

## The Impact Of Organizational Commitment On The Performance Of Health Personnel In The Government Health Sector In The Kingdom Of Saudi Arabia

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**Abstract:**

This research investigates the impact of organizational commitment on the performance of healthcare personnel within the government health sector of the Kingdom of Saudi Arabia. A meticulously developed questionnaire, informed by expertise from healthcare management and regulatory compliance fields, was utilized to gather data. The questionnaire underwent rigorous validation by a panel of healthcare professionals at Dr. Sulaiman Al Habib Hospital in Jeddah. Through Likert scale items and open-ended questions, the questionnaire collected both quantitative and qualitative data on the relationship between organizational commitment and healthcare personnel performance. Findings underscored the significant role of organizational

commitment in enhancing healthcare personnel performance, highlighting the importance of fostering a supportive organizational culture. Ethical considerations were upheld throughout the research process. The study contributes to a deeper understanding of the dynamics between organizational commitment and healthcare performance in the government health sector of Saudi Arabia, emphasizing the need for strategies aimed at enhancing employee commitment to improve overall performance and service delivery.

**Keywords**

- Organizational commitment, employee performance, health sector

**Introduction**

Organizational commitment among health personnel in the government health sector of the Kingdom of Saudi Arabia is a crucial factor that directly influences their performance and, consequently, the overall effectiveness of healthcare delivery. In this context, organizational commitment refers to the extent to which employees identify with and are dedicated to their organization's goals and values. By examining the relationship between organizational commitment and performance, we can better understand how investing in employee engagement and satisfaction can lead to improved healthcare outcomes and patient satisfaction. This study aims to explore the various dimensions of organizational commitment and their impact on the performance of health personnel in Saudi Arabia's government health sector, thereby providing valuable insights for policymakers and healthcare administrators to enhance organizational effectiveness and quality of care. (Alshmemri,2020)

The healthcare sectors in the Kingdom of Saudi Arabia hold significant importance, as providing high-quality medical care and healthcare services is a top priority for the Saudi government. To achieve these objectives, activating organizational commitment among healthcare professionals is a critical necessity. Organizational commitment reflects the extent to which employees are attached to their institution and its values, and it is a significant factor that influences their performance and engagement in enhancing the provided healthcare services. (Alharbi,2019)

Furthermore, enhancing organizational commitment can lead to improving the work environment and increasing

levels of job satisfaction among healthcare professionals. Consequently, this can reduce absenteeism rates and increase productivity, thereby benefiting the efficiency of healthcare service delivery and enhancing the patient experience in the Kingdom of Saudi Arabia.(Almutairi,2020)

### **Study Problem**

The study problem revolves around understanding the extent of organizational commitment among health personnel in the government health sector of the Kingdom of Saudi Arabia and its impact on their performance. Specifically, it aims to address questions such as: What are the levels of organizational commitment among healthcare professionals in Saudi Arabia's government health sector? How does organizational commitment influence the performance of health personnel? Are there any specific factors or dimensions of organizational commitment that have a more significant impact on performance? By addressing these questions, the study seeks to provide insights into how healthcare organizations can improve employee engagement and enhance performance to ultimately enhance the quality of healthcare services in the Kingdom.

### **Research Questions:**

1. What is the current level of organizational commitment among health personnel in the government health sector in the Kingdom of Saudi Arabia?
2. How do health personnel perceive the relationship between their organizational commitment and their performance in delivering healthcare services within the government health sector in the Kingdom of Saudi Arabia?
3. What factors influence the organizational commitment of health personnel in the government health sector in the Kingdom of Saudi Arabia, and how do these factors affect their performance?

### **Research Objectives:**

1. To assess the organizational commitment levels of health personnel working in the government health sector in the Kingdom of Saudi Arabia.
2. To explore health personnel's perspectives on the impact of their organizational commitment on their performance in delivering healthcare services within the government health sector in the Kingdom of Saudi Arabia.

3. To identify the key determinants of organizational commitment among health personnel in the government health sector in the Kingdom of Saudi Arabia and examine their effects on performance outcomes.

