability of the study**

**Internal validity**

The researcher used the Pearson Correlation Coefficient in order to test the internal validity of the questionnaire. And we will show the result of Pearson Correlation Coefficient between each statement and the total variable in the following tables.

**Table (1): Pearson Correlation Coefficient for each statement of variable job satisfaction and the total variable**

Dimension	statements	Pearson Correlation	P-value
Nature of the Work	My job provides me with opportunities to acquire new skills and develop my professional experience.	.754**	0.000
	I enjoy decision-making autonomy and the ability to independently carry out tasks in my role.	.711**	0.000
	I believe my job grants me a prestigious social status.	.750**	0.000
	The tasks assigned to me are clear and appropriate, and there is transparency in work procedures.	.635**	0.000
	My job offers me opportunities for creativity and development in my field.	.859**	0.000
	My job enables me to participate in scientific courses and conferences to enhance my knowledge.	.480**	0.000
Working Conditions	The lighting and ventilation are suitable for work and provide a comfortable environment.	.722**	0.000
	I have all the necessary tools to perform my work efficiently.	.809**	0.000
	Ambulances are equipped with the necessary equipment and tools for all emergency situations.	.683**	0.000
	The paramedics' on-duty room is equipped to meet their needs.	.737**	0.000
	I consider my weekly working hours to be suitable and comfortable.	.710**	0.000
	The days off and holidays I receive meet my needs.	.561**	0.000

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Promotions and Incentives	My job at the Saudi Red Crescent Authority offers me opportunities for professional advancement and promotion.	.722**	0.000
	Promotion criteria and systems are clear and understandable.	.817**	0.000
	Promotions are linked to efficiency and effective job performance.	.727**	0.000
	The Saudi Red Crescent Authority provides me with opportunities for continuous training that qualifies me for promotion.	.816**	0.000
	I believe the retirement system at the Saudi Red Crescent Authority is suitable and guarantees financial security for me.	.687**	0.000
Salaries and Allowances	My salary reflects the amount of work I do.	.762**	0.000
	The salary I receive is suitable for the cost of living.	.847**	0.000
	My salary is considered fair compared to my colleagues in the same field.	.837**	0.000
	My salary is commensurate with the importance of the work I do.	.898**	0.000
	The Saudi Red Crescent Authority is diligent in paying all my financial dues in full.	.771**	0.000
	The infection allowance I receive is considered suitable and appropriate.	.382**	0.000
Relationships with Colleagues and Supervisors	My supervisor is receptive to my suggestions related to developing the field of emergency medical services.	.819**	0.000
	The relationship between colleagues at the Saudi Red Crescent Authority is characterized by friendliness and cooperation.	.825**	0.000
	Supervisors treat me with respect and appreciation.	.876**	0.000
	My work provides me with opportunities to form relationships and friendships within the Saudi Red Crescent Authority.	.889**	0.000
	I receive support and encouragement from my colleagues in the work environment.	.857**	0.000
	I rely on my colleagues to solve work-related problems.	.839**	0.000
Status and Recognition	The officials of the Saudi Red Crescent Authority show great interest in paramedics.	.887**	0.000
	I feel that paramedics are valued and respected in society.	.816**	0.000

Working in the profession of emergency medical services is a source of pride and appreciation for me and my family.	.605**	0.000
Paramedics are respected and appreciated by doctors at the Saudi Red Crescent Authority.	.825**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the previous table we note that the P-Value for each statement is less than (0.05), which mean that the Correlation Coefficients are significant at = 5% . So, we can saythat job satisfaction (Nature of the Work, working conditions, promotions and incentives, salaries and allowances, relationships with colleagues and supervisors, and Status and Recognition) is valid to measure what they make for.

**Table (2): Pearson Correlation Coefficient for each statement of variable productivity level and the total variable**

statements	Pearson Correlation	P-value
I am committed to providing emergency services with the highest levels of efficiency and productivity.	.745**	0.000
I adhere to the highest global quality standards in carrying out my duties at the Saudi Red Crescent Authority.	.591**	0.000
I am always ready to work outside of regular hours when needed.	.555**	0.000
I possess the necessary experience to handle the challenges I face as a paramedic.	.832**	0.000
I am capable and willing to take responsibility effectively.	.731**	0.000
I can communicate effectively with patients, as well as with colleagues and staff at the Saudi Red Crescent Authority.	.675**	0.000
I am committed to following the policies and procedures adopted by the Saudi Red Crescent Authority.	.867**	0.000
I complete all assigned tasks on time and with the highest level of efficiency.	.788**	0.000
I am constantly striving to develop myself and acquire new skills to increase my productivity and improve my performance.	.635**	0.000
I utilize my abilities and experience to address challenges that may arise while working at the Saudi Red Crescent Authority.	.842**	0.000
I have a comprehensive understanding of the nature of my job and the tasks assigned to me in emergency medical services.	.747**	0.000

