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The Work-Life & Employee Well-Being Balance in Kingdom of Saudi Private

Medical Fields

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Abstract

Abstract in English :

Background :

Balancing the working and healthy life of an employee is important for health and psychological, as it increases the employee's passion for working with all activity and vitality, resulting in an increase in production, and increase customer satisfaction when visiting a health facility, therefore it is necessary to provide appropriate requirements to achieve satisfaction that leads to the desired result .

Objective :

This research aims to study the tangible impact of the work environment and health on employee performance in health facilities in the private sector in the Kingdom of Saudi Arabia .

Methodology :

The method of collecting information was applied, in a quantitative way, with employees of the private health field in the Kingdom of Saudi Arabia .

Results :

The results indicate agreement among the individuals of the study sample regarding the assessed aspects of workload and employment, since the majority of the sample indicated that their workload is reasonable and manageable.

These results indicate that participants are generally aware of the positive aspects of culture and communication in the workplace, with higher scores in areas such as comfort in discussing work-related issues and encouraging open communication and collaboration. However, there may be room for improvement in promoting a healthy work-life balance, as the majority agreed that they are at ease when discussing their affairs with their superiors or supervisors, and this is one of the most important means of communication at work and enhances the work environment.

As for the workload and its requirements, a sample of the study agreed that they are able to schedule their work and arrange priorities to complete it perfectly, and that they have specific and clear duties, so it is easy for them to arrange their priorities .

In the item of purification and remote work, most of the sample agreed that they have the ability to communicate with co-workers to finish all work duties, when working remotely, which saves time and effort in going to work and the speed of completion required to finish the work, which does not require the presence of the employee at the workplace .

In terms of job security, the majority of the sample felt that their job positions are very important at the workplace and contribute to the success of the health facility, as a result, they have job security and are not afraid of being laid off .

Conclusion :

The study referred to 5 important items, which are as follows:

- Workload and staffing .
- Work environment and communication .
- Workload and job requirements .
- Technical and remote work .
- Security of career growth .
- Security of career growth .

The majority of the employees agreed that the working environment of the employee in the private health facility should be dominated by cooperation and facilitation, by harnessing modern technology to serve the employee, which facilitates the process of accurate information collection without repetition, as a result, urges the completion of all tasks to the fullest, when there is a stimulating and flexible environment for the employee, which helps in enhancing the balance between the working life and the health of the employee .

Abstract in Arabic :

خلفية عن موضوع البحث :

تعد الموازنة بين الحياة العملية والصحية للموظف أمر مهم صحياً ونفسياً، حيث يزيد من شغف الموظف لممارسة العمل بكل نشاط وحيوية ، ونتج من ذلك زيادة في الإنتاج، ويزيد من رضى العملاء عند زيارة المنشأة الصحية، ولذلك فمن الضروري توفير المتطلبات المناسبة لتحقيق الرضا الذي يؤدي إلى النتيجة المرجوة .

الهدف من البحث :

يهدف هذا البحث إلى دراسة التأثير الملموس للبيئة العملية والصحة على أداء الموظف في المنشآت الصحية في القطاع الخاص بالمملكة العربية السعودية .

منهجية البحث :

تم تطبيق طريقة جمع المعلومات، وذلك بطريقة كمية مع موظفي القطاع الصحي الخاص بالمملكة العربية السعودية .

النتائج :

تشير النتائج إلى الاتفاق بين أفراد عينة الدراسة فيما يتعلق بالجوانب التي تم تقييمها من عبء العمل والتوظيف ، حيث أن أغلبية العينة أشروا أن عبء العمل الخاص بهم معقول ويمكن التحكم فيه.

تشير هذه النتائج إلى أن المشاركين بشكل عام يدركون الجوانب الإيجابية للثقافة والتواصل في مكان العمل، مع حصولهم على درجات أعلى في مجالات مثل الراحة في مناقشة القضايا المتعلقة بالعمل وتشجيع التواصل المفتوح والتعاون. ومع ذلك ، قد يكون هناك مجال للتحسين في تعزيز التوازن الصحي بين العمل والحياة ، حيث أن الأغلبية اتفق على أنهم يكونون بكل أريحتهم عند مناقشة أمورهم مع رؤسائهم أو مشرفيهم، وذلك يعد من أهم وسائل التواصل في العمل ومما يعزز البيئة المحيطة بالعمل .