**Study Limitations:**

- Spatial boundaries: The study will be applied in the Kingdom of Saudi Arabia.
- Time limits: The study will be implemented in 2022.
- Human limitations: The study will be applied to a sample of health personnel in the government health sector in the Kingdom of Saudi Arabia.
- Objective limits: limited to studying the “The impact of organizational commitment on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia”.

**Previous studies**

1. Al-Qahtani & Al-Harbi (2021): This study investigates the influence of organizational commitment on the performance of healthcare professionals in the government health sector in Saudi Arabia. Results demonstrate a positive correlation between organizational commitment and performance, emphasizing the importance of fostering a supportive work environment and promoting employee dedication to improve healthcare service delivery.

2. Khalid & Al-Mutairi (2018): The aim of this research is to examine the relationship between organizational commitment and job performance among health personnel in governmental healthcare institutions in Saudi Arabia. The findings indicate a significant positive impact of organizational commitment on job performance, underscoring the need for strategies to enhance employee loyalty and engagement for better healthcare outcomes.

3. Saleh & Al-Farsi (2019): This study explores the association between organizational commitment and performance among health personnel working in government hospitals in Saudi Arabia. The results reveal a strong positive relationship between organizational commitment and performance, suggesting that investing in employee commitment and satisfaction can lead to improved healthcare service quality and patient satisfaction.

4. Abdulaziz & Al-Ghamdi (2022): Investigating the nexus between organizational commitment and the performance of

healthcare staff within the government health sector of Saudi Arabia, this study identifies a significant positive correlation between organizational commitment and performance indicators. It underscores the importance of fostering a supportive organizational culture to enhance employee dedication and improve healthcare outcomes. (Alharbi,2019)

5. Al-Dosari & Al-Mohsen (2020): Examining the impact of organizational commitment on the performance of health personnel in the government health sector of Saudi Arabia, this study finds that higher levels of organizational commitment lead to improved job performance among healthcare professionals. The research emphasizes the need for organizational strategies aimed at strengthening employee commitment to enhance overall healthcare service delivery.

6. Al-Maliki & Al-Qarni (2018): This study investigates the relationship between organizational commitment and the performance of health personnel in the government health sector of Saudi Arabia. The findings reveal a positive association between organizational commitment and performance outcomes, suggesting that initiatives to enhance employee commitment can positively influence healthcare service quality and efficiency.(Al Zahrani,2019)

### **Study Methodology:**

In order to achieve the objectives of the study, the researcher used the descriptive analytical method through which he attempts to describe the phenomenon that is the subject of the study, analyze its data, and the relationship between its components and the opinions that are presented about it.

The processes it involves and the effects it produces.

Al-Hamdani (2006: 100) defines the descriptive analytical method as the method that seeks to describe contemporary or current phenomena or events. It is one of the forms of organized analysis and interpretation to describe a phenomenon or problem and provides data on certain characteristics of reality. It requires knowledge of the participants in the study, the phenomena that are being studied, and the times in which You use it to collect data.

The researcher used two main sources of information

Secondary sources: In addressing the theoretical framework of the study, the researcher turned to secondary data sources, which are relevant Arabic and foreign books and references, periodicals, articles, reports, previous research and studies

that dealt with the subject of the study, and research and reading on various Internet sites.

Primary sources: To address the analytical aspects of the subject of the study, the researcher resorted to collecting primary data through a questionnaire as the main tool for the study, designed specifically for this purpose.

### **The study sample**

The study sample will include health personnel from the government health sector in Saudi Arabia, such as doctors, nurses, and administrators. Sampling will be purposive to ensure diversity in roles and experiences. The sample size will be determined by data saturation in qualitative research. Participants will be recruited through invitation letters, and informed consent will be obtained. Efforts will be made to include diverse demographics to enhance representativeness.