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I am keen to develop myself and acquire new skills and knowledge in emergency medical services.	.734**	0.000
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the previous table we note that the P-Value for each statement is less than (0.05), which mean that the Correlation Coefficients are significant at = 5% . So, we can say that performance productivity level is valid to measure what they make for.

**Structure validity**

The researcher used the Pearson Correlation Coefficient in order to test the structure validity of the questionnaire. And we will show the result of Pearson Correlation Coefficient between each variable and all the other variables and table (3) show what we found.

**Table (3): Pearson Correlation Coefficient between each variable and all the other variables**

Dimension	Nature of the Work	Working Conditions	Promotions and Incentives	Salaries and Allowances	Relationships with Colleagues and Supervisors	Status and Recognition	level of productivity
Nature of the Work	1	.544**	.591**	.573**	.684**	.656**	.360**
Working Conditions	.544**	1	.660**	.647**	.392**	.466**	.635**
Promotions and Incentives	.591**	.660**	1	.804**	.585**	.649**	.188**
Salaries and Allowances	.573**	.647**	.804**	1	.412**	.614**	.590**
Relationships with Colleagues and Supervisors	.684**	.392**	.585**	.412**	1	.795**	.506**
Status and Recognition	.656**	.466**	.649**	.614**	.795**	1	.213**
level of productivity	.360**	.635**	.188**	.590**	.506**	.213**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From table (3) we note that all the Correlation Coefficients are significant at = 1% . So, we can say that all variables are valid to measure what they make for.

**Questionnaire Reliability**

To ensure the reliability of the questionnaire, the researcher relied on calculating Cronbach's Alpha coefficient for reliability. If the Cronbach's Alpha value exceeds (0.6), this indicates that the questionnaire is reliable, meaning that the same results can be obtained if the questionnaire is administered again under the same

conditions. This ensures the stability of the results if the questionnaire is redistributed, with no significant differences. The following table illustrates the Cronbach's Alpha results for all dimensions of the questionnaire.

**Table (4): Cronbach's Alpha Coefficient for Measuring Reliability**

Nature of the Work	No. of Item	Cronbach's Alpha
Nature of the Work	6	0.793
Working Conditions	6	0.797
Promotions and Incentives	5	0.806
Salaries and Allowances	6	0.850
Relationships with Colleagues and Supervisors	6	0.923
Status and Recognition	4	0.794
level of productivity	12	0.893

It is clear from Table (4) that the Cronbach's Alpha coefficient was higher than 0.6 for all dimensions of the questionnaire, indicating the reliability of the questionnaire.

**Demographic characteristics**

There were several questions developed to measure demographic characteristics. These questions include educational, job title, and years of experience. And table (4) shows the demographic characteristics of the sample in this study.

**Table (5): the demographic characteristics of the sample**

Demographic		Frequency	Percent
Educational Level	Middle education	130	41.9%
	Bachelor's Degree	160	51.6%
	Postgraduate Studies (Master's - PhD)	20	6.5%
Job Title	Technician	130	41.9%
	Specialist	160	51.6%
	Administrative	20	6.5%
Years of Experience	Less than 3 years	60	19.4%
	4-10 years	150	48.4%
	11-15 years	50	16.1%
	More than 15 years	50	16.1%

From table (5) we note that:

- The majority of respondents hold a Bachelor's Degree (51.6%), indicating that higher education is common among the participants. Additionally, 41.9%, have completed Middle education, which suggests a balance between participants with intermediate and higher qualifications. Only 6.5% have pursued Postgraduate Studies (Master's - PhD), indicating a smaller percentage of participants with advanced degrees. This might highlight a focus on practical skills in the workforce rather than academic advancement.