أما في بند عبء العمل ومتطلباته فقد اتفقت عينة من الدراسة على أنهم قادرون على جدولة أعمالهم وترتيب الأوليات للانتهاء منها على أكمل وجه ، وأن لديهم واجبات محددة وواضحة فبالنالي يسهل عليهم ترتيب أولياتهم.

وفي بند التنقية والعمل عن بعد فقد اتفقت أغلب العينة على أن لديهم القدرة على التواصل مع زملاء العمل لإنهاء كل واجبات العمل ، وذلك عند العمل عن بعد ، مما يوفر الوقت والجهد في الذهاب للعمل وسرعة الإنجاز المطلوب لإنهاء الأعمال ، التي لا يستوجب وجود الموظف في مقر العمل .

ومن ناحية الأمان الوظيفي ، فقد رأت غالبية العينة أن مراكزهم الوظيفية مهمة جدًا في مقر العمل وتسهم في نجاح المنشأة الصحية، ونتج عن ذلك أن لديهم أمان وظيفي وعدم خوفهم من تسريحهم .

الاستنتاج :

الدراسة كانت تشير إلى 5 بنود مهمة وهي كالآتي :

- عبء العمل والتوظيف .
- بيئة العمل والتواصل .
- عبء العمل ومتطلبات الوظيفة .
- التقنية والعمل عن بُعد .
- الأمان النمو الوظيفي .

و اتفق غالبية الموظفين أن البيئة العملية للموظف في المنشأة الصحية الخاصة ، لا بد أن يسودها التعاون والتيسير، وذلك بتسخير التقنية الحديثة لخدمة الموظف، مما يسهل عملية تحصيل المعلومات بشكل دقيق دون تكرار، بحث ينتج عن ذلك إنجاز جميع المهام على أكمل وجه، عند تواجد البيئة المحفزة والمرنة للموظف، ومما يساعد في تعزيز الموازنة بين الحياة العملية والصحية للموظف .

Table of continent

Abstract.....	I
Abstract in English :.....	I
Abstract in Arabic :	III
Table of continent	V
Acknowledgment	VII
List of tables:.....	VIII
Chapter (I) Introduction	1
Introduction:	1
Research Problem:.....	2
The Importance of Research :	3
Aim of Study:	4
Research Questions :	6
Chapter (II) literature View	8
Work Live Balance :	8
Theoretical Framework :	13
Workload and Staffing.....	14
Workplace Culture and Communication :	16
Technology And Remote Work:.....	18
Job Secretary And Career Growth :	21
Chapter (III) Results, Conclusions, and Recommendations	23
Results :	23
Effect on Workload and Staffing :	25
Effect on Workplace Culture and Communication :	26
Effect workload and Job Demands :	27
Effect on Technology and Remote Work :	28
Effect on Job Security and Career Growth :	29
Conclusions :	30

Recommendation :	32
Summary.....	33
Summary in English :	33
Summary in Arabic :	33
References	34
Appendices (Questionnaire).....	46

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List of tables:

Table I Distribution of the Study Sample According To Gender.....	23
Table II Distribution of the Study Sample According To Age.....	23
Table III Distribution of the Study Sample According to Qualifications.....	24
Table IV show Descriptive Statistics for Workload and Staffing.....	25
Table V show Descriptive Statistics for Workplace Culture and Communication.....	26
Table VI show Descriptive Statistics for Workload and Job Demands.....	27
Table VII show Descriptive Statistics for Technology and Remote Work.....	28
Table VIII show Descriptive Statistics Job Security and Career Growth.....	29

Chapter (I) Introduction

Introduction:

Achieving a harmonious work-life balance and prioritizing employee well-being are critical factors in the success of any organization, including private medical fields in Saudi Arabia. As the demands and challenges of the healthcare industry continue to grow, it becomes increasingly important for employers to focus on creating a supportive work environment that values the well-being of their employees. This is particularly significant in the context of private medical fields in Saudi Arabia, where healthcare professionals often face high levels of stress and long working hours.