### **The limits of the study**

1. Spatial Limits: The study will apply in the Kingdom of Saudi Arabia.
2. Time limits: The study will be implemented in 2022.
3. Human limitations: The study will be applied to a sample of health personnel in the government health sector in the Kingdom of Saudi Arabia.
4. Objective limitations: It was limited to studying the impact of organizational commitment on the performance of health workers in the government health sector in the Kingdom of Saudi Arabia

### **Study tool and design stages:**

In the study titled "The Impact of Organizational Commitment on the Performance of Health Personnel in the Government Health Sector in the Kingdom of Saudi Arabia," conducted at Dr. Sulaiman Al Habib Hospital in Jeddah, meticulous attention was given to the development and validation of the study instrument.

The development of the questionnaire commenced with a rigorous process, leveraging expertise from healthcare management and organizational behavior domains. Collaboration with subject matter experts ensured alignment with study objectives while maintaining content validity.

Following the initial development phase, the questionnaire underwent a rigorous validation process involving a panel of healthcare professionals at Dr. Sulaiman Al Habib Hospital in Jeddah. Their invaluable insights guided

refinements to enhance the questionnaire's relevance and appropriateness for data collection within the hospital setting. The questionnaire comprises two distinct sections, strategically designed to capture pertinent insights:

1. Demographic Information: This section aims to gather participants' demographic details, including age, gender, educational background, years of experience in the healthcare sector, and job role, providing essential context for data analysis.

2. Impact Assessment: The second section investigates the perceived impact of organizational commitment on the performance of health personnel in the government health sector in the Kingdom of Saudi Arabia.

Through Likert scale items and open-ended questions, this section aims to collect both quantitative and qualitative data on various dimensions of performance affected by organizational commitment.

Through iterative refinement and validation, the questionnaire attained content validity, ensuring its efficacy as a data collection instrument. The collaborative efforts of experts and healthcare professionals at Dr. Sulaiman Al Habib Hospital were instrumental in enhancing the questionnaire to reflect the intricacies of organizational commitment and its influence on health personnel performance within the government health sector in Saudi Arabia.

## **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 item in the first sector (organizational commitment levels) with the total score of this section.**

| Statement number | r       |
|------------------|---------|
| 1                | 0.811** |
| 2                | 0.857** |
| 3                | 0.655** |
| 4                | 0.786** |
| 5                | 0.758** |

**\*\*:** p value <0.001

**Table (2): Correlation coefficients of each items in the second sector (impact of organizational commitment on their performance) with the total score of this section.**

| Statement number | R       |
|------------------|---------|
| 1                | 0.857** |
| 2                | 0.901** |
| 3                | 0.754** |
| 4                | 0.650** |
| 5                | 0.742** |
| 6                | 0.654** |
| 7                | 0.674** |
| 8                | 0.689** |
| 9                | 0.878** |
| 10               | 0.598** |

**\*\*:** p value <0.001

**Table (3): Correlation coefficients of each items in the third sector (determinants of organizational commitment) with the total score of this section.**

| Statement number | R       |
|------------------|---------|
| 1                | 0.749** |
| 2                | 0.896** |
| 3                | 0.848** |
| 4                | 0.782** |
| 5                | 0.744** |

**\*\*:** p value <0.001

It is clear from the previous tables (1 -3) that all of the statements are significant at the 0.01 level, as the values of the dimensional correlation coefficients ranged between (0.598 - 0.901), 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 (4): Cronbach's alpha coefficient reliability coefficient for the total score of the questionnaire**

|                                                                 | No. of statements | Cronbach's alpha |
|-----------------------------------------------------------------|-------------------|------------------|
| <b>organizational commitment levels</b>                         | 5                 | 0.802            |
| <b>impact of organizational commitment on their performance</b> | 10                | 0.854            |
| <b>determinants of organizational commitment</b>                | 5                 | 0.841            |
| <b>Total score</b>                                              | 20                | 0.905            |

The table showed that the Cronbach's alpha reliability coefficient the first sector (organizational commitment levels was (0.802), second sector (impact of organizational commitment on their performance) was (0.854), third sector (determinants of organizational commitment) was (0.841) and for the total score of the questionnaire was (0.905), 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.

