



A SCIENTIFIC PAPER TITLED: IMPACT OF THE WORK ENVIRONMENT ON THE PERFORMANCE OF HEALTHCARE PERSONNEL IN THE SAUDI HEALTH SECTOR

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Abstract:

The study aims to explore the impact of dimensions of the work environment, including training, incentives, technological empowerment, nature and conditions of work, and participation in decision-making, on the performance of healthcare personnel working in the Saudi health sector, from the perspective of healthcare workers in government hospitals in the Kingdom of Saudi Arabia. The descriptive-analytical method was used to achieve the objectives of the study, and the study sample included 112 individuals from healthcare personnel working in Al-Iman General Hospital in Riyadh, King Saud Medical City, and King Salman Hospital. The study utilized a questionnaire as a data collection tool, and the results showed that the multiple correlation coefficient (R square) for the independent variables, which are dimensions of the work environment, is 0.898, meaning that these variables explain 89.8% of the total variance in the performance of healthcare personnel in the government health sector in the Kingdom of Saudi Arabia. The results also demonstrated the validity of the model in predicting the performance of healthcare personnel through dimensions of the work environment. Based on the results, the study recommends the necessity of enhancing hospital management strategies to ensure the provision of modern technological facilities and medical equipment to improve task performance. It also recommends encouraging and empowering nurses within hospitals by increasing motivation levels and granting them greater authority, aiming to increase the sustainability and efficiency of their performance. Additionally, the study highlights the importance of providing all aspects of the work environment appropriately to enhance the performance of healthcare personnel and provide high-quality healthcare services. Furthermore, it recommends promoting training courses and programs that enhance the skills and experiences of healthcare personnel to improve their efficiency.

Keywords: Work Environment Impact - Healthcare Provider Performance - Saudi Health Sector.

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Introduction:

The environment significantly influences individual performance, as individuals interact with their surrounding conditions and are affected by the environment in which they work. This underscores the importance of a mutual balance between the shared responsibilities of the individual and the surrounding environment, whether in a specific organizational work environment or in a free environment that allows individuals to explore and increase productivity. Therefore, it is necessary to provide a work environment that encourages productivity and enhances performance while giving employees a degree of freedom and independence to achieve that.

Currently, institutions are increasingly interested in the work environment in which their employees perform assigned tasks. These institutions have realized that understanding the work environment is the optimal way to understand the indicators that directly influence the behavior, motivations, and performance of employees. It is the primary means of improving and developing job performance, increasing efficiency and productivity by meeting the needs of employees on psychological, social, and material levels (Ismail & Ali, 2014).

Thus, the importance of the work environment in modern institutions is increasing. These institutions recognize that understanding the work environment is the optimal way to identify the indicators that directly affect the behavior and performance of their employees, the main means of improving and developing job performance and increasing productivity by meeting the needs of employees on psychological, social, and material levels (Ali & Qadim, 2022).

Moreover, the work environment is a fundamental and vital factor in managing and organizing the productivity of institutions. This environment includes important elements such as the actual location of the facility and the resources available to employees to perform their tasks and achieve profitability. Additionally, the environment includes external factors that affect the institution, such as competitors and the local community. Therefore, all of these factors must be considered when establishing and operating any institution, aiming to ensure its continuity and success in the market (Al-Muaayta & Abu Zeid, 2021).

Modern organizations strive to achieve their fundamental objectives for which they were established, representing the primary purpose of their establishment. For this reason, these organizations work hard to achieve high levels of managerial performance. This is done by providing all necessary resources and facilities, whether

material, human, or informational. Undoubtedly, the presence of a suitable, ideal, and motivating internal work environment is a fundamental factor for the success of any organization. Therefore, providing a suitable internal work environment can contribute to achieving high levels of organizational performance (Hamadi, 2018).

Undoubtedly, the work environment affects employees in any organization. The ecological theory shows that there is a mutual interaction between humans and the surrounding environment. Humans can positively or negatively affect the environment, and likewise, the environment can positively or negatively affect humans (Ahmed, 2021).

The healthcare sector is one of the most important vital sectors due to the large number of workers in this field. The nature of the work environment in the healthcare field is characterized by a complex interplay of relationships that significantly affect achieving psychological harmony and professional satisfaction for employees. The higher the level of harmony and satisfaction in the healthcare field, the higher the performance of the medical team and the quality of healthcare services provided. Consequently, patient satisfaction can be achieved, which is the ultimate goal of healthcare institutions and the healthcare sector in general (Al-Mutairi & Al-Hazmi, 2023).