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- Most of the respondents are in Specialist roles (51.6%), suggesting that more than half of the workforce is engaged in specialized tasks, requiring higher expertise. Additionally, 41.9% are Technicians, showing that a considerable portion of the workforce is involved in technical and hands-on roles, likely supporting the specialists. A smaller percentage (6.5%) occupy administrative positions, reflecting a more focused need for operational and technical roles rather than administrative support in this particular context.
- The largest group of participants has 4-10 years of experience (48.4%), indicating a workforce that is relatively experienced, but not yet at the senior level. Additionally, 19.4% have less than 3 years of experience, representing a smaller group of newer employees who may still be gaining expertise. 16.1% of respondents have between 11-15 years of experience, and an equal percentage has more than 15 years of experience, indicating that there is a mix of mid-career and highly experienced individuals in the workforce.

**Descriptive Statistics for the Job satisfaction variable**

In this part we will present the results of the Descriptive statistics for the Job satisfaction variable. which included the mean, standard deviation and Relative importance for each statement of the variable. And table (6) shows the result we have obtained.

**Table (6): Means, Standard Deviations And Relative Importance For Job Satisfaction Variable**

statements	Mean	Std. Deviation	Relative importance	order
My job provides me with opportunities to acquire new skills and develop my professional experience.	3.58	0.94	71.61%	2
I enjoy decision-making autonomy and the ability to independently carry out tasks in my role.	3.26	1.02	65.16%	3
I believe my job grants me a prestigious social status.	3.65	1.10	72.90%	1
The tasks assigned to me are clear and appropriate, and there is transparency in work procedures.	3.06	0.98	61.29%	4
My job offers me opportunities for creativity and development in my field.	3.06	1.14	61.29%	5
My job enables me to participate in scientific courses and conferences to enhance my knowledge.	3.03	1.00	60.65%	6
Nature of the Work	3.27	0.72		

The Effect of Job Satisfaction on the Productivity of Paramedics Working for the Red Crescent in Makkah

The lighting and ventilation are suitable for work and provide a comfortable environment.	2.65	1.10	52.90%	5
I have all the necessary tools to perform my work efficiently.	2.77	1.10	55.48%	4
Ambulances are equipped with the necessary equipment and tools for all emergency situations.	2.87	1.24	57.42%	2
The paramedics' on-duty room is equipped to meet their needs.	2.81	1.20	56.13%	3
I consider my weekly working hours to be suitable and comfortable.	2.39	1.04	47.74%	6
The days off and holidays I receive meet my needs.	2.94	0.88	58.71%	1
<b>Working Conditions</b>	<b>2.74</b>	<b>0.77</b>		
My job at the Saudi Red Crescent Authority offers me opportunities for professional advancement and promotion.	3.13	0.87	62.58%	4
Promotion criteria and systems are clear and understandable.	3.35	1.15	67.10%	1
Promotions are linked to efficiency and effective job performance.	3.26	1.16	65.16%	2
The Saudi Red Crescent Authority provides me with opportunities for continuous training that qualifies me for promotion.	3.16	1.02	63.23%	3
I believe the retirement system at the Saudi Red Crescent Authority is suitable and guarantees financial security for me.	2.84	1.11	56.77%	5
<b>Promotions and Incentives</b>	<b>3.15</b>	<b>0.80</b>		
My salary reflects the amount of work I do.	2.97	1.12	59.35%	3
The salary I receive is suitable for the cost of living.	3.06	1.05	61.29%	2
My salary is considered fair compared to my colleagues in the same field.	3.13	1.07	62.58%	1
My salary is commensurate with the importance of the work I do.	2.94	1.08	58.71%	4
The Saudi Red Crescent Authority is diligent in paying all my financial dues in full.	2.61	1.13	52.26%	5
The infection allowance I receive is considered suitable and appropriate.	2.03	0.93	40.65%	6
<b>Salaries and Allowances</b>	<b>2.79</b>	<b>0.81</b>		
My supervisor is receptive to my suggestions related to developing the field of emergency medical services.	3.71	1.09	74.19%	6

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The relationship between colleagues at the Saudi Red Crescent Authority is characterized by friendliness and cooperation.	3.81	1.12	76.13%	2
Supervisors treat me with respect and appreciation.	3.74	1.14	74.84%	3
My work provides me with opportunities to form relationships and friendships within the Saudi Red Crescent Authority.	3.74	1.19	74.84%	4
I receive support and encouragement from my colleagues in the work environment.	3.71	1.02	74.19%	5
I rely on my colleagues to solve work-related problems.	3.90	0.96	78.06%	1
Relationships with Colleagues and Supervisors	3.77	0.93		
The officials of the Saudi Red Crescent Authority show great interest in paramedics.	2.55	1.27	50.97%	4
I feel that paramedics are valued and respected in society.	3.35	1.23	67.10%	2
Working in the profession of emergency medical services is a source of pride and appreciation for me and my family.	4.19	0.74	83.87%	1
Paramedics are respected and appreciated by doctors at the Saudi Red Crescent Authority.	3.16	1.40	63.23%	3
Status and Recognition	3.31	0.93		