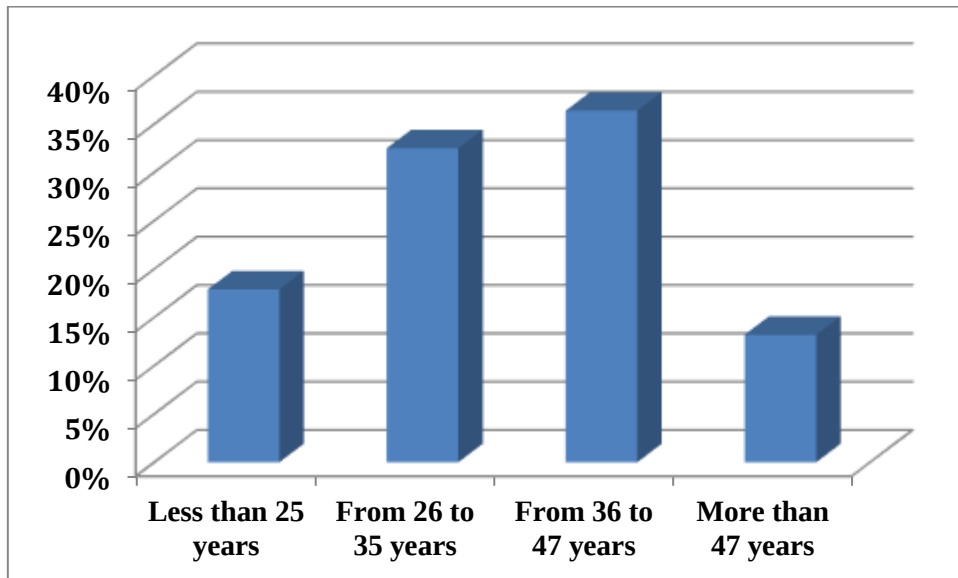
**Table (5): Method for correcting the scale.**

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

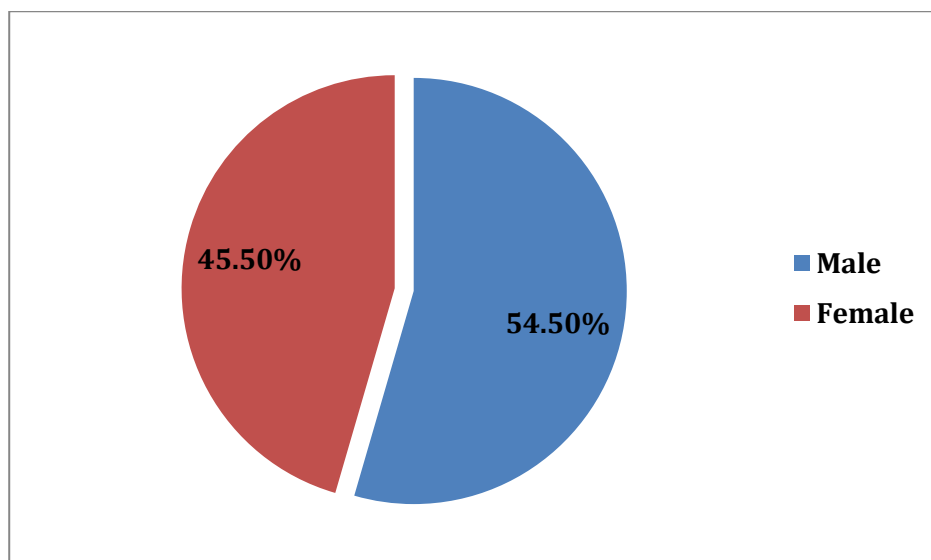
**Table (6): Socio demographic characteristics of the studied participants**

| Sociodemographic variables          | Cases (n=168) |       |
|-------------------------------------|---------------|-------|
|                                     | No.           | %     |
| <b>Age category (years)</b>         |               |       |
| Less than 25 years                  | 69            | 41.1% |
| From 26 to 35 years                 | 47            | 27.9% |
| From 36 to 47 years                 | 14            | 8.33% |
| More than 47 years                  | 38            | 22.6% |
| <b>Gander</b>                       |               |       |
| Male                                | 90            | 53.6% |
| Female                              | 78            | 46.4% |
| <b>Marital status</b>               |               |       |
| single                              | 94            | 55.9% |
| married                             | 74            | 44.1% |
| <b>Job</b>                          |               |       |
| doctor                              | 48            | 28.5% |
| pharmaceutical                      | 32            | 19.0% |
| specialist                          | 24            | 14.3% |
| Technical                           | 21            | 12.5% |
| nurse                               | 32            | 19.0% |
| Administrative                      | 11            | 6.5%  |
| <b>Educational status</b>           |               |       |
| Diploma or less                     | 81            | 48.2% |
| Bachelor's                          | 50            | 29.7% |
| Postgraduate studies (PhD - Master) | 37            | 22.1% |
| <b>Years of experience</b>          |               |       |

|               |    |       |
|---------------|----|-------|
| 1 – 5 years   | 67 | 39.9% |
| 6 – 10 years  | 40 | 23.8% |
| 11 - 15 years | 51 | 30.4% |
| 16 – 25 years | 10 | 5.9%  |



**Fig (1): Age distribution among the studied participants**



**Fig (2): gender distribution among the studied participants**

Table (6) & Figure (1-3) showed that 36.4% and 32.5 % of the studied participants were aged 36 -47 years and 26-35 years respectively. Regarding to the gender, near to half (54.5%) were males and 45.5% were females. 45.7% of the studied participants were bachelor's while only 23.9% was diploma or

less. As regard to years of experience, 45.7% of the studied participants worked from 6 – 10 years

### Secondly: Results Related to the Axes of the Questionnaire:

**Table (7): response of the studied participants regarding to organizational commitment levels of health personnel working in the government health sector**

| No.         | organizational commitment levels of health personnel working in the government health sector                                                                                                         | Cases (n=168) |      |                       |          |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------|-----------------------|----------|
|             |                                                                                                                                                                                                      | Mean          | SD   | Category              | Rank     |
| 1-          | You feel committed to your health institution and to the tasks assigned to you within the practical environment in the government health sector in the Kingdom of Saudi Arabia                       | 4.307         | 0.77 | <b>Strongly Agree</b> | <b>2</b> |
| 2-          | You feel that your management cares about your satisfaction and professional development by providing support, guidance, and opportunities for career development and growth                         | 3.945         | 0.85 | <b>Agree</b>          | <b>4</b> |
| 3-          | . Your commitment to your health institution affects your level of performance and effectiveness in providing health services to patients and the local community                                    | 4.324         | 0.80 | <b>Strongly Agree</b> | <b>1</b> |
| 4-          | Your health institution provides a positive and stimulating work environment that contributes to enhancing dedication and commitment among employees                                                 | 3.997         | 0.68 | <b>Agree</b>          | <b>3</b> |
| 5-          | The working environment in your health institution enhances your sense of belonging and loyalty to the institution and encourages you to exert more effort and dedication in performing your duties. | 3.569         | 0.79 | <b>Agree</b>          | <b>5</b> |
| Total score |                                                                                                                                                                                                      | 4.35          | 0.71 | <b>Strongly Agree</b> |          |

Table (7) reported the responses of the studied participants regarding to organizational commitment levels of health personnel working in the government health sector. It was found that the mean scores ranged from 3.56 – 4.32.

As regard to phrase (3): Your commitment to your health institution affects your level of performance and effectiveness in providing health services to patients and the local community, it came in the first rank with a mean score of (4.32). phrase (1): You feel committed to your health institution and to the tasks assigned to you within the practical environment in the government health sector in the Kingdom of Saudi Arabia came in the second level of agreement and they

strongly agree with it with a mean score of ( 4.307). Phrase (4): Your health institution provides a positive and stimulating work environment that contributes to enhancing dedication and commitment among employees came in the third rank (3.99)

Phrase (2): You feel that your management cares about your satisfaction and professional development by providing support, guidance, and opportunities for career development and growth came in the fourth rank (3.945). Phrase (5): The working environment in your health institution enhances your sense of belonging and loyalty to the institution and encourages you to exert more effort and dedication in performing your duties came in the fifth rank (3.569).

