

Scientific Paper Entitled: The Role Of The Work Environment In Improving The Productivity Of Health Personnel In The Government Health Sector In The Kingdom Of Saudi Arabia

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Study summary

The work environment is one of the factors that plays an important role in motivating employees and improving their performance. The study aimed to understand the role of the work environment in its impact on the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia and to identify policies and strategies that can be taken to improve the work environment and thus increase the productivity of health personnel. In this study, the researcher relied on the descriptive analytical method, as he conducted a survey of the opinions of the study population, consisting of all health care workers at Dar Al-Shifa Hospital in the Saudi capital, Riyadh, using the questionnaire tool on a simple random sample of Dar Al-Shifa General Hospital employees. A questionnaire was distributed to 250 individuals working in the field of health care in the hospital. The results of the study concluded that the work environment in the government health care sector in the Kingdom of Saudi Arabia greatly affects the productivity of health personnel and that the factors influencing the work environment include administrative support, effective communication, and financial and moral stimulation. And training opportunities. There is an urgent need to improve some aspects of the work environment such as improving infrastructure, providing continuous training programs, and enhancing teamwork and cooperation between medical teams. The study recommended strengthening the role of management in providing a positive work environment by providing support and guidance to employees. Providing motivational programs such as performance rewards and promotions to enhance performance and raise the spirit of belonging. The necessity of strengthening internal and external communication within the health institution to achieve effective coordination and cooperation between departments and teams.

Keywords Work Environment, Health Personnel, The Government Health Sector, Kingdom Of Saudi Arabia.

Introduction

The work environment is one of the main factors that greatly affects the productivity of health personnel in the health sector in the Kingdom of Saudi Arabia. By providing a stimulating and

appropriate work environment, the effectiveness of health care workers can be enhanced, which leads to improving the quality of services provided and increasing patient satisfaction. This research aims to explore the role of the work environment in improving the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia, by analyzing the influencing factors and providing appropriate suggestions and recommendations to enhance this environment and enhance the performance of health personnel.

Recently, the work environment in institutions and organizations has received great attention because it has a direct and fundamental impact on the nature of work and the quality of the work produced. The work environment is the primary reason for the way employees perform and increases their motivation for the work they do every day. The work environment is the main means of improving the capabilities and performance of employees, developing it and increasing its efficiency. (Afrina Susiarty, L.S. 2019)

The work environment is considered the space and environment in which the employee works within the organization, and it is considered an important factor in achieving his ambitions and goals, especially if it is clearly defined, where he interacts and interacts with others. If the internal work environment affects the employee and the teacher, especially in the amount of effort he exerts and the strength His motivation, morale, and degree of satisfaction with the direction of his organization, this will lead to the emergence of the values of commitment and assuming responsibility (Awan, A.G. 2015)

The health sectors in the Kingdom of Saudi Arabia are witnessing multiple challenges, including increasing demand for health services, and increasing pressures on medical and health personnel. Effectively managing the healthy working environment is one of the most important strategies to confront these challenges and achieve the desired health goals.

The effectiveness of health personnel is closely related to the work factors surrounding them, such as organizational culture, work-life balance, and the administrative and technical support provided to them. Understanding and improving these factors can

lead to improved health performance and enhanced overall well-being in society. (Nur Shifaa Athirah Saidi, F. L. 2019)

Study Problem

In the government health sector in the Kingdom of Saudi Arabia, the work environment is one of the main factors that affects the performance and productivity of health personnel. However, there is a lack of comprehensive understanding of how the work environment affects the performance of workers in this sector. This environment includes factors such as institutional culture, quality of employee relations, work policies and procedures, management support, training and development opportunities, and others. (Jaruni Saitang et al., 2010)

The impact of the work environment on health personnel is considered important and decisive in the success of the institution. When the work environment is stimulating and encouraging, employee production increases and their performance improves significantly. Conversely, if the work environment is negative and frustrating, this will negatively affect employees' productivity and reduce their motivation and enthusiasm for work. Among the factors that can affect the work environment and thus the productivity of employees (Al-Shammari, D. S. (2015))

Understanding this role can contribute to developing effective strategies to improve the work environment and thus enhance the productivity of health personnel. Hence, understanding the factors that affect the work environment and how they affect the performance of workers in the government health sector in the Kingdom of Saudi Arabia is a fundamental problem that must be addressed comprehensively and scientifically.