Healthcare professions are considered difficult and challenging, and therefore healthcare personnel must possess the necessary psychological skills to perform their tasks effectively. Nurses, for example, face different levels of psychological pressure in their daily work and are influenced by the effects of the environment surrounding them. These pressures significantly increase when there is a lack in the work environment that alleviates the burden of nursing tasks and encourages performance improvement. This improvement in performance positively reflects on the healthcare services provided by healthcare institutions and directly affects the quality of these services. Healthcare professions require performing many tasks and are among the stressful professions. Healthcare personnel must deal with many patients, which makes them face significant pressures. Therefore, healthcare personnel must work to address and reduce these pressures to increase effectiveness and improve the quality of healthcare service they provide to patients. This helps them maintain a healthy psychological balance and good health condition. However, this will only be achieved through providing a suitable healthcare work environment that meets all the needs of healthcare personnel. This environment should be

designed to enhance the performance and productivity of healthcare personnel, and provide them with the necessary psychological and moral support. Thus, they will have the ability to provide healthcare in the best way possible and ensure patient satisfaction (Lablat & Aqqaba, 2020).

Therefore, it has become necessary for healthcare institutions to pay special attention to the continuous development and improvement of their employees' performance. This is to ensure achieving the highest level of efficient and effective performance. For this reason, many healthcare facilities are keen on providing an effective work environment both materially and morally, with the aim of positively impacting the performance of employees in these healthcare institutions (Banihani, 2021).

Thus, studying the work environment in healthcare institutions is an important tool for identifying sources of stress and challenges faced by workers in this sector. Whether these pressures are related to the nature of the profession itself, healthcare systems, or environmental and social changes that affect the healthcare field. These studies aim to identify how these negative factors affect the performance of employees in the healthcare sector and the quality of healthcare services they provide to patients (Al-Ruwaili, 2019).

Given the importance of the work environment and its effective impact on the performance of healthcare personnel in the healthcare sector, the importance of the study is summarized in understanding the impact of the work environment on the performance of healthcare personnel in the Saudi health sector.

Study Problem:

Due to rapid changes and continuous scientific and technological developments, competition among organizations has intensified. This situation has posed significant challenges for these organizations. Therefore, it was necessary for these organizations to explore all factors that ensure their superiority, achieve desired goals, and increase productivity. Considering that the human element is the most important and expensive resource for them, it became crucial to maximize its utilization. This is done by meeting its psychological, social, and material needs. This positively reflects on employee satisfaction, performance, and productivity. For this reason, we have noticed organizations' interest in recent years in creating a suitable work environment that contributes to enhancing the performance of their employees. The work environment in healthcare institutions has a significant impact on these institutions, their

employees' performance, and the quality of healthcare services provided in hospitals in general. This issue is considered one of the key issues that should be focused on in healthcare institutions, and measures and solutions should be taken to deal with it. This includes the internal and external work environment, where healthcare institutions face many factors that require special attention to improve the performance of healthcare sector employees. This is to ensure the provision of healthcare services that meet patients' expectations and adequately address their needs (Abbas, 2018). This was confirmed by Rawabeh and Rajm (2018) in a study that the work environment has a positive impact on employees' performance in institutions, and the study recommended the necessity of paying attention to training, developing, and motivating employees and regularly creating a suitable work environment. Similarly, Al-Mutairi and Al-Hazmi (2023) emphasized that there is a statistically significant impact of work environment dimensions on employees in hospitals, and the study recommended the necessity of providing a suitable work environment within hospitals to help employees perform their various tasks efficiently and effectively.

Based on the above, and in line with the Kingdom of Saudi Arabia's interest in human capital as represented by Vision 2030, this study focuses on analyzing the factors influencing the creation of a suitable work environment for nurses in the healthcare sector. This is of great importance because it significantly affects the performance of healthcare personnel within the Saudi healthcare sector. Therefore, the current research problem lies in understanding and analyzing the impact of the work environment on the performance of healthcare personnel in this vital sector. Thus, the research problem is summarized in the following main question:

What is the impact of the work environment on the performance of healthcare personnel in the Saudi healthcare sector?

Study Questions:

- What is the reality of the work environment in the Saudi healthcare sector from the perspective of healthcare personnel working in government hospitals in the Saudi healthcare sector?
- What is the level of performance of healthcare personnel working in the Saudi healthcare sector from the perspective of healthcare personnel working in government hospitals in the Saudi healthcare sector?

- What is the impact of work environment dimensions (training, incentives, technological empowerment, nature and work conditions, participation in decision-making) on the performance of healthcare personnel working in the Saudi healthcare sector from the perspective of healthcare personnel working in government hospitals in the Saudi healthcare sector?

Study Objectives:

- Identify the reality of the work environment in the Saudi healthcare sector from the perspective of healthcare personnel working in government hospitals in the Saudi healthcare sector.
- Identify the level of performance of healthcare personnel working in the Saudi healthcare sector from the perspective of healthcare personnel working in government hospitals in the Saudi healthcare sector.
- Identify the impact of work environment dimensions (training, incentives, technological empowerment, nature and work conditions, participation in decision-making) on the performance of healthcare personnel working in the Saudi healthcare sector from the perspective of healthcare personnel working in government hospitals in the Saudi healthcare sector.