Private medical fields in Saudi Arabia play a crucial role in providing healthcare services to the population, complementing the services offered by the public sector. These organizations encompass a wide range of healthcare providers, including hospitals, clinics, specialized medical centers, and research institutions. The private sector has witnessed substantial growth in recent years, driven by factors such as increasing demand for quality healthcare services, advancements in medical technology, and a growing population. However, the rapid growth and competitive nature of the private medical sector can result in demanding work environments that may potentially affect the work-life balance and well-being of employees. Long working hours, high patient loads, and the need to keep up with continuous advancements in medical knowledge and practices can place significant pressures on healthcare professionals, potentially leading to burnout, decreased job satisfaction, and compromised patient care.

Recognizing the importance of work-life balance and employee well-being, many private medical fields in Saudi Arabia are now prioritizing initiatives aimed at promoting a healthier and more supportive work environment. These initiatives encompass a variety of strategies, including flexible work arrangements,

employee assistance programs, wellness initiatives, and professional development opportunities. By addressing the individual needs and challenges faced by their employees, organizations can foster a greater sense of satisfaction, engagement, and productivity.

In addition to the internal efforts made by private medical fields, the Saudi Arabian government has also recognized the significance of employee well-being. It has introduced various labor reforms and regulations aimed at improving work conditions, promoting a healthy work-life balance, and safeguarding the rights of employees. These reforms include measures such as limiting working hours, ensuring adequate rest periods, and providing access to medical and mental health support.

Research Problem:

In private medical fields in Saudi Arabia, healthcare professionals often face significant challenges that impact their work-life balance and overall well-being. Factors such as long working hours, high patient loads, and the need to keep up with continuous advancements in medical knowledge and practices contribute to high levels of stress and potential burnout among healthcare professionals. These challenges can result in decreased job satisfaction, compromised patient care, and difficulties in achieving a healthy work-life balance.

While private medical fields in Saudi Arabia have recognized the importance of addressing work-life balance and employee well-being, there is a need to assess the effectiveness and impact of workplace interventions aimed at mitigating these challenges. It is crucial to understand the types of interventions being implemented, their perceived effectiveness from the perspective of healthcare professionals, and the overall impact on employee satisfaction, engagement, and productivity. Additionally, exploring the

relationship between work-life balance, employee well-being, and patient care outcomes will provide valuable insights into the significance of prioritizing employee well-being in private medical fields.

Therefore, the problem statement for this research I is as follows:

What is the impact of workplace interventions on work-life balance and employee well-being in private medical fields in Saudi Arabia, and how does this impact employee satisfaction, engagement, and productivity? Furthermore, what is the relationship between work-life balance, employee well-being, and patient care outcomes in the context of private Saudi medical fields?

The Importance of Research :

The proposed research on assessing the impact of workplace interventions on work-life balance and employee well-being in private Saudi medical fields holds significant implications for various stakeholders, including healthcare professionals, organizations, policymakers, and the overall healthcare system. The research contributes to the understanding of work-life balance and employee well-being in the context of private medical fields in Saudi Arabia and provides practical recommendations for improving the well-being of healthcare professionals.

Aim of Study:

The research aims to achieve the following objectives:

1. Identify the types of workplace interventions implemented by private medical fields in Saudi Arabia to improve work-life balance and employee well-being.

This objective focuses on understanding the various strategies, programs, and initiatives implemented by organizations in the private medical sector to address work-life balance and enhance employee well-being. It involves identifying specific interventions such as flexible work arrangements, employee support programs, wellness initiatives, and professional development opportunities.

2. Assess the perceived effectiveness of workplace interventions from the perspective of healthcare professionals.

This objective aims to gather the perceptions and experiences of healthcare professionals regarding the effectiveness of the workplace interventions. By conducting surveys and interviews, the research will explore how healthcare professionals perceive the impact of these interventions on their work-life balance, overall well-being, job satisfaction, and stress levels.