Study questions

1. How can the work environment be defined in the government health sector in the Kingdom of Saudi Arabia?
2. What are the factors that affect the work environment in hospitals and government health centers?

3. How can the quality of the work environment in the health sector be measured?
4. What is the role of management in improving the work environment for health personnel?
5. How can innovation and creativity be encouraged in a healthy work environment to increase productivity?

Objectives of the study

The objectives of the study can be briefly stated as follows:

1. Understanding the role of the work environment in its impact on the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia.
2. Analyze the challenges and factors that affect the work environment in the health sector and how they affect productivity.
3. Identify policies and strategies that can be taken to improve the work environment and thus increase the productivity of health personnel.
4. Providing practical recommendations to the competent authorities to improve the work environment and enhance productivity in the government health sector in the Kingdom of Saudi Arabia.

Study limitations

There are several factors that may affect the results of the study, including:

1. Sampling bias that can lead to not being representative of all healthcare professionals in Saudi Arabia. in addition to,
2. Data collected through self-reporting methods may be subject to bias, as the tendency of participants to provide socially desirable responses can affect the accuracy of the results.

3. The cross-sectional design of the study may limit its ability to identify causal relationships between the role of the work environment in improving health personnel productivity, since it captures data at only one point in time.

Previous studies

Study by Jihan Ahmed Khalil Daghim, 2020, entitled *The Impact of the Quality of the Innovative Work Environment on Improving Productivity and Increasing Competitiveness*. The study aimed to identify the role of the quality of the innovative work environment in improving productivity and increasing competitiveness in the oil companies under study. The study found that there is a fundamental, statistically significant effect on the quality of the innovative work environment (represented by: the extent of management's interest in employees' proposals, the extent of delegation of authority and participation in decision-making, the extent of fear of mistakes and avoidance of making risky decisions, and the extent to which work rules are applied to a strict degree, The extent of management's interest in change, and the extent of management's interest in the physical work environment) to improve productivity in the oil companies under study. The study also found that there was a fundamental, statistically significant effect of the quality of the innovative work environment on increasing competitiveness in the oil companies under study. The study also found that there were no differences Significant differences between the study sample's perceptions of the dimensions of the quality of the innovative work environment, improving productivity and competitiveness are due to demographic factors (represented in: gender, age, experience, and education). The study recommends the need for management to pay attention to employees' suggestions, encourage new ideas, which the current study has proven to have a positive moral impact on improving productivity and increase competitiveness, and reinforce the avoidance of fear of mistakes and avoid making risky decisions, which the current study has proven to have a positive moral impact on improving productivity and increasing competitiveness.

Study by Mona Khaled Akar, 2020, entitled *The Importance of the Work Environment in Achieving Job Creativity*.

This study aims to identify the importance of the work environment for employees and workers within the job institution and to increase and develop job creativity at work. The results of the study highlighted that institutions and organizations have the greatest impact is on the level of innovation and creativity of employees and workers, as if the work environment is based on stagnation and restrictions, the workers will evade the job at any time they are allowed to do so, unlike if it is a fun and renewable environment that is not characterized by routine work, it will contribute to making them innovate and be creative. Organizations that cannot provide the least to employees except salaries will collapse sooner or later. Safety, control and prevention are much more important than what organizations produce. Job creativity is built if the work environment is safer and more comfortable. The study recommended increasing attention to spreading team spirit within the work environment until... It seems more energetic to give and produce more. It also recommended the necessity of following regulations and instructions in order to ensure the safety of workers and to avoid any work injury during the production process. And also introducing a system of incentives and rewards on salaries, within the administrative work systems to increase production efficiency and increase job creativity.