Study Significance:

Firstly: Theoretical Significance

- The study contributes to understanding the level of performance among healthcare personnel working in the government healthcare sector in the Kingdom of Saudi Arabia and provides solutions that contribute to improving the work environment, thereby increasing the performance level of healthcare personnel in the healthcare sector.
- The study contributes to providing a deep theoretical framework on the concepts of the work environment and its dimensions, performance, and addressing the impact of work environment dimensions on enhancing the performance of healthcare personnel in the Saudi healthcare sector.
- Enriching Saudi libraries on a new topic about the impact of the work environment on the performance of healthcare personnel in the Saudi healthcare sector.

Secondly: Practical Significance

- Providing the pillars and recommendations that contribute to adopting a modern management strategy that allows employees to participate in decision-making, improving the work

environment and conditions, and increasing productivity and competitiveness.

- Highlighting the extent of the impact of work environment dimensions (training, incentives and rewards, technological empowerment, nature and work conditions, participation in decision-making) on developing managerial thinking and increasing performance and productivity.
- The study contributes to guiding officials and decision-makers in Saudi government institutions in general, and the Ministry of Health in particular, to improve the work environment due to its positive effects on developing the performance of employees in government institutions.

Study Limitations:

- Spatial boundaries: The study will be conducted in the Kingdom of Saudi Arabia.
- Time boundaries: The study will be conducted in 2023.
- Human boundaries: The study will be conducted on a sample of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia at (Al-Iman General Hospital in Riyadh - King Saud Medical City - King Salman Hospital).
- Subject boundaries: Limited to studying "The impact of the work environment on the performance of healthcare personnel in the Saudi healthcare sector."

Study Terms:

- Work environment: Defined as: "The set of policies, procedures, and prevailing systems within the organization that affect the effectiveness of employees' performance in the organization, in addition to factors related to managerial leadership, organizational structure, prevailing organizational culture, as well as physical conditions, incentives, policies, work systems, and the interaction of these factors to determine the organization's performance level in terms of quality and efficiency" (Mutlaq, 2022, p. 4). Operationalized as: All internal and external conditions that affect employees in Saudi government institutions, which contribute to determining their work orientations, affecting their level of administrative creativity.
- Performance Defined as: "The behavior or practice performed by an individual to execute specific duties or tasks at work" (Ben Rahmoun & Zemmam, 2014, p. 15). Operationalized as: The execution of tasks and duties assigned to healthcare personnel in the healthcare sector,

providing high-quality healthcare and achieving care goals for patients and the community, achieving specified goals, and completing assigned tasks.

Literature Review

Study (Almutairi & Alhazmi, 2023): This study aimed to understand the impact of the organizational work environment on the performance of employees in the Ministry of Health hospitals in the Medina region. Researchers used a descriptive-analytical approach and a questionnaire as a data collection tool. The study was conducted on a random sample of 395 employees working in Ministry of Health hospitals in the Medina region. The data were analyzed using the Statistical Package for the Social Sciences (SPSS). The study revealed several results, including the significant availability of organizational work environment elements in Medina region hospitals. Employees in these hospitals showed high ratings, with an average of 3.85. The results also showed a statistically significant impact of organizational work environment dimensions on employees in Medina region hospitals. Based on these findings, the study recommended several measures, including providing modern medical equipment, increasing motivation and encouragement for employees, and creating a suitable organizational environment to enhance employees' efficiency and effectiveness.

Study (Banihani & Almashaqba, 2021): This study aimed to explore the impact of the work environment dimensions (organizational structure, organizational culture, participation, leadership, and nature of work) on the adaptive performance of employees at King Abdullah University Hospital during the COVID-19 pandemic. Researchers used a descriptive-analytical approach, including all hospital employees, with a total of 2909 employees. A random sample was selected, and 487 questionnaires were collected, with 462 used in the analysis. The study found a significant positive impact of various dimensions of the work environment on employees' performance and adaptability during the pandemic. Based on the results, the study recommended providing training courses to enhance employees' adaptability during emergencies like the COVID-19 pandemic.

Study (Jadi & Mounasira, 2018): This study aimed to understand the impact of the physical work environment on the performance of workers in the Warqla unit of the Algerian company Linde Gas, specializing in industrial gas production. A questionnaire was used to collect data from a sample of 36 workers. Data analysis was performed

using SPSS, revealing that workers in Linde Gas Algeria exhibited a moderate level of performance. The study indicated a strong negative relationship between the physical work environment and workers' performance, with equipment usage and workplace surfaces having the most significant impact. Based on these results, the study recommended training courses to enhance workers' skills in dealing with the physical work environment effectively, providing motivational rewards for innovation and excellent performance, and implementing safety regulations to reduce workplace accidents.

Study (Ojokuku & Sajuyigb, 2014): This study aimed to understand the impact of employee participation in decision-making on the performance of small and medium-sized enterprises (SMEs) in the Lagos region of southwest Nigeria. The sample included 129 employees and 27 SME owners randomly selected. Questionnaires were distributed randomly, and data were analyzed using descriptive, inferential, and statistical tools. The study generally found a significant positive impact of employee participation in decision-making on organizational performance in SMEs. It suggested that SMEs in Nigeria should focus on human resource management practices related to employee participation in decision-making to improve growth and sustainability.