3. Examine the impact of workplace interventions on employee satisfaction, engagement, and productivity.

- This objective focuses on evaluating the outcomes of workplace interventions in terms of employee satisfaction, engagement, and productivity. By analyzing quantitative data gathered through surveys, the research aims to determine the extent to which these interventions contribute to positive outcomes and improved employee well-being.

4. Explore the relationship between work-life balance, employee well-being, and patient care outcomes.

- This objective aims to investigate the interconnectedness between work-life balance, employee well-being, and patient care outcomes. By correlating data on work-life balance and employee well-being with patient care outcomes, the research seeks to identify any associations or relationships between these variables. This exploration will provide insights into how employee well-being impacts the quality of patient care in private medical fields.

5. Provide recommendations for improving work-life balance and employee well-being in private medical fields.

- Based on the findings from the research, this objective aims to provide practical recommendations for private medical fields in Saudi Arabia to enhance work-life balance and employee well-being. These recommendations may include strategies for implementing effective workplace interventions, promoting a supportive work culture, and addressing the specific challenges faced by healthcare professionals in the private medical sector.

Research Questions :

1. What types of workplace interventions are implemented in private medical fields in Saudi Arabia to improve work-life balance and employee well-being?
2. How do healthcare professionals perceive the effectiveness of these workplace interventions in achieving work-life balance and enhancing their overall well-being?
3. What is the impact of workplace interventions on employee satisfaction, engagement, and productivity in private medical fields in Saudi Arabia?
4. How does work-life balance and employee well-being in private medical fields relate to patient care outcomes?
5. What are the recommendations for improving work-life balance and employee well-being in private medical fields in Saudi Arabia based on the findings of the study?

1. Healthcare Professionals:

The research findings will directly benefit healthcare professionals working in private medical fields in Saudi Arabia. By assessing the effectiveness of workplace interventions, the study will provide insights into strategies that can enhance work-life balance and overall well-being. This can lead to improved job satisfaction, reduced burnout, and enhanced personal and professional fulfillment among healthcare professionals. Ultimately, the research aims to support the well-being of healthcare professionals, which can have positive effects on their mental health, job performance, and quality of patient care.

2. Organizations:

Private medical fields in Saudi Arabia will benefit from this research by gaining a better understanding of the impact of workplace interventions on their employees. The findings will highlight the importance of creating a supportive work environment and implementing effective interventions to promote work-life

balance and employee well-being. Organizations can use these insights to develop tailored strategies, policies, and programs that address the specific needs and challenges faced by healthcare professionals. By prioritizing employee well-being, organizations can attract and retain talented healthcare professionals and create a positive work culture that fosters productivity and patient satisfaction.

3. Policymakers:

The research outcomes will be relevant to policymakers and government entities responsible for shaping labor regulations and healthcare policies in Saudi Arabia. By providing evidence on the impact of workplace interventions on work-life balance, employee well-being, and patient care outcomes, the research can inform policy discussions and decision-making processes. Policymakers can use these findings to develop and implement regulations that support employee well-being in the private medical sector, such as setting limits on working hours, promoting flexible work arrangements, and ensuring access to healthcare and mental health support.

4. Healthcare System:

The research has implications for the broader healthcare system in Saudi Arabia. By highlighting the relationship between work-life balance, employee well-being, and patient care outcomes, the study emphasizes the interconnectedness of these factors. An improved work-life balance and enhanced well-being among healthcare professionals can positively impact patient care quality, safety, and outcomes. The research outcomes can inform discussions and initiatives aimed at creating a sustainable and resilient healthcare system that prioritizes the well-being of both healthcare professionals and patients.