Study of Eid Smells, 2018, the impact of the work environment on the performance of employees. This study aims to know the effect of the work environment on the performance of employees through the dimensions (the physical environment and the social environment in the Directorate of Commerce of the state of Ouargla. The descriptive approach was used for the study and we relied on the questionnaire tool, where A questionnaire consisting of 28 items was designed to cover the variables of the study, and 70 questionnaires were distributed to agents and employees of the Directorate of Commerce in the state of Ouargla. 60 out of 70 questionnaires were returned. The data was analyzed using SPSS, and the results of the study were: There is an availability of the dimensions of the physical environment and the social environment. In the district under study, it is at an average level, in addition to the interest of the Ouargla State Trade Directorate in providing moderate financial capabilities.

Study by Siham Rahmoun, 2013-2014, the internal work environment and its impact on job performance. The researcher relied in his study on the descriptive approach, and in order to collect and analyze information, the researcher used a questionnaire tool. The researcher's study included a sample of administrators from the colleges and institutes of the University of Batna. The sample number was 106 individuals, and this study aims to determine the extent to which the work environment fulfills its constituent physical elements, which are: good lighting, appropriate ventilation and temperature, appropriate office equipment and assistance for work. And knowing the relationship between the internal work environment and the job performance of administrators and knowing the positives and negatives that are reflected in their job performance, as well as knowing the extent of the administrators' satisfaction with their internal work environment by knowing the extent of their satisfaction with its administrative and material components. The study showed the administrators' commitment to the laws and regulations related to work in the internal work environment. It is a relative commitment of 51% on a permanent basis and a rate of 35% on a fluctuating basis, which reflects that the job performance of administrative workers in light of this is a relative performance. Administrators make an effort to perform their jobs in a relative manner, a percentage of 76% always and a percentage of 22% sometimes, and this reflects that the level of The job performance of administrators in light of the effort they exert is relative.

Study by Saad Al-Qahtani (2012) This study was entitled The internal work environment and its relationship to the morale of employees at the Passport Institute in Riyadh. This study was conducted on a sample consisting of all 217 employees of the Passport Institute in Riyadh, the Kingdom of Saudi Arabia. After field application, the researcher obtained 147 completed questionnaires. This study aimed to identify the most important characteristics of the internal work environment at the Passport Institute in Riyadh and to identify the level of employee morale. In addition to identifying the most important positives and negatives that the work environment reflects on the morale of employees at the Passport Institute in Riyadh and other goals, the researcher in his study followed the descriptive approach to achieve the goals The study and answers to its questions. This study reached a number of results, which we summarize as follows: There are good

human relations between colleagues. Discipline prevails among employees, making them more willing to work. The management is keen to develop the capabilities of employees and diversify training programs.

Study by Muhammad Saad Fahd Al-Mashout, 2011, entitled *The Impact of the Work Environment on Administrative Creativity*. The study aimed to identify the impact of the work environment on administrative creativity at the Saad Al-Abdullah Academy for Security Sciences in the State of Kuwait. To achieve the objectives of the study, the researcher designed a questionnaire that included (45) A paragraph to collect primary information from the respondents, consisting of (53) items. In light of this, the data was collected and analyzed and the hypotheses were tested using the Statistical Package for the Social Sciences (SPSS). Many statistical methods were used to achieve the objectives of the study, including simple and multiple regression analysis, and after conducting the study data analysis process. According to its hypotheses, the study reached a number of results, most notably the presence of a significant effect of the organizational structure on administrative creativity, and also the presence of a significant effect of incentives and rewards on administrative creativity. The study also found a significant effect of work conditions on administrative creativity. The study recommended the necessity of... Interest in spreading the concept of team spirit among employees at the Saad Al-Abdullah Academy for Security Sciences in the State of Kuwait, and also providing effective control and supervision systems at the Saad Al-Abdullah Academy for Security Sciences in the State of Kuwait.

Study methodology

In this study, the researcher relied on the descriptive analytical method, as he conducted a survey of the opinions of the study population consisting of all health care workers at Dar Al Shifa Hospital in the Saudi capital, Riyadh, using the questionnaire tool. This research method was chosen based on its compatibility with the nature of the study and because it is considered one of the most suitable methods for descriptive studies, due to its flexibility and ease of application, which helps the researcher successfully achieve the objectives of the study.