From table (6) we note that:

- The average score for the dimension Nature of the Work is 3.27 with a standard deviation of 0.72, indicating that respondents are generally satisfied with their work environment. The highest-rated statement was "I believe my job grants me a prestigious social status" (mean = 3.65), while the lowest-rated was "My job enables me to participate in scientific courses and conferences" (mean = 3.03), reflecting a lack of opportunities for professional development.
- The average score for the dimension Working Conditions is 2.74 and a standard deviation of 0.77, the working conditions are perceived as below satisfactory. The highest-rated statement was "The days off and holidays I receive meet my needs" (mean = 2.94), while the lowest was "I consider my weekly working hours to be suitable and comfortable" (mean = 2.39), indicating dissatisfaction with working hours.



- The average score for the dimension Promotions and Incentives is 3.15 with a standard deviation of 0.80, suggesting moderate satisfaction with promotions and incentives. The highest-rated statement was "Promotion criteria and systems are clear and understandable" (mean = 3.35), while the lowest-rated was "The retirement system is suitable and guarantees financial security" (mean = 2.84), pointing to concerns about retirement benefits.
- the dimension Salaries and Allowances comes With an average score of 2.79 and a standard deviation of 0.81, salaries and allowances are viewed as insufficient. The highest-rated statement was "My salary is considered fair compared to my colleagues" (mean = 3.13), while the lowest-rated was "The infection allowance I receive is considered appropriate" (mean = 2.03), reflecting dissatisfaction with compensation related to infection risks.
- The average score for the dimension Relationships with Colleagues and Supervisors is 3.77 with a standard deviation of 0.93, indicating a generally positive relationship between employees and supervisors. The highest-rated statement was "I rely on my colleagues to solve work-related problems" (mean = 3.90), while the lowest-rated was "My supervisor is receptive to my suggestions for developing emergency services" (mean = 3.71).
- The average score for the dimension Status and Recognition is 3.31 with a standard deviation of 0.93, indicating that employees feel moderately recognized and valued. The highest-rated statement was "Working in emergency services is a source of pride for me and my family" (mean = 4.19), while the lowest-rated was " The officials of the Saudi Red Crescent Authority show great interest in paramedics." (mean = 2.55), highlighting a perceived lack of recognition for paramedics.

### **Descriptive Statistics for the level of productivity variable**

In this part we will present the results of the Descriptive statistics for the level of productivity variable. which included the mean, standard deviation and Relative importance for each statement of the variable. And table (7) shows the result we have obtained.

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**Table (7): Means, standard deviations and Relative importance for level of productivity variable**

statements	Mean	Std. Deviation	Relative importance	order
I am committed to providing emergency services with the highest levels of efficiency and productivity.	4.48	0.67	89.68%	3
I adhere to the highest global quality standards in carrying out my duties at the Saudi Red Crescent Authority.	4.23	0.75	84.52%	11
I am always ready to work outside of regular hours when needed.	3.32	1.47	66.45%	12
I possess the necessary experience to handle the challenges I face as a paramedic.	4.42	0.66	88.39%	6
I am capable and willing to take responsibility effectively.	4.42	0.75	88.39%	8
I can communicate effectively with patients, as well as with colleagues and staff at the Saudi Red Crescent Authority.	4.35	0.79	87.10%	9
I am committed to following the policies and	4.52	0.56	90.32%	1

procedures adopted by the Saudi Red Crescent Authority.				
I complete all assigned tasks on time and with the highest level of efficiency.	4.45	0.56	89.03%	5
I am constantly striving to develop myself and acquire new skills to increase my productivity and improve my performance.	4.52	0.62	90.32%	2
I utilize my abilities and experience to address challenges that may arise while working at the Saudi Red Crescent Authority.	4.48	0.67	89.68%	4
I have a comprehensive understanding of the nature of my job and the tasks assigned to me in emergency medical services.	4.32	0.93	86.45%	10
I am keen to develop myself and acquire new skills and knowledge in emergency medical services.	4.42	0.66	88.39%	7
level of productivity	4.33	0.54		

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From table (7) we note that the variable of productivity shows a high level of commitment among respondents, with an average score of 4.33 and a standard deviation of 0.54. The statement "I am committed to following the policies and procedures adopted by the Saudi Red Crescent Authority" ranks first with a mean of 4.52, reflecting a strong adherence to organizational guidelines. On the other hand, the statement "I am always ready to work outside of regular hours when needed." received the lowest score (mean = 3.32), indicating lower willingness to work beyond regular hours, potentially due to work-life balance concerns.

**Hypothesis testing**

The study hypothesis states that “There is a statistically significant relationship between job satisfaction and the level of productivity among paramedics in the Red Crescent Authority in the Makkah region.” and for testing this hypothesis we used simple regression analysis the results as shown in Table (8).

**Table (8): Results of simple Regression Analysis of Testing The study hypothesis**

Dependent Variable	Model Summary			ANOVA		Coefficients			
	R	R Square	Adjusted R Square	F	Sig.	Independent Variable	B	t	Sig.
level of productivity	0.283	0.080	0.077	26.895	0.000	)Constant	3.615	25.734	0.000
						job satisfaction	0.225	5.186	0.000

Table (8) indicated that the independent variables (job satisfaction) explain 7.7% of the variance in the dependent variable (level of productivity) in terms of the value of determination factor (Adj.R2 = 0.077). The results showed that the overall effect of independent variable (job satisfaction) on the dependent variable (level of productivity) was statistically significant (F =26.895, Sig. = 0.000). In relation to independent variable effects, it was found that (job satisfaction) had a significant effect on (level of productivity) where ( $\beta = 0.225$ , t-value = 5.186, Sig. = 0.000).

Based on these findings, the null hypothesis was rejected and instead the alternative hypothesis was accepted. That is to say, “There is a statistically significant relationship between job satisfaction and the level of productivity among paramedics in the Red Crescent Authority in the Makkah region.”

## **Conclusion**

This study examined the effect of job satisfaction on the productivity of paramedics working for the Saudi Red Crescent in Makkah. The findings indicate a strong positive correlation between job satisfaction and productivity. Paramedics who reported higher levels of job satisfaction also demonstrated higher levels of efficiency, task completion, and overall productivity. Key factors contributing to job satisfaction included commitment to organizational policies, opportunities for personal and professional development, and effective communication with colleagues and supervisors. However, challenges related to compensation, promotion opportunities, and working conditions were identified as potential areas of improvement. Overall, enhancing job satisfaction is crucial for maintaining high productivity levels among paramedics in emergency services.

## **Research Limitations**

Several limitations should be considered when interpreting the findings of this study. First, the sample was limited to paramedics in Makkah, which may affect the generalizability of the results to other regions or emergency service organizations. Second, the study relied on self-reported measures of job satisfaction and productivity, which may be subject to response bias or social desirability. Third, the cross-sectional nature of the study prevents the establishment of causal relationships between job satisfaction and productivity.

## **Recommendations.**

- The Saudi Red Crescent should Increase the availability of scientific courses, workshops, and conferences to address the need for ongoing professional development. This will help paramedics feel more engaged and valued, potentially increasing job satisfaction and productivity.
- Review and adjust working hours to better align with paramedics' needs for work-life balance. Implement flexible scheduling or additional rest periods to reduce fatigue and enhance overall job satisfaction.
- Conduct regular assessments of working environments to identify and address issues that may contribute to dissatisfaction, such as inadequate facilities or resources.
- Reevaluate the current salary and allowance structures, particularly the infection allowance, to ensure they are competitive and reflective of the risks and responsibilities associated with the job.
- Consider implementing additional financial incentives or bonuses for paramedics who consistently demonstrate high productivity or who work in high-risk environments.
- Develop and communicate clear, transparent criteria for promotions and incentives. Ensure that paramedics understand the pathways to career advancement and feel motivated to achieve higher performance levels.
- Introduce a feedback system where paramedics can provide input on the effectiveness of promotion and incentive policies, leading to continuous improvement.

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- Enhance communication between paramedics and supervisors, ensuring that supervisors are receptive to suggestions and are actively involved in supporting paramedics' professional growth.
- Review and improve the retirement system to ensure it provides sufficient financial security for paramedics after their service. This could involve offering better pension plans or other long-term financial benefits.
- Consider introducing retirement planning workshops and consultations to help paramedics prepare for their future, which can enhance their sense of job security and overall satisfaction.
- Promote a culture of teamwork and collaboration among paramedics, encouraging reliance on colleagues for problem-solving and support. This can be facilitated through team-building activities, regular meetings, and open communication channels.
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