Study (Chandrasekar, 2011): Titled "The Impact of the Work Environment on Employee Morale and Productivity," this study aimed to understand the impact of the work environment on employee morale and productivity, whether positive or negative. It reviewed work environments across industries, highlighting unsafe and unhealthy conditions, including poorly designed workstations, inadequate furniture, poor ventilation, inappropriate lighting, excessive noise, and lack of safety procedures in emergencies such as fires and inadequate personal protective equipment. The sample consisted of 285 questionnaires distributed among employees. The study showed that individuals working in poor work environments are susceptible to occupational diseases, affecting their performance and productivity. Consequently, productivity decreases due to the work environment. The study also demonstrated that the quality of the work environment significantly affects employees' motivation, performance levels, interaction with the organization and colleagues, error rates, innovation, collaboration, and absenteeism rates, as well as their job tenure. Therefore, creating a work environment that enhances employee productivity

and improves their morale is essential for increasing profits for institutions and companies. Management should adopt strategies to ensure a healthy and safe work environment, focusing on enhancing employee motivation and improving their infrastructure for work.

Methodology and Procedures:

The researchers in the current study rely on the descriptive-analytical methodology due to its suitability for the nature and objectives of the study. The descriptive methodology focuses on studying the reality with detailed description in terms of both quality and quantity. It is defined as a type of research that queries individuals of the study to describe the phenomenon being studied in terms of nature and degree of existence only, without going beyond to study the relationship or infer the causes. This methodology was chosen because it aligns with the nature of the study, allowing the researcher to achieve the study's objectives.

Study Population and Sample:

The study population is defined as all individuals of the community the researchers seek to study,

meaning that every individual, unit, or element within that community is considered part of the study's components. The current study's population consists of all healthcare professionals in the governmental healthcare sector in the Kingdom of Saudi Arabia. The researchers applied a simple random sampling technique from the study population, where the study sample comprised 112 healthcare professionals from the governmental healthcare sector in the Kingdom of Saudi Arabia.

Characteristics of the Study Sample:

Below is a presentation of the personal and demographic characteristics of the study sample, including:

Several main variables were identified to describe the study sample individuals, including (gender, workplace location, educational level, years of experience, number of training courses attended), which have significant indicators on the study's results. Additionally, they reflect the educational background of the study sample individuals and help establish the foundations upon which various analyses related to the study are built. Details are as follows:

Table (1) Distribution of Study Sample Individuals According to Primary Data

	Age	Frequency	Percentage
Gender	Male	75	67
	Female	37	33
Occupation	Iman General Hospital in Riyadh	52	46.4
	King Saud Medical City	37	33
	Salman General Hospital	23	20.5
Educational Level	Secondary or less	10	8.9
	Diploma or higher diploma	23	20.5
	Bachelor's degree	64	57.1
	Postgraduate studies (Master's, Ph.D.)	15	13.4
Years of Experience	Less than 3 years	13	11.6
	4-10 years	66	58.9
	11-15 years	18	16.1
	More than 15 years	15	13.4
Number of Training Courses Attended.	One course	12	10.7
	Two courses	35	31.3
	Three courses	55	49.1
	More than three courses	10	8.9

courses, and finally, the largest category in the study sample had 4-10 years of experience, comprising (58.9%).

Development of the Study Tool:

After reviewing the literature and previous relevant studies on the subject of the current study, and considering the data and questions of the study and its objectives, the study tool (questionnaire) was

Results of the Study:

The study results revealed that (67%) of the total study sample were males, while (46.4%) of the total study sample worked at Al-Iman General Hospital in Riyadh. Furthermore, it was evident that (57.1%) represented the largest category among the study sample in terms of educational level with a bachelor's degree. Additionally, it was found that the majority of the study sample had three training

is considered one of the most important and reliable formalized methods of data collection.

Validity of the Internal Consistency of the Study Tool:

To verify the validity of the internal consistency of the questionnaire, Pearson's correlation coefficient was calculated. This was done to determine the degree of correlation of each item in the questionnaire with the overall score of the axis to which the item belongs. The following tables illustrate the correlation coefficients for each axis, including their items.

developed. This was done by presenting some questions to be answered by the study sample individuals to achieve the desired results of the study topic. The final questionnaire consisted of three parts. Here is an overview of its construction and the procedures followed to ensure its validity and reliability.

Study Tool:

The researcher opted to use the questionnaire as a data collection tool due to its suitability for the study's objectives, methodology, and population, aiming to answer its questions. The questionnaire

Table (2) Pearson's Correlation Coefficients for Items of the First Axis with the Overall Score of the Axis

Training		Incentives		Technological Empowerment	
No. Phrases	Correlation Coefficient with Axis	No. Phrases	Correlation Coefficient with Axis	No. Phrases	Correlation Coefficient with Axis
1	0.491**	1	0.731**	1	0.613**
2	0.601**	2	0.838**	2	0.736**
3	0.612**	3	0.850**	3	0.808**
4	0.731**	4	0.811**	4	0.743**
5	0.803**	5	0.815**	5	0.746**
Nature and Work Conditions		Participation in Decision Making			
1	0.817**	1	0.791**		
2	0.740**	2	0.801**		
3	0.858**	3	0.774**		
4	0.796**	4	0.803**		
5	0.770**	5	0.734**		

significant at the 0.01 level or less. This indicates the validity of the internal consistency among the items of the first axis and their suitability for measuring what they were designed to measure.

Significant at the 0.01 level or less**
Table (2) demonstrates that the correlation coefficients for each item in the questionnaire with its respective axis are positive and statistically

Table (3) Pearson's Correlation Coefficients for Items of the Second Axis with the Overall Score of the Axis

Level of Performance of Healthcare Personnel					
No. Phrases	Correlation Coefficient with Axis	No. Phrases	Correlation Coefficient with Axis	No. Phrases	Correlation Coefficient with Axis
1	0.753**	1	0.647**	1	0.713**
2	0.478**	2	0.720**	2	0.738**
3	0.636**	3	0.783**	3	0.796**
4	0.609**	4	0.748**	4	0.668**
5	0.665**	5	0.687**	5	0.840**

items of the first axis and their suitability for measuring what they were designed to measure.

A) Reliability of the Study Tool:

The reliability of the study tool was ensured by using Cronbach's Alpha coefficient (α). Table (3) presents the values of Cronbach's Alpha coefficients for each axis of the questionnaire

Significant at the 0.01 level or less**

Table (3) illustrates that the correlation coefficients for each item in the questionnaire with its respective axis are positive and statistically significant at the 0.01 level or less. This indicates the validity of the internal consistency among the

Table (4) Cronbach's Alpha Coefficients for Measuring the Reliability of the Study Tool

Survey Axes	No. Phrases	Axis Stability
The current state of the work environment in Saudi government institutions.	25	0.900
The performance level of healthcare personnel working in the Saudi healthcare sector.	12	0.910
Overall stability.	32	0.953

To understand the reality of the work environment in Saudi government institutions from the perspective of healthcare professionals in the governmental health sector in the Kingdom of Saudi Arabia, frequencies, percentages, means, standard deviations, and ranks were calculated for the responses of the study sample regarding the statements about the work environment in Saudi government institutions from the perspective of healthcare professionals in the governmental health sector in the Kingdom of Saudi Arabia. The results are as follows:

It is evident from Table (4) that the overall stability coefficient is high, reaching (0.953). This indicates that the questionnaire enjoys a high level of stability that can be relied upon in the field application of the study.

Results, Discussion, and Interpretation

Answering the first question: What is the reality of the work environment in Saudi government institutions from the perspective of healthcare professionals in the governmental health sector in the Kingdom of Saudi Arabia?

Table (5): Researchers' perceptions of the dimensions of the work environment.

No.	Phrases	Average	Standard Deviation	Rank
Dimension 1: Training		4.05	0.78	
2	The ministry distinguishes itself by involving employees in training courses to develop their skills and knowledge.	4.20	0.82	Agreed
1	The ministry considers training as a strategic option for preparing innovative human resources.	4.14	0.94	Agreed
3	The ministry aims for a collective training approach.	4.04	0.94	Agreed
4	The ministry works on providing training opportunities for all employees in various departments and colleges.	3.97	1.01	Agreed
5	The ministry links career paths with training paths.	3.90	1.02	Agreed
Dimension 2: Incentives		3.47	1	
1	Incentives and rewards at the ministry are notable for their effectiveness and viability.	3.74	1.17	Agreed
3	The ministry's incentive system is directly linked to performance outcomes.	3.56	1.21	Agreed
4	Employees in the ministry are rewarded when they present good ideas that benefit the work.	3.52	1.19	Agreed
2	The ministry's incentive and reward system is fair, good, and leads to performance improvement.	3.50	1.21	Agreed
5	My salary is high compared to employees with the same qualifications in other government institutions.	3.03	1.20	Neutral
Dimension 3: Technological Empowerment		4.01	0.84	
3	The ministry is keen on contemporary technology to achieve the best performance levels.	4.05	0.95	Agreed
2	The ministry follows distinguished strategic plans to employ modern technology in its work.	4.03	0.93	Agreed
1	The ministry works on keeping pace with technological advancements related to its operations.	4.02	0.94	Agreed
4	The ministry continuously works to identify technology needs.	4.02	0.95	Agreed
5	The ministry has highly skilled human resources proficient in using technology.	3.95	0.98	Agreed

Dimension 4: Work Nature and Conditions		3.78	0.79	
5	The ministry provides safe and secure conditions for all employees.	4.06	0.85	Agreed
1	The ministry provides all necessary amenities for employees to accomplish their tasks.	3.83	0.95	Agreed
4	Employees at the ministry feel comfortable with their workplace.	3.78	0.97	Agreed
2	Office furniture aligns with the nature of work at the ministry.	3.71	0.99	Agreed
3	The ministry works on providing necessary insurance for employees in case of work-related accidents.	3.55	1.17	Agreed
Dimension 5: Participation in Decision Making		3.61	0.91	
2	The ministry respects the opinions of subordinates.	3.82	0.95	Agreed
3	The ministry involves subordinates in decision-making visibly.	3.63	1.01	Agreed
4	The ministry values the opinions and suggestions of employees.	3.62	1.02	Agreed
1	The ministry involves employees in decisions related to their department.	3.59	1.05	Agreed
5	Administrative decisions at the ministry are made collaboratively.	3.41	1.13	Agreed
Overall average.		3.78	0.75	

of (0.94). Lastly, the statement "The ministry works on linking the career path with the training path" ranked lowest in terms of agreement among the study participants, with an average score of (3.90) and a standard deviation of (1.02).

Second: Incentives Dimension:

The results reveal that the statement "The ministry's incentives and rewards are effective and beneficial" obtained the highest agreement percentage from the study participants, ranking first with an average score of (4.05) and a standard deviation of (0.95). Conversely, the statement "The incentive system in the ministry is directly linked to performance outcomes" ranked second with an average score of (3.56) and a standard deviation of (1.21). Finally, the statement "My salary is high compared to employees with the same qualifications in other government institutions" ranked lowest in terms of agreement among the study participants, with an average score of (3.03) and a standard deviation of (1.20).

Third: Technological Empowerment Dimension:

The results indicate that the statement "The ministry focuses on contemporary technology to achieve optimal performance levels" received the highest agreement percentage from the study participants, ranking first with an average score of (4.05) and a standard deviation of (0.95). Conversely, the statement "The ministry adopts distinct strategic plans to utilize modern technology in work" ranked second with an average score of (4.03) and a standard deviation of (0.93). Lastly,

Based on the above-mentioned results, it is evident that the study participants agree on the level of the work environment in Saudi government institutions from the perspective of healthcare personnel in the governmental health sector in the Kingdom of Saudi Arabia to a degree indicating agreement, with an average score of (3.78) and a standard deviation of (0.75).

Furthermore, the results indicate variations in the agreement among the study participants regarding the dimension of the work environment in Saudi government institutions from the perspective of healthcare personnel in the governmental health sector in the Kingdom of Saudi Arabia. The average agreement scores ranged from (4.20 to 3.03), falling within the fourth and third categories of the five-point scale, indicating agreement to some extent with the study tool. This demonstrates the diversity in the agreement among the study participants regarding the level of the work environment in Saudi government institutions, ranked in descending order according to the agreement of the study participants as follows:

First: Training Dimension:

The results show that the statement "The ministry excels in involving employees in training courses to develop their skills and knowledge" received the highest agreement percentage from the study participants, ranking first with an average score of (4.20) and a standard deviation of (0.82). Conversely, the statement "The ministry considers training as a strategic option for preparing innovative human resources" ranked second with an average score of (4.14) and a standard deviation

score of (3.82) and a standard deviation of (0.95). Conversely, the statement "The ministry involves subordinates in decision-making visibly" ranked second with an average score of (3.63) and a standard deviation of (1.01). Lastly, the statement "Administrative decisions at the ministry are made collaboratively" ranked lowest in terms of agreement among the study participants, with an average score of (3.41) and a standard deviation of (1.13).

Answering the second question: What is the level of performance of healthcare personnel working in the Saudi health sector from the perspective of healthcare personnel in the governmental health sector in the Kingdom of Saudi Arabia?

To determine the level of performance of healthcare personnel working in the Saudi health sector from the perspective of healthcare personnel in the governmental health sector in the Kingdom of Saudi Arabia, frequencies, percentages, means, standard deviations, and ranks were calculated for the responses of the study sample regarding the statements about the level of performance of healthcare personnel working in the Saudi health sector from the perspective of healthcare personnel in the governmental health sector in the Kingdom of Saudi Arabia. The results are as follows:

the statement "The ministry has highly skilled human resources in using technology" ranked lowest in terms of agreement among the study participants, with an average score of (3.95) and a standard deviation of (0.98).

Fourth: Nature and Conditions of Work Dimension:

The results reveal that the statement "The ministry provides safe and secure conditions for all employees" obtained the highest agreement percentage from the study participants, ranking first with an average score of (4.06) and a standard deviation of (0.85). Conversely, the statement "The ministry provides all the necessary needs for employees to accomplish their tasks" ranked second with an average score of (3.83) and a standard deviation of (0.95). Finally, the statement "The ministry provides necessary insurance for employees in case of work accidents" ranked lowest in terms of agreement among the study participants, with an average score of (3.55) and a standard deviation of (1.17).

Fifth: Participation in Decision-Making Dimension:

The results indicate that the statement "The ministry respects the opinions of subordinates" received the highest agreement percentage from the study participants, ranking first with an average

Table (6): Responses of the study sample regarding statements of the third dimension arranged in descending order according to the average agreement scores.

N o .	Phrases	Average	Standard Deviation	Rank
1	Strive to provide healthcare services with the highest efficiency, productivity, and quality.	4.57	0.74	1
4	Ensure the quality of medical services provided to patients and earn their satisfaction towards the provided services and the hospital.	4.52	0.72	2
13	Engage in self-improvement, acquiring new experiences, and working on enhancing my performance to achieve the highest levels of productivity in completing my work tasks.	4.51	0.77	3
5	Ready, prepared, and willing to work outside official working hours if necessary.	4.50	0.75	4
10	Adhere to the rules, procedures, and policies in place at the hospital.	4.48	0.65	5
2	Perform my job duties in the hospital according to the highest global quality standards.	4.48	0.71	6
14	A good incentive system contributes to my desire to accomplish more tasks with higher efficiency in productivity.	4.45	0.87	7
7	Provide guidance, advice, and answer questions and inquiries from patients.	4.43	0.82	8
6	Sufficient experience to solve problems encountered during work in the hospital.	4.41	0.84	9

3	Perform my job duties in the hospital according to national quality standards.	4.40	0.83	10
12	Complete all assigned tasks on time and with the highest efficiency in productivity.	4.39	0.85	11
11	Ensure training on technology, equipment, and modern medical advancements.	4.37	0.79	12
8	Have the ability and readiness to take on responsibility.	4.34	0.94	13
9	Communicate effectively with patients, staff, and employees working in the hospital.	4.31	0.77	14
15	The productivity assessment system contributes to determining the financial and moral incentive system.	4.29	0.89	15
Overall average.		4.43	0.79	

In Table (6), it is evident that the study participants strongly agree on the level of performance of healthcare personnel working in the Saudi health sector from the perspective of healthcare personnel in the governmental health sector in the Kingdom of Saudi Arabia, with an average score of (4.43 out of 5.00), which falls within the fifth category of the five-point scale (ranging from 4.21 to 5.00). This category indicates strong agreement with the study tool.

Furthermore, the results in Table (6) indicate that the study participants strongly agree on all statements of the dimension regarding the performance level of healthcare personnel working in the Saudi health sector from the perspective of healthcare personnel in the governmental health sector in the Kingdom of Saudi Arabia. These statements were arranged in descending order according to the agreement of the study participants as follows:

- Phrase number (1) came as: "Strive to provide healthcare services with the highest efficiency, productivity, and high quality." It ranked first in terms of the strong agreement of the study sample individuals with an average score of (4.57 out of 5).
- Phrase number (4) came as: "Strive for the quality of medical services provided to patients and earn their satisfaction towards the provided services and the hospital." It ranked second in terms of the strong agreement of the study sample individuals with an average score of (4.52 out of 5).
- Phrase number (13) came as: "I engage in self-improvement and gaining new experiences and work on improving my performance to achieve the highest levels of productivity in accomplishing my work tasks." It ranked second to last in terms of the strong agreement of the study sample individuals with an average score of (4.51 out of 5).

- Phrase number (15) came as: "The productivity level assessment system contributes to determining the financial and moral incentive system." It ranked last in terms of the strong agreement of the study sample individuals with an average score of (4.29 out of 5).

Through the above-mentioned results, it is evident that the most prominent level of performance of healthcare personnel working in the Saudi health sector from the perspective of healthcare personnel in the governmental health sector in the Kingdom of Saudi Arabia is manifested in striving to provide healthcare services with the highest efficiency, productivity, and high quality, striving for the quality of medical services provided to patients and gaining their satisfaction towards the provided services and the hospital, engaging in self-development and gaining new experiences, and working on developing performance to achieve the highest levels of productivity in completing work tasks, readiness and willingness to work outside official working hours if necessary, and adhering to the rules, procedures, and policies of work applied in the hospital.

Results of the Third Question: What is the impact of the dimensions of the work environment (training, incentives, technological empowerment, nature and conditions of work, participation in decision-making) on the performance of healthcare personnel working in the Saudi health sector from the perspective of healthcare personnel in the governmental health sector in Saudi Arabia:

This section aims to understand the impact of the independent study variable (dimensions of the work environment) on the dependent variable (performance of healthcare personnel) among clients of the governmental health sector in the Kingdom of Saudi Arabia.

Table (7): Results of the Analysis of Variance for Regression.

The source	Sum of squares	Degrees of freedom	Mean square	The calculated (F) value	Level of significance (F)
Regression	137.141	5	27.428	9.646	<.001 ^b
Error	15.647	106	.070		
Total	152.789	11			
The coefficient (R-value)0.947 =					
Coefficient of determination (R-squared value)0.898=					

**With statistical significance at the level of (0.01 $\geq \alpha$), it is evident from Table (7) that the coefficient of determination (R square) equals (0.898) for the independent variable, which is: (Dimensions of the work environment). This means that this variable explains (89.8%) of the total variance in the performance of healthcare personnel in the

government healthcare sector in the Kingdom of Saudi Arabia. Furthermore, the table illustrates the model's adequacy in predicting the performance of healthcare personnel through the overall score of the dimensions of the work environment, given the significant (F) value at a low significance level of (0.001) for the independent variable on the dependent variable.

Table (8) presents the results of multiple regression analysis to predict the performance of healthcare personnel through the overall score of the dimensions of the work environment.

The independent variables	B	The standard error	Beta	The value (t)	Statistical significance
Constant	-.139	.109		-1.274	.204
After training	.146	.043	.141	3.381	<.001
Incentive dimension	.093	.044	.080	2.115	.036
Technological empowerment dimension	.329	.057	.334	5.816	<.001
Work nature and conditions dimension	.110	.065	.115	1.685	.093
Participation in decision-making dimension	.340	.059	.335	5.719	<.001

**With statistical significance at the level of significance (0.01 $\geq \alpha$), The statistical results presented in Table (8), along with the examination of Beta coefficients and the t-test, indicate that the intercept is not statistically significant. However, the effect of the reliability, tangibility, responsiveness, and assurance dimensions of the work environment on the performance of healthcare personnel is statistically significant. From the previous table, we can formulate the multiple regression equation that predicts the performance of healthcare personnel through the overall score of the dimensions of the work environment:

Multiple Regression Equation:

$$y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4$$

$$y = 0.146x_1 + 0.093x_2 + 0.329x_3 + 0.340x_4$$

where:

y = Performance of healthcare personnel (dependent variable)

- x1 = Training (independent variable 1)
- x2 = Incentive dimension (independent variable 2)
- x3 = Technological empowerment dimension (independent variable 3)
- x4 = Participation in decision-making dimension (independent variable 4)
- a = Constant value or intercept, representing the value of y when x is equal to zero (regression constant)
- b = Coefficient of the independent variable, also known as the slope of the regression line (regression coefficient)

Summary of Study Results:

The study yielded several findings, among the most significant:

Results of the first question: What is the reality of the work environment in Saudi government institutions from the perspective of healthcare

personnel in the government healthcare sector in the Kingdom of Saudi Arabia?

The study participants agreed on the level of the work environment in Saudi government institutions from the perspective of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia to a degree indicating agreement, with an average score of (3.78) and a standard deviation of (0.75). It also emerged that there is variation in the agreement of study participants regarding the level of the work environment in Saudi government institutions from the perspective of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia, with average scores ranging from (4.20 to 3.03), falling into the fourth and third categories of the five-point scale, indicating agreement to some extent, as indicated by the study tool, which illustrates the variation in the agreement of study participants regarding the level of the work environment in Saudi government institutions.

Results of the second question: What is the level of performance of healthcare personnel in the Saudi healthcare sector from the perspective of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia?

It was found that the most prominent phrases in the dimension of performance level of healthcare personnel in the Saudi healthcare sector from the perspective of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia include striving to provide healthcare services with the highest efficiency, productivity, and high quality, striving for the quality of medical services provided to patients and earning their satisfaction towards the provided services and the hospital, engaging in self-improvement and gaining new experiences and working on improving performance to achieve the highest levels of productivity in accomplishing work tasks, being prepared and willing to work outside official working hours if necessary, and adhering to rules, procedures, and policies in the hospital.

Results of the third question: What is the impact of the dimensions of the work environment (training, incentives, technological empowerment, nature and conditions of work, participation in decision-making) on the performance of healthcare personnel working in the Saudi healthcare sector from the perspective of healthcare personnel working in government hospitals in the Saudi healthcare sector?

It was found that the coefficient of determination (R square) equals (0.898) for the independent variables, which are the dimensions of the work environment, meaning that this variable explains (89.8%) of the total variance in the performance of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia. Additionally, the validity of the model to predict the performance of healthcare personnel through the overall score of the dimensions of the work environment was demonstrated, given the significant F value at a low significance level of (0.001) for the independent variable on the dependent variable.

Study Recommendations:

In light of the results obtained, the study recommends:

- Enhancing hospital management strategies to ensure the provision of modern technological facilities and medical equipment that enhance the performance of functional tasks effectively within the work environment.
- Enhancing the level of motivation and encouragement for nurses, granting them greater authority and empowerment within hospitals to increase the sustainability and efficiency of their performance.
- Hospital management should focus on providing all dimensions of the work environment appropriately so as to contribute to increasing the performance of healthcare personnel in delivering the best healthcare services with the highest quality.
- Enhancing the provision of training courses and programs that enhance the skills and experiences of healthcare personnel and elevate their competency levels.
- Strengthening hospital management's focus in the Saudi healthcare sector on providing modern scientific methods and techniques for evaluating the performance of healthcare personnel during work to enhance their knowledge and improve their performance.
- Working on establishing an appropriate organizational environment within hospitals in the Saudi healthcare sector to enable employees to perform their tasks effectively.

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