Study Participants

All experts and health care workers at Dar Al Shifa General Hospital in Riyadh were selected to participate in the study, and the questionnaire was distributed to all members of the study population.

Study Sample

The researcher conducted a survey on a simple random sample of Dar Al-Shifa General Hospital employees, where a questionnaire was distributed to 250 individuals working in the hospital's health care field.

Study Tool And Design Stages

- The researcher in this study used a questionnaire as a data collection tool, as he considered it appropriate to achieve the objectives of the surveys

External validity (content validity) of the study tool:

Validity of an instrument refers to ensuring that it measures what it purports to measure. The researcher designed the questionnaire based on the observations and suggestions made by experts in this field.

After completing a questionnaire on the role of the work environment in improving the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia

By applying it to Dar Al-Shifa General Hospital in Riyadh, it was distributed to a group of doctors and specialists with experience in the field. The questionnaire was divided into two parts:

1. The first part contains primary data about the respondents, including personal and professional characteristics represented by five variables: gender, marital status, educational level, job title, years of experience, and the number of training courses they attended.
2. The second part includes the axes of the study, and each axis has a set of options

Results

Validity and Reliability Tests:

Internal Consistency Reliability Calculation:

After building the study tool and ensuring its apparent validity by presenting it to a group of specialized and experienced arbitrators, Pearson's Coefficient Correlation was calculated to verify the validity of the internal consistency between the statements of each goal and the total score for the belonging axis.

The questionnaire was administered to a pilot sample of 30 healthcare staff to confirm internal reliability, with researchers calculating correlation coefficients to assess the internal validity of the study tool, as the following tables show:

Table (1): Correlation coefficients of each items in the total score of work environment.

Statement number	r
1	0.771**
2	0.707**
3	0.901**
4	0.636**
5	0.508**
6	0.694**
7	0.689**
8	0.627**
9	0.854**
10	0.621**
11	0.540**
12	0.525**
13	0.517**
14	0.603**
15	0.667**

****:** p value <0.001

It is clear from the previous table that all of the statements are significant at the 0.01 level, as the values of the dimensional correlation coefficients ranged between (0.517 - 0.895), which are good correlation coefficients, and this gives an indication of high internal consistency coefficients as well. It indicates high validity indicators that can be trusted in applying the current study tool.

Reliability of the study tool:

As for measuring the reliability of the questionnaire, we used Cronbach's alpha coefficient, and the following table shows the reliability axes of the study tool as follows:

Table (2): Cronbach's alpha coefficient reliability coefficient for the total score of the questionnaire

	No. of statements	Cronbach's alpha
Total score of work environment	15	0.909

The table showed that the Cronbach's alpha reliability coefficient for the total score of the questionnaire was (0.909), which is a high reliability coefficient suitable for the study.

Application Method of the Study Tool:

After collecting the study data, the researchers reviewed it in preparation for inputting it into the computer for statistical analysis. Subsequently, they transcribed it onto appropriate tables, provided commentary, and linked it to previous studies. Responses were given five levels: strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2 points), and strongly disagree (1 point). To determine the length of the pentavalent scale cells used in the study Phrases, the range ($5-1=4$) was calculated and divided by the number of questionnaire cells to obtain the correct cell length ($4/5=0.80$). This value was then added to the lowest value on the scale (or the beginning of the scale, which is one) to determine the upper limit of the cell. The following table illustrates the method for correcting the Likert pentavalent scale.

Table (3): Method for correcting the scale.

Scale	The weight	The average arithmetic mean value ranges
Strongly Disagree	1	From 1 to less than 1.80
Disagree	2	From 1.81 to less than 2.60
Neutral	3	From 2.61 to less than 3.40
Agree	4	From 3.41 to 4.20
Strongly agree	5	From 4.21 to 5.

Table (4): Socio demographic characteristics of the studied participants

Sociodemographic variables	Cases (n=250)	
	No.	%
Age category (years)		
Min – Max	17 – 54	
Mean + SD	38.36 ± 14.25	
Gander		
Male	131	52.4%
Female	119	47.6%
Marital status		
single	102	40.8%
married	74	29.6%
Divorced	51	20.4%
Widow	23	9.2%
Type of the work		
governmental work	129	51.6%
private job	121	48.4%
Educational status		
University	81	32.4%
Non-university.	45	18%
Master	74	29.6%
Ph.D	50	20%

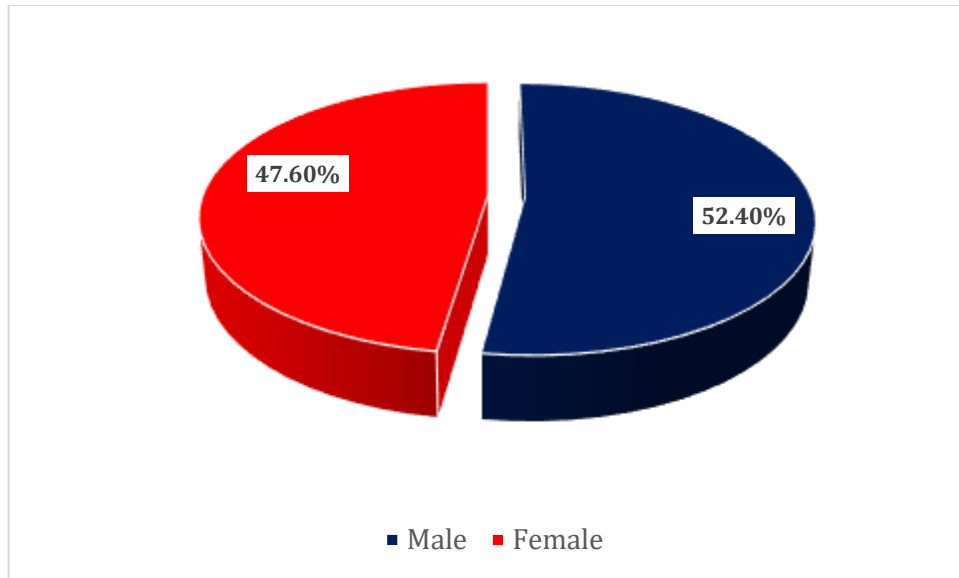


Fig (1): gender distribution among the studied participants

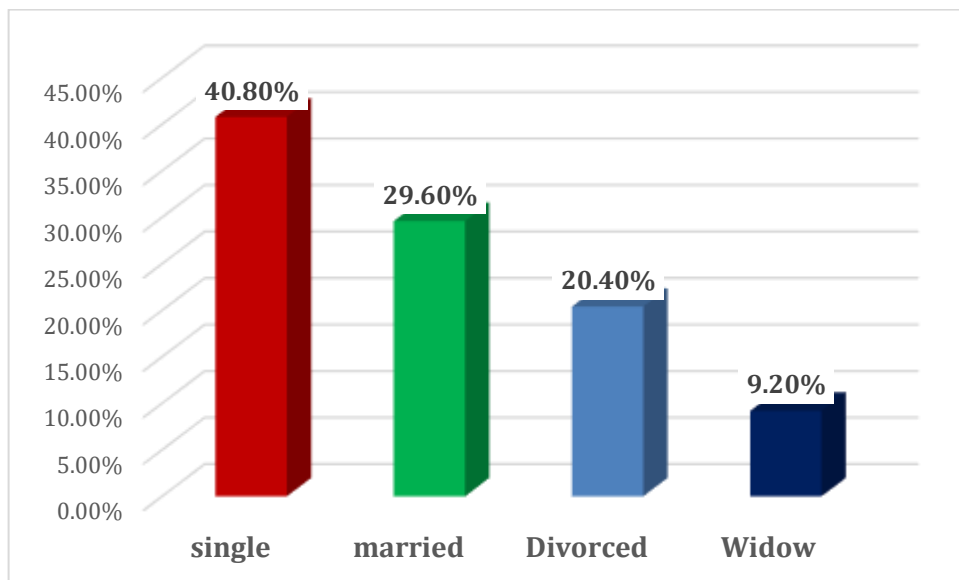


Fig (2): marital status distribution among the studied participants

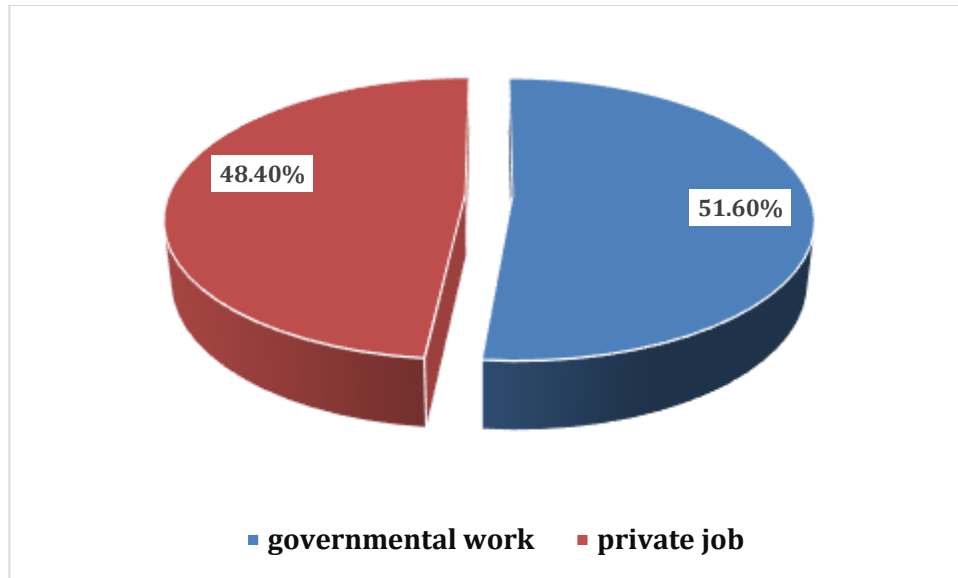


Fig (3): type of work among the studied participants

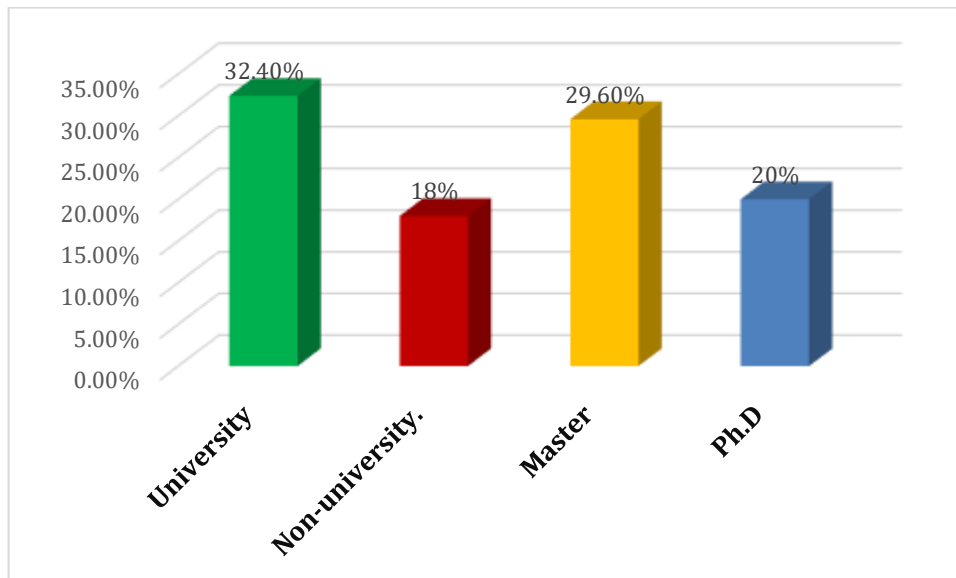


Fig (4): educational level distribution among the studied participants

Table (1) & Figure (1-4) showed that the age of the studied participants ranged from 17 – 54 with a mean of 38.36 ± 14.25 . Regarding to the gender, 52.4% were males and 47.6% were females. 40.8% were single. As regard to the type of work, 51.6% worked in governmental places. 32.4% of the studied participants were university educated while 18% were non university.

Secondly: Results Related to the role of the work environment in improving the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia

Table (5): response of the studied participants regarding to work environment

No	work environment	Cases (n=250)			
		Mean	SD	Category	Rank
1-	You believe that your work environment contributes to enhancing the productivity of health personnel	4.70	0.77	Agree	1
2-	Your work environment has sufficient resources to carry out tasks effectively	3.84	0.85	Agree	10
3-	You feel that there is sufficient support from the administration for health personnel	4.224	0.80	Strongly Agree	5
4-	There is effective communication between management and health personnel	3.259	1.17		14
5-	Health staff are provided with continuous training and development opportunities	2.776	1.28	Neutral	15
6-	Employees have opportunities to participate in decision-making in the work environment	3.707	1.05	Agree	11
7-	The practical environment in the hospital respects and appreciates the efforts made by health personnel	3.552	0.99	Neutral	12
8-	There is encouragement of cooperation and teamwork among health personnel	4.276	0.79	Strongly Agree	4
9-	A healthy work environment provides opportunities for innovation and continuous improvement	4.345	0.76	Strongly Agree	3
10-	There is concern for the health and safety of health sector workers	3.931	0.79	Agree	13
11-	There are clear procedures for dealing with problems and complaints in the work environment	4.172	0.90	Agree	7
12-	There are opportunities for balance between work and personal life for health professionals	4.62	0.55	Strongly Agree	2
13-	Appropriate rewards and incentives are provided to enhance the productivity of health sector workers	4.086	0.82	Agree	8
14-	There is effective management of time and resources in the work environment	4.207	0.85	Agree	6
15-	There are opportunities to express the needs and challenges facing health personnel in the work environment	3.897	0.68	Agree	9

Total score	4.35	0.71	Strongly Agree	
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Table (5) showed the response of the studied participants as regard to the role of the work environment in improving the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia. It was found that

- Phrase (1): You believe that your work environment contributes to enhancing the productivity of health personnel came in the first rank with level of agreement (4.7)
- Phrase (12): there are opportunities for balance between work and personal life for health professionals came in the second rank with level of agreement (4.62)
- Phrase (9): A healthy work environment provides opportunities for innovation and continuous improvement came in the third rank with level of agreement (4.34)
- Phrase (8): There is encouragement of cooperation and teamwork among health personnel came in the fourth rank with level of agreement (4.276)
- Phrase (3): You feel that there is sufficient support from the administration for health personnel came in the fifth rank with level of agreement (4.224)
- Phrase (14): There is effective management of time and resources in the work environment came in the sixth rank with level of agreement (4.20)
- Phrase (11): There are clear procedures for dealing with problems and complaints in the work environment came in the seventh rank with level of agreement 4.172
- Phrase (13): Appropriate rewards and incentives are provided to enhance the productivity of health sector workers came in the eighth rank with level of agreement 4.086
- Phrase (10): There is concern for the health and safety of health sector workers came in the ninth rank with level of agreement 3.931
- Phrase (15): There are opportunities to express the needs and challenges facing health personnel in the work environment came in the tenth rank with level of agreement 3.897
- And in the last phrase (4): There is effective

communication between management and health personnel and phrase (5): Health staff are provided with continuous training and development opportunities came in the final ranks with level of agreement of (3.25 & 2.77 respectively).

Results

1. The work environment in the government health care sector in the Kingdom of Saudi Arabia greatly affects the productivity of health personnel.
2. Factors influencing the work environment include administrative support, effective communication, financial and moral stimulation, and training opportunities.
3. There is an urgent need to improve some aspects of the work environment, such as improving infrastructure, providing continuous training programs, and enhancing teamwork and cooperation between medical teams.

Recommendations:

- 1- Enhancing the role of management in providing a positive work environment by providing support and guidance to employees.
- 2- Providing incentive programs such as performance rewards and promotions to enhance performance and raise the spirit of belonging.
- 3- Strengthening internal and external communication within the health institution to achieve effective coordination and cooperation between departments and teams.
- 4- Increase investment in infrastructure and provide modern technologies to facilitate workflow and improve quality.
- 5- Providing continuous training and development opportunities for health personnel to enhance their skills and knowledge and motivate them for professional development.

These recommendations can help improve the work environment and increase the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia.

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