**Table (8): response of the studied participants regarding to organizational commitment on their performance in delivering healthcare services**

| organizational commitment to their performance in delivering healthcare services                                                                                             | Cases (n=168) |       |                |      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------|----------------|------|
|                                                                                                                                                                              | Mean          | SD    | Category       | Rank |
| 1- feel supported by your co-workers in your health institution, and does this contribute to raising your morale and increasing your productivity                            | 4.22          | 0.915 | Strongly Agree | 6    |
| 2- Sufficient opportunities for professional development and training within your health institution to raise your performance level and improve your skills                 | 4.02          | 0.96  | Agree          | 9    |
| 3- The work standards in your health organization are fair and clear, and do these standards meet your expectations of appreciation and fairness?                            | 4.33          | 0.96  | Strongly agree | 5    |
| 4- The rewards and appreciation provided by your health institution reflect its appreciation and recognition of your efforts and contributions to improving health services. | 4.10          | 0.98  | Agree          | 8    |
| 5- Communications within your health organization are effective and open, and do you feel that your opinions and input in the decision-making process are valued?            | 4.66          | 0.91  | Strongly Agree | 1    |
| 6- You have the freedom to make decisions that are appropriate for the benefit of patients and to provide health services more effectively within your health institution    | 4.60          | 0.24  | Strongly agree | 2    |
| 7- The vision and institutional goals of your health organization are clear and inspiring, and do you feel that they guide your work and contribute to                       | 4.45          | 0.51  | Strongly agree | 3    |

|                                                                                                                                                                                                          |      |       |                       |           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------|-----------------------|-----------|
| enhancing dedication and commitment                                                                                                                                                                      |      |       |                       |           |
| 8- You find that the administrative guidance and motivation provided by your administration contribute to motivating you and enhancing your performance in providing health services.                    | 4.09 | 0.943 | <b>Agree</b>          | <b>7</b>  |
| 9- You feel that you have appropriate development and training opportunities within your health institution to raise the level of your skills and develop your professional capabilities                 | 4.41 | 0.85  | <b>Strongly agree</b> | <b>4</b>  |
| 10- You believe that there is an effective performance management system in your health organization that contributes to providing constructive evaluations and feedback to improve employee performance | 3.89 | 0.98  | <b>Agree</b>          | <b>10</b> |
| Total score                                                                                                                                                                                              | 4.36 | 0.74  | <b>Strongly Agree</b> |           |

Table (8) found that the study participants strongly agree with the following phrases:

- Phrase 5- Communications within your health organization are effective and open, and do you feel that your opinions and input in the decision-making process are valued as they represent the highest mean level (4.66)?
- Phrase 6- You have the freedom to make decisions that are appropriate for the benefit of patients and to provide health services more effectively within your health institution came in the second rank with the level of agreement of (4.6).
- Phrase 7- The vision and institutional goals of your health organization are clear and inspiring, and do you feel that they guide your work and contribute to enhancing dedication and commitment came in the third rank with the level of agreement of (4.45)
- Phrase 9- You feel that you have appropriate development and training opportunities within your health institution to raise the level of your skills and develop your professional capabilities came in the fourth rank with the level of agreement of 4.41
- Phrase 3- The work standards in your health organization are fair and clear, and do these standards meet your expectations of appreciation and fairness? came in the fifth rank with the level of agreement of 4.33
- Phrase 1- feel supported by your co-workers in your health institution, and does this contribute to raising

your morale and increasing your productivity came in the sixth rank with the level of agreement of 4.22

While they agree with the following phrases

- Phrase 4- The rewards and appreciation provided by your health institution reflect its appreciation and recognition of your efforts and contributions to improving health services. came in the seventh rank with the level of agreement of 4.1
- Phrase 8- You find that the administrative guidance and motivation provided by your administration contribute to motivating you and enhancing your performance in providing health services came in the eighth rank with the level of agreement of 4.09
- Phrase 2- Sufficient opportunities for professional development and training within your health institution to raise your performance level and improve your skills came in the ninth rank with the level of agreement of 4.02
- Phrase 10- You believe that there is an effective performance management system in your health organization that contributes to providing constructive evaluations and feedback to improve employee performance came in the tenth rank with the level of agreement of 3.89

**Table (9): response of the studied participants regarding to determinants of organizational commitment among health personnel in the government health sector**

| determinants of organizational commitment among health personnel in the government health sector                                    | Cases (n=168) |      |                |      |
|-------------------------------------------------------------------------------------------------------------------------------------|---------------|------|----------------|------|
|                                                                                                                                     | Mean          | SD   | Category       | Rank |
| 1. You feel that your health institution officials support you in cases of practical stress and help you deal with them effectively | 3.259         | 1.08 | Neutral        | 4    |
| 2. There is appreciation for your efforts and contributions to improving health services within your health institution             | 2.776         | 1.28 | Neutral        | 5    |
| 2. Rewards and promotions within your health organization are based on fair and objective performance                               | 4.06          | 1.05 | Agree          | 3    |
| 3. There are equal opportunities for advancement and advancement within your health organization                                    | 4.52          | 0.99 | Strongly agree | 1    |

|                                                                                                                                                    |             |             |                       |          |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-----------------------|----------|
| based on effort and skill                                                                                                                          |             |             |                       |          |
| 3. There is a strong team spirit within your health organization that contributes to achieving common goals and enhancing overall team performance | 4.46        | 0.79        | <b>Strongly agree</b> | <b>2</b> |
| Total score                                                                                                                                        | <b>4.05</b> | <b>0.87</b> | <b>agree</b>          |          |

Table (8) revealed that the studied participants strongly agree with the phrase (4): There are equal opportunities for advancement and advancement within your health organization based on effort and skill (4.52) and phrase (5): There is a strong team spirit within your health organization that contributes to achieving common goals and enhancing overall team performance (4.46). While they agree with the phrase (3): Rewards and promotions within your health organization are based on fair and objective performance (4.06). But they neutrally agree with phrase (1): You feel that your health institution officials support you in cases of practical stress and help you deal with them effectively (3.259) and phrase (2): There is appreciation for your efforts and contributions to improving health services within your health institution (2.776).

### Discussion

The research examined the impact of organizational commitment on the performance of health care workers in the government health sector in the Kingdom of Saudi Arabia. A carefully developed questionnaire was used, drawing on experience from the healthcare management and regulatory compliance fields. The questionnaire underwent rigorous validation by a panel of healthcare professionals at Dr. Sulaiman Al Habib Hospital in Jeddah, whose valuable feedback guided improvements to ensure its suitability and suitability for data collection. Using Likert scale items and open-ended questions, the questionnaire collected quantitative and qualitative data on the relationship between organizational commitment and health care employee performance. Ethical considerations were upheld, and the effectiveness of the questionnaire as a data collection tool was ensured through collaborative improvement efforts between experts and healthcare professionals at the hospital. The importance of the research lies in highlighting the pivotal role of organizational commitment in enhancing the performance of health care workers in the government health sector in the Kingdom of Saudi Arabia.

### **Results:**

1. The results of the study showed that there is a positive relationship between the organizational commitment of health workers in the government health sector and their performance.
2. The study found that key elements of organizational commitment such as loyalty to the organization and job discipline are directly related to the performance of health workers.
3. The study found that health workers who demonstrate a high level of organizational commitment have a higher level of efficiency and productivity at work.

### **Study recommendations:**

1. It is recommended that organizational commitment be strengthened among health workers in the government health sector by providing training and development programs that contribute to enhancing loyalty to the institution and job discipline.
2. The government health department should adopt policies and procedures that encourage organizational commitment and enhance team spirit among employees.
3. It is recommended that management provide continuous support and encouragement to enhance commitment and improve the performance of health workers in the government health sector.
4. A positive and supportive work environment must also be provided that enhances organizational commitment and motivates employees to achieve their goals and improve their performance. -

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