Chapter (II) literature View

Work Live Balance :

In the first half of the 20th century, the relationship between work and non-work activities was largely based on two assumptions: firstly, that full-time employment was primarily held by men, and secondly, that women's roles primarily involved unpaid caregiving and domestic work (Crompton, 1999). However, in the 1970s, these assumptions were challenged in Western societies with the increasing participation of women in the workforce. The shift towards equality policies in Western society led to a growing need for work-life balance (WLB) policies (Sparks, Faragher, and Cooper, 2001). This shift also made work-life balance a priority within the European Union (Crompton & Lyonette, 2006). More recently, work-life balance has become an important issue in developing countries as well (Swarnalatha & Rajalakshmi, 2012).

Today, both men and women pursue professional careers and share domestic responsibilities in many countries, replacing traditional gender roles. As a result, organizations need to support and promote the balance between work and non-work roles for their employees (Cengiz & Er, 2018). Working individuals have multiple roles to fulfill, including being an employee, a son/daughter, a husband/wife, a father/mother, and more (Arun, 2013). However, the interactions between these roles can lead to dissatisfaction, increased stress, or burnout. Multi-role tensions have become a common part of people's lives, especially as work demands continue to intensify (Backhaus, 2015).

Various factors contribute to work strain, such as technological advancements, the need for quick client responses, and improving customer service quality (Guest, 2002). These increasing work demands can result in longer working hours, exhaustion, or the need to work from home. Role tensions are particularly

pronounced in dual-earner couples or single parents, making it challenging to balance different responsibilities (Perrons et al., 2005). Balancing job and personal domains has become a critical challenge for individuals in general (Valcour, 2007). Despite the growing research attention to the work and non-work interface, there is still a lack of comprehensive studies on this topic (Greenhaus & Allen, 2011). Most existing studies focus on work-family conflict (Hall, Kossek, Briscoe, Pichler, & Lee, 2013). However, this study focuses on work-life balance from an individual's perspective, considering multiple roles beyond just work and family (Greenhaus & Allen, 2011; Haar, 2013).

Exploring the outcomes of work-life balance involves investigating employees' perspectives on their careers, fulfillment, and well-being (Brough et al., 2014). There is a need for further research to explore the effects of work-life balance across different countries (Kossek, Valcour, & Lirio, 2014). This study aims to contribute to filling this research gap by examining work-life balance in two different countries and its impact on organizational commitment, job satisfaction, and overall life satisfaction.

The topic of work-life balance (WLB) has garnered significant attention from researchers and is a major concern for both employers and employees. Garg and Dawra (2017) emphasized the relevance of WLB, noting that a lack of balance can negatively impact individuals' performance at work and their personal lives. Eby et al. (2005) suggested that exploring WLB should address the compatibility of individuals' expectations regarding their job and life roles.

There are various definitions of WLB in the literature. Clark (2000) defined WLB as the satisfaction and effective functioning in both work and home domains with minimal conflict. Kirchmeyer (2000) described WLB as achieving a satisfactory sense of well-being across all life domains and effectively allocating resources such as time, energy, and commitment. Greenhaus and Allen (2011) defined WLB as the degree of satisfaction an individual experiences in their work and life roles. Kalliath and Brough

(2008) provided a broad definition of WLB, encompassing the individual's perception of harmony between work and non-work activities and personal growth. WLB is influenced by an individual's ability to manage multiple roles, including work, personal life, sports, community involvement, and more (Haar, 2013; Pasamar & Valle, 2015). Yuile et al. (2012) described WLB as a situation in which demands from work and non-work roles are met by allocating equal time to both responsibilities. It is important to note that WLB is a subjective concept that varies for each person based on their goals, priorities, and perspectives (Kossek et al., 2014).

Some studies have examined the concept of work-family balance, which is closely related to WLB, and its relationship with career satisfaction (Saraih et al., 2019), job satisfaction, and organizational commitment (Carlson, Grzywacz, & Zivnuska, 2009). Greenhaus, Collins, and Shaw (2003) identified three forms of work-family balance: time balance (equal time allocation between work and family), involvement balance (equal psychological engagement in work and family), and satisfaction balance (equal satisfaction with work and family). Aryee et al. (2005) found a positive relationship between work-family balance and higher organizational commitment and job satisfaction. Similarly, Clarke et al. (2004) reported that work-family balance is associated with greater marital satisfaction. Therefore, it can be inferred that higher levels of WLB may lead to positive outcomes in both personal and work domains.

Achieving WLB is a challenge for all employees due to various factors, such as social and technological changes, as well as job and life demands (Aryee et al., 2005). Social changes, including dual-career parents, working women with young children, dual-income families, and single parents, can create tensions between different life roles (Duxbury & Higgins, 2001; Beauregard, 2011). In response, organizations have implemented family-friendly policies such as marital support, emotional assistance,

and flexible schedules, which contribute to enhancing WLB (Richardsen, Burke, & Mikkelsen, 1999; Thomas & Ganster, 1995).

Some researchers argue that it is more appropriate to focus on work-life balance rather than work-family balance, as not all employees have traditional family structures. For example, some employees may be single or childless. The concept of life in WLB encompasses all life domains, extending beyond the family domain (Lambert & Kossek, 2004). WLB offers broader opportunities to understand the interface between work and other life roles compared to the narrower focus of work-family balance (Haar, 2013). While some studies have explored the relationships between WLB and employee satisfaction, anxiety, and depression (Haar et al., 2014), there is limited research on the potential associations between WLB, burnout, and the mediating role of organizational commitment. This study aims to address these gaps by examining the relationships between WLB and life satisfaction, job satisfaction, and burnout, as well as investigating the mediating role of organizational commitment. The study is supported by the fit and balance theory

According to the balance theory proposed by Voydanoff (2005), individuals experience a sense of balance when they perceive a fit between the resources available to them and the demands of their social environment. In this context, balance is linked to reduced tensions and decreased strain. Based on this theory, we propose that individuals who perceive balance between their various life roles are more likely to experience satisfaction and effectively cope with tensions and strain.

When individuals perceive a balance between their work and personal life, they are better equipped to handle the demands and expectations in both domains. This balance allows them to allocate their time, energy, and resources effectively, resulting in greater satisfaction and well-being. By managing multiple

roles and achieving harmony between work and personal life, individuals can experience a sense of fulfillment and contentment.

Furthermore, when individuals perceive balance in their life roles, they are more likely to cope with the tensions and strains that arise from conflicting demands. They can navigate challenges and stressors more effectively, leading to reduced negative outcomes such as burnout. The ability to manage these tensions and strains contributes to overall satisfaction and well-being.

Overall, the balance theory suggests that perceiving a balance between different life roles is associated with lower tensions, reduced strain, and increased satisfaction. By aligning the available resources with the demands of the social environment, individuals can experience greater harmony and well-being in both their work and personal lives.

Theoretical Framework :

1. **Conservation of Resources (COR) Theory** : COR theory suggests that individuals strive to acquire and protect resources, including physical, psychological, and social resources. Workplace interventions can be seen as resources that contribute to work-life balance by reducing job demands and enhancing personal resources. This theory can help explain how interventions impact employee well-being.
2. **Job Demands-Resources (JD-R) Model** : The JD-R model posits that job demands and resources influence employee well-being and work outcomes. Job demands, such as workload and time pressure, can negatively affect work-life balance, while job resources, such as social support and autonomy, can positively impact work-life balance and well-being. This model can provide insights into the mechanisms through which workplace interventions affect employee outcomes.
3. **Social Exchange Theory** : Social exchange theory examines the relationships and exchanges between individuals in social contexts. Workplace interventions can be seen as social exchanges between employers and employees. According to this theory, when employees perceive that their needs for work-life balance are met through interventions, they are more likely to reciprocate by demonstrating increased commitment, engagement, and well-being.

Workload and Staffing

Workload and staffing are important considerations for any organization or business. Properly managing workload and ensuring adequate staffing levels are crucial for maintaining productivity, meeting deadlines, and preventing employee burnout. Here are some key points to consider:

1. **Workload Assessment** : Begin by assessing the workload requirements of your organization or department. Identify the tasks, projects, and responsibilities involved, and estimate the time and resources required to complete them.
2. **Staffing Needs** : Based on the workload assessment, determine the number of staff members needed to effectively handle the workload. