

Scientific Paper Entitled: The Effect Of Motivation On Job Performance Among Health Personnel In The Government Health Sector In The Kingdom Of Saudi Arabia

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Summary

The health sector is labor-intensive, meaning that employee performance levels are intrinsically tied to an organization's ability to function effectively within its setting. Therefore, utilizing human resources to the fullest extent possible is a necessary step towards raising the bar for health unit effectiveness and laying the groundwork for a strong healthcare system. The only way to achieve this goal is to offer the right incentives, which will inevitably lead to the adoption of the desired mindset and behavior. In the healthcare system, creating

an environment where staff are motivated to work becomes increasingly important. The financial rewards, job training, advancement opportunities, and supervision all had an impact on the motivation of healthcare workers. When it is appropriate, efforts should be made to offer these benefits to health personnel, particularly to those who were not previously eligible. It is advised to formally recognize top performance.

Keywords: Motivation, Job performance, Health personnel, Saudi Arabia.

Introduction

The delivery of healthcare requires a lot of labor. There is no doubt that the willingness of employees to do their tasks has a clear correlation with efficiency and equity. Positively inspired staff members are the main source of increased productivity. Every person has distinct wants and needs that must be met. These influence their preferences significantly and are connected to the behavior they display. Employee behavior is influenced by social, cultural, and occupational factors. Thus, health professionals' motivation influences the way the health care system functions and is reflected in their conduct there (Karaferis et al., 2022).

One of the biggest problems facing a nation's health care system is the low level of enthusiasm among health professionals. Low motivation was ranked as the second most significant issue facing the health workforce, following staff shortages, according to a poll conducted among health ministries across several nations. Any healthcare business that wants to be in a position to offer its external consumers (patients) high-quality care must be cognizant of the welfare of its internal customers, which are its employees. In fact, if patients' personal requirements are not met, hospital staff finds it challenging to attend to their demands (Karaferis et al., 2022).

Hospital administrators can more effectively manage their organization in terms of staff attendance, effectiveness, turnover, and productivity by knowing the characteristics that lead to motivation. Furthermore, considering the obstacles that the public health care sector faces—such as technological developments, shifts in the workforce's demographics and diversity, patients' constantly evolving needs, enhancing the bonds between

healthcare team members and patients, the need for greater employee cohesiveness, and the necessity of staff collaboration— (Aduo-Adjei et al., 2016)

Researchers have demonstrated that the motivation of healthcare professionals has an impact on the standard of care given to patients. Specifically, their research demonstrated that health professionals are highly likely to deliver unsafe health services if they are not motivated by the administrations of the health units where they work. Previous research has led to the conclusion that healthcare workers might not view incentives in the same manner as workers in other industries. Additionally, they contend that because each category of healthcare professionals has distinct demands and requirements, motivation might vary widely across them. Financial benefits don't usually motivate medical professionals to perform better. This is not the case for other categories of healthcare workers or for numerous other sectors. Rather, when medical professionals achieve their objectives and receive recognition from hospital administration and their peers, they appear to become more driven (Kitsios & Kamariotou, 2021).

Study Problem

To detect the effect of motivation on job performance among health personnel in the government health sector in the Kingdom of Saudi Arabia

Study questions

- 1-What is the effect of motivation on job performance among health personnel?
- 2-What is the effect of work engagement on job performance among health personnel?
- 3-What is the effect of Supportive work environment on job performance among health personnel?

Study objectives

- 1-To detect the effect of motivation on job performance among health personnel.
- 2-To detect the effect of work engagement on job performance among health personnel.

3-To detect the effect of Supportive work environment on job performance among health personnel.

Study limitations

1. Geographical limitations: The study will be applied in the Kingdom of Saudi Arabia.
2. Time limitations: 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. Subject limitations: limited to studying the effect of motivation on job performance among health personnel in the government health sector in the Kingdom of Saudi Arabia.

Literature Review

The provision of health services, which is the primary function of the human resources that work in the health units, makes the health field especially complex. Because of their efforts, health workers' conduct greatly influences the quality of the services being studied. In order to boost their own efficacy and, by extension, the effectiveness of the health units, the administrations of the health units must place a high value on the use of the human component. The following are required in order for healthcare professionals to be effective and give patients high-quality services: Health professionals need to be well-informed about the nature of their work and the workplace, possess the essential knowledge and abilities, have access to the tools they need, be given constructive criticism for their work, and be led by an inspiring supervisor (Kitsios & Kamariotou, 2021).

Prior research has demonstrated that employee engagement plays a major role in determining hospital performance, particularly when it comes to a hospital's ability to become more organizationally effective. Motivation can be characterized as the elements that persuade individuals to act in particular ways in order to accomplish organizational or personal objectives. Moreover, the act of awakening, energizing, guiding, and maintaining behavior and performance in order to fulfill a desired need or expectation is referred to as motivation. Employee performance is directly impacted by employee motivation, with many researchers contending that only motivated workers can

interact with the company and demonstrate dedication, effectiveness, and job satisfaction (Lee & Raschke, 2016).

Motivation is defined as the desire that propels someone to look for or fulfill a need. Furthermore, motivation was described as the energy that sustains, directs, and energizes human activity in addition to identifying the needs of the worker and putting appropriate methods into practice. "An individual's degree of willingness to exert and maintain an effort towards organizational goals" is the definition of motivation in the workplace. There are two types of motivation: extrinsic motivation (EM) and internal motivation (IM). The primary distinction between these two motivational states is that EM is externally derived and is "enhanced by the job environment or external rewards" in order to meet organizational or personal goals, whereas IM is internally derived and "derives from within the individual, inspiring him or her to be productive." (Baljoon et al., 2019).

Promotion and EM have a favorable link, which can be explained by the fact that providing healthcare staff with the chance to advance within the hospital will enable them to fulfill their lifelong ambitions through organizational dedication and job involvement. Furthermore, chances for advancement can boost a nurse's motivation by making them feel valuable. Additionally, a newly elevated position with increased duties can fulfill the career plan of a health professional. In addition, a nurse's pay increases upon promotion within the hospital; as a result, nurses can be encouraged to maintain a high standard of living and an allowance (Baljoon et al., 2019).

Additionally, internal psychological states that are based on an individual's priorities of wants and values are influenced by personal circumstances when it comes to job motivation. Nonetheless, the research on IM identified three crucial internal psychological states: feeling relevant at work, knowing the true outcomes of one's actions, and feeling responsible for one's work output. Among health care practitioners, one of the most significant motivators was the significance of their work. Furthermore, a number of studies revealed a positive correlation between work motivation and employment meaningfulness (Baljoon et al., 2019).

Several organizational elements also have an impact on the job motivation of health staff, in contrast to personal reasons. Both extrinsic and intrinsic job motivation are positively correlated with work engagement. In a separate survey, medical staff

members attested that a supportive management team and a nice work atmosphere encouraged them to remain at their hospital. Furthermore, a number of studies have suggested that positive interpersonal interactions, social respect, communication, efficient teamwork, and feedback can all boost motivation (Baljoon et al., 2019).

Motivation and job satisfaction

Performance, job happiness, and motivation are all closely related. The usefulness of Herzberg's Two Factor Theory and Maslow's Needs Theory in inspiring healthcare workers was investigated by Bohm et al. (2012). When psychological requirements are satisfied, employees feel driven, according to Maslow. According to Herzberg's Two Factors Theory, if hygienic elements like job security, pay, working conditions, management caliber, and connections at work are lacking, employees may become dissatisfied. Workplace elements that can boost job happiness include possibilities for growth and promotion, accountability, achievement, and acknowledgment. It is recommended that managers of healthcare facilities prioritize the provision of adequate hygienic aspects and enhance employee motivation. Employees' lower order wants must be met, and possibilities for higher order needs like self-actualization and self-esteem must be provided (Al-Qathmi & Zedan, 2021).

Autonomy, competence, and relatedness are examples of intrinsic qualities that are essential. Employees with a sense of autonomy are free to act in ways that are personally meaningful without feeling under pressure. Being competent means believing in oneself, one's abilities, and one's ability to accomplish desired results. Relatedness is the state of having relationships where one feels cared for and valued in return. By promoting an inclusive decision-making process, effective dispute resolution, giving workers independence, autonomy, and freedom, and fostering a stronger sense of corporate responsibility, teamwork can improve motivation and retention (Slimane, 2017).

One extrinsic incentive associated with employee motivation is pay, which also has an impact on employees' chances of sticking with the company. Increased turnover is linked to higher levels of discontent with wage or pay scale, and as business operations become more competitive, employees are exposed to a wider range of employers in their industries, which could also

contribute to higher turnover. The most popular form of incentive is often financial compensation, which encourages workers to put in more hours and produce more. Employers must pay workers on time so they can reach their own financial objectives, but some workers may place more value on non-cash benefits like acknowledgment, feedback, and opportunities for advancement in their careers (Al-Qathmi & Zedan, 2021).

Work Engagement

A positive, significant mental state relating to one's work that encompasses vitality, dedication, and absorption is called work engagement. It directly affects the standard of care. Highly engaged workers have been shown to improve job performance, job satisfaction, and emotional health as well as lower turnover intention. They also experience less stress and despair at work than disengaged workers. Moreover, it raises productivity, decreases adverse events, enhances effectiveness, and improves patient happiness. In the world, only 13% of all worker categories and roughly 27% of physicians and nurses are fully committed to their jobs (Ginbeto et al., 2022).

Both transformational and transactional leadership exhibited a favorable association with all engagement subscales when it came to engagement. Nonetheless, compared to transformational leadership, transactional leadership demonstrated a better correlation with engagement traits like commitment and absorption. Since foreigners make up the bulk of Saudi Arabia's nursing workforce, it is possible that they are less devoted to the company and more likely to exhibit transactional traits because they came to the nation in search of employment and financial prospects. Additionally, significant positive relationships between organizational commitment and health staff engagement suggest that, if a health professional is devoted to the organization, they may work harder, which enhances patient outcomes and care quality (AL-Dossary, 2022).

In bivariate analysis, the connection between years of experience and health personnel participation was comparable to that with age. It continued, however, to be a significant predictor of their devotion and overall involvement levels in the multivariate analysis. This could be explained by the fact that higher years of experience are linked to greater employment status. Accordingly, researchers found that when health professionals have the

resources necessary for their line of work, they are more energized because they are able to interact with patients, feel more pride in the treatment they can offer, and report being more absorbed in their work. The multivariate study showed that nurses' marital status also had a significant, independent impact on their devotion and overall engagement scores (Aboshaiqah et al., 2016).

Rewards

One of the foundational theories of human behavior is the Reinforcement Theory, which examines the relationship between the desired action (like performance) and the motivating instrument (like compensation for performance). This idea states that rewards and incentives, which are forms of reinforcement, can be used to promote a desired behavior. A variety of positive reinforcers, like as money, positive feedback, and social standing, have been demonstrated to positively impact employees' performance in experimental studies that use the idea of reinforcement in the workplace. In complex tasks, feedback has a greater effect on performance than money, according to research. They added that job satisfaction has an impact on good performance (Alkandi et al., 2022).

Employee performance in an organization is positively and significantly impacted by moral incentives. Their findings also suggest that moral incentives like professional growth, accountability, acknowledgment, and educational opportunities are less effective in improving an employee's job performance than extrinsic rewards like salary, bonuses, promotions, and benefits. Employee performance and incentives were found to be strongly connected (Alkandi et al., 2022).

Supportive Work Environment

The reproductive and child health unit's staff performance is greatly impacted by workplace and equipment characteristics. Previous research has demonstrated the relationship between the physical work environment—which includes building layout, furniture, and finishing materials—and health human resource practices, which supports the findings of the current study regarding layout. According to the survey, the most crucial aspect of the physical workspace that makes employees happy is their own workspace (Yusefzadeh & Nabilou, 2020).

A healthy work environment has two components: behavioral and physical. The former speaks of the elements that are connected to workers' capacity to maintain a physical presence at their places of employment. Although the behavioral features of the workplace have an impact on office bearers' manners, the workplace environment also has a significant impact on how each employee behaves. As a result, the quality of the workplace has an impact on employees' drive to work hard as well as their productivity and performance. Workplace environment elements impact employees' willingness to remain innovative, motivated, involved with colleagues, and loyal to their jobs. Some researchers claim that this aspect of relatedness to the work environment has both positive and negative effects (Zhenjing et al., 2022).

Aim of the study:

To detect the effect of motivation on job performance among health personnel in the government health sector in the Kingdom of Saudi Arabia.

Methods

Research design:

In the Kingdom of Saudi Arabia, a descriptive analytic cross-sectional research design was conducted with the purpose of detecting the effect of motivation on job performance among health personnel in the government health sector in the Kingdom of Saudi Arabia. This design is a method that is both systematic and organized, and it is used to gather data from a sample of individuals or entities that are part of a larger population. The major objective of this design is to provide a comprehensive and accurate description of the characteristics, behaviors, perspectives, or attitudes that are present within the target group.

Research Setting:

The study will be conducted in in the government health sector in the Kingdom of Saudi Arabia.

Subject:

A sample of 800 health cadres selected for a specific purpose, Those health cadres who are employed in the government health sector in the Kingdom of Saudi Arabia, both male and female, will

be required to meet specific inclusion criteria in order to be considered for inclusion in the sample.

Sample size:

Study sample was 800 of health cadres selected via the systematic random sampling method.

When conducting empirical research with the purpose of drawing conclusions about a population based on a sample, the size of the sample is an essential component to consider. In actual fact, the sample size that is used in an investigation is established by taking into consideration the cost of data collection as well as the need to have enough statistical power.

Inclusion Criteria:

The inclusion criteria were set as follows:

- (1) health cadres who working in the government health sector in the Kingdom of Saudi Arabia.
- (2) female and male.
- (3) from Saudi Arabia.

Sampling Technique:

Participants submitted data through a survey. Data will be collected by questionnaire.

Tools for data collection:

It will deal with Participants demographic such like age, gender, marital status and educational level. Also, issues concerning The effect of motivation on job performance among health personnel in the government health sector in the Kingdom of Saudi Arabia.

Validity:

The revision of the tools was ascertained by a panel of experts to assess the content validity of the tools and the required modification was done appropriately.

Ethical considerations

Data was submitted by individuals via questionnaires. Participants were notified that participation in the research would be elective and that their anonymity would be preserved. Data will be

acquired using a self-reported questionnaire. The ethics committee will offer clearance for this initiative. Before the questionnaire was conducted, each participant supplied signed informed consent.

Results

Validity and Reliability Tests:

Internal Consistency Reliability Calculation:

After determining the legitimacy of the internal consistency between the statements of each objective and the overall score for the corresponding axis, Pearson's Coefficient Correlation was computed in order to validate the validity of the statement. Following the construction of the research instrument and the establishment of its apparent validity by the presentation of the instrument to a panel of arbitrators who were both knowledgeable and experienced in the area, this step was taken.

For the purpose of determining whether or not the questionnaire has an internal reliability, it was administered to a pilot sample that consisted of thirty members of the healthcare staff. After that, the researchers determined the correlation coefficients in order to assess the internal validity of the research instrument, as the tables that follow demonstrate:

Table (1): Correlation coefficients of items in the first axis with the total score.

Statement number	r	Statement number	r
1	0.496**	7	0.757**
2	0.868**		
3	0.632**		
4	0.646**		
5	0.891**		
6	0.654**		

****:** 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 (0.301 - 0.891), which are

excellent correlation coefficients, and this offers a hint of strong internal consistency coefficients as well. It provides strong validity indications that may be relied in utilizing the present research technique.

Reliability of the study tool:

As for testing the reliability of the questionnaire, we utilized Cronbach's alpha coefficient, and the accompanying table illustrates the reliability axis of the research instrument as follows:

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

	No. of statements	Cronbach's alpha
comprehensive quality standards questionnaire	7	0.856

The table showed that the Cronbach's alpha reliability coefficient for the total score of the questionnaire was (0.856), which is a good 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=500)	
	No.	%
Age category (years)		
Less than 25 years	80	16%
From 26 to 35 years	110	22%
From 36 to 47 years	150	30%
More than 47 years	160	32%
Gander		
Male	350	70%
Female	150	30%
Marital status		
single	180	36%
married	160	32%
absolute	158	31.6%
Job		
doctor	50	10%
pharmaceutical	40	8%
specialist	180	36%
Technical	130	26%
nurse	65	13%
Administrative	35	7%
Educational status		
Diploma or less	160	32%
Bachelor's	200	40%

Postgraduate studies (PhD - Master)	140	28%
Years of experience		
1 – 5 years	130	26%
6 – 10 years	120	24%
11 - 15 years	140	28%
16 – 25 years	110	22%

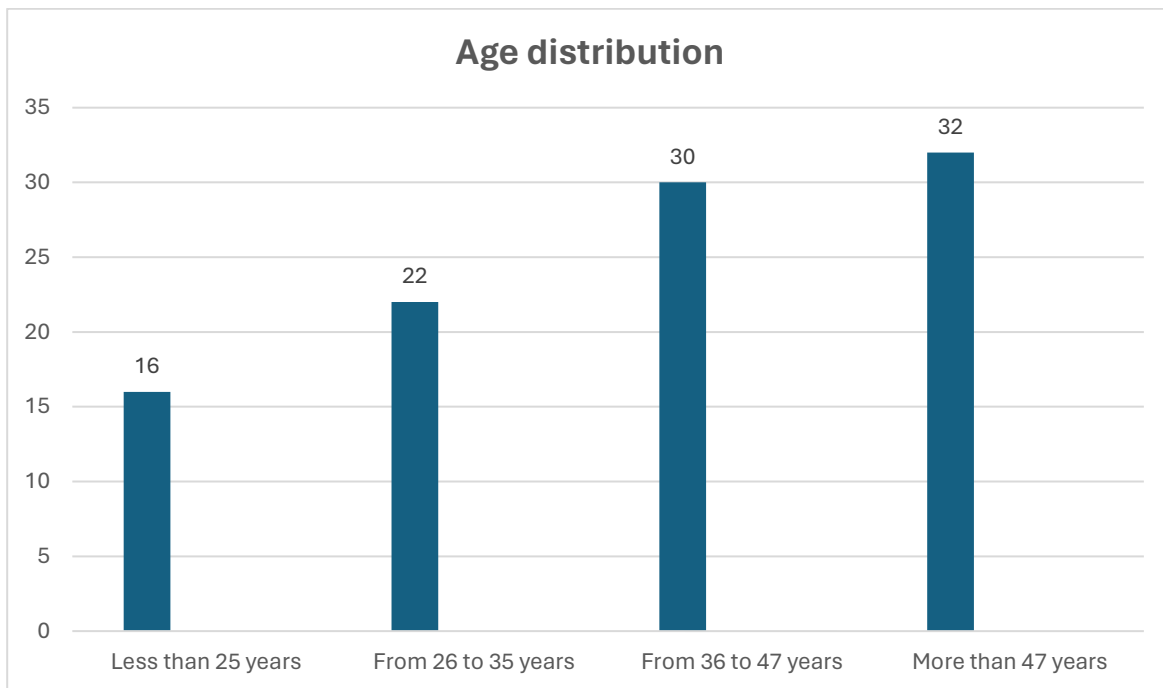


Fig (1): Age distribution among the studied participants

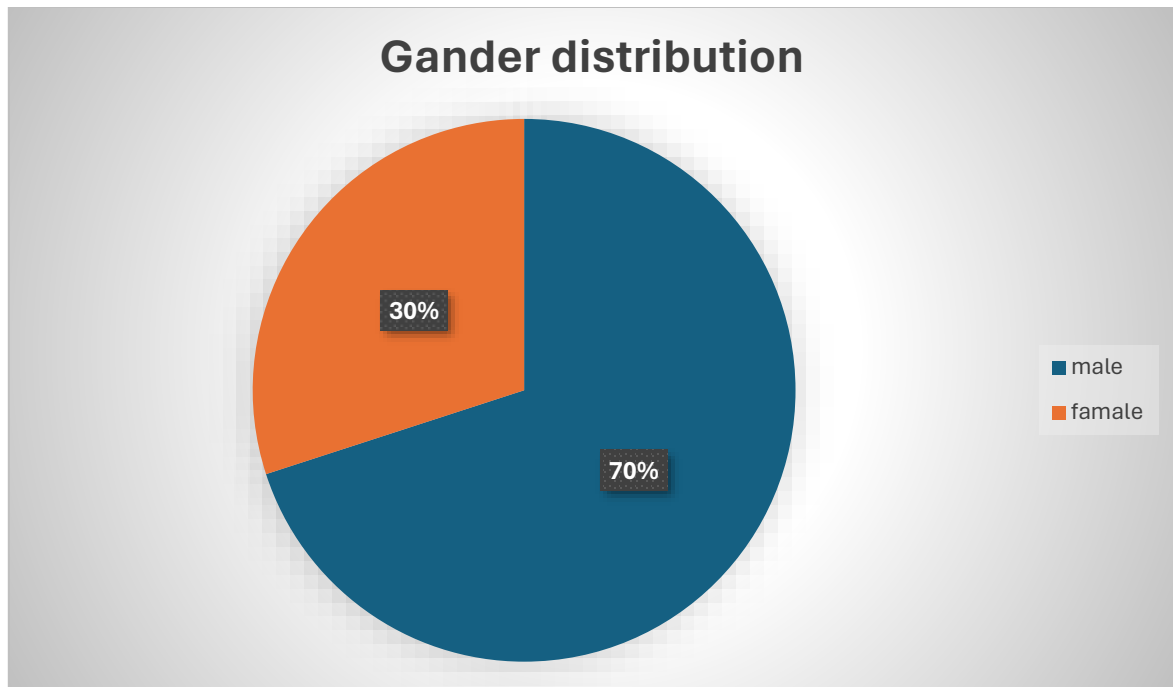


Fig (2): gander distribution among the studied participants

Table (1) & Figure (1-3) showed that 18% and 24% of the studied participants were aged 36 -47 years and 26-35 years respectively. Regarding to the gander, more than half (60%) were males and 40% were females. 36% of the studied participants were specialist while only %26 was Technical. As regard to years of experience, 24% of the studied participants worked from 6 – 10 years.

Secondly: Results Related to the Axes of the Questionnaire:

Table (5): response of the studied participants regarding to the first axe (Motivation) of Questionnaire

No.		Cases (n=500)			
		Mean	SD	Category	Rank
1-	I feel motivated to perform well in my job.	4.23	0.865	Strongly agree	1
2-	My supervisors provide adequate support and recognition for my work.	3.58	0.824	Agree	4
3-	I am satisfied with the benefits and rewards I	3.75	0.722	Agree	3

	receive for my work.				
4-	The organization offers opportunities for professional development and growth.	4.11	0.67	Agree	2
Total score		3.83	0.788	Agree	

From the results shown in Table (5), it is evident that there is variation in the agreement among the study participants regarding the comprehensive quality standards and the productivity of health personnel in the government health sector in the Kingdom of Saudi Arabia. The participants' agreement averages ranged from (3.42 to 4.52), falling into the fourth and fifth category of the Likert scale, indicating agreement to strongly agreement with the study tool. This demonstrates consistency in agreement among the study participants regarding the effect of motivation on job performance among health personnel in the government health sector in the Kingdom of Saudi Arabia.

Phrase (1): I feel motivated to perform well in my job. ranked first with an average agreement of (4.23)

Phrase (4): The organization offers opportunities for professional development and growth. ranked second with an average agreement of (4.11)

Phrase (3): I am satisfied with the benefits and rewards I receive for my work. Ranked third with an average agreement of (3.75)

Table (6): response of the studied participants regarding to the second axe (Job Performance) of Questionnaire

No.		Cases (n=500)			
		Mean	SD	Category	Rank
1-	I consistently meet the performance expectations of my role.	4.132	0.699	Agree	2
2-	I am efficient and productive in carrying out my duties.	3.735	0.741	Agree	3
3-	My job performance contributes positively to	4.612	0.831	Strongly Agree	1

	the overall goals of the organization.				
Total score		4.31	0.821	Strongly agree	

Phrase (3): My job performance contributes positively to the overall goals of the organization. ranked first with an average agreement of (4.612)

Phrase (1): I consistently meet the performance expectations of my role. ranked second with an average agreement of (4.132)

Phrase (2): I am efficient and productive in carrying out my duties. Ranked third with an average agreement of (3.735)

Discussion

The evaluation of the motivation and job performance of health staff working in the government health sector in Saudi Arabia gives major insights into the dynamics of the workforce, which are essential for the efficiency of the organization. As can be seen from the replies that were gathered, motivation plays a very important part in determining the results of work performance. There is a correlation between high levels of motivation and a feeling of purpose, work satisfaction, and a dedication to the accomplishment of organizational objectives. The levels of motivation among health staff are favorably influenced by a variety of factors, including proper support from supervisors, chances for professional growth, and incentives that are satisfying (Ginbeto et al., 2022).

Moreover, the research highlights the clear association between motivation and work performance. Health staff who express higher levels of motivation tend to display more efficiency, productivity, and adherence to performance goals. Their efforts greatly affect the attainment of organizational goals, consequently boosting the overall quality of healthcare services offered by the government health sector in Saudi Arabia (AL-Dossary, 2022).

Conclusion

In the healthcare system, creating an environment that inspires employees is more crucial than ever. It also helps to look at the motivational factors that hospital staff members value most in

terms of job satisfaction. Furthermore, fostering employee involvement is a crucial component of a personnel policy. An informed and proficient worker possesses not just specialized knowledge and abilities but also a strong drive. Poor practices, such as unfavorable attitudes toward patients, tardiness and absenteeism, high turnover, and migration, are indicative of low health personnel motivation. The needs of healthcare workers are diverse, always in competition with one another, and unique to each person. Since various people are motivated by different things—some by achievement, some by security—each person has a unique combination and intensity of needs. It has been demonstrated that a mix of internal and external motivators increases health personnel engagement, motivation, and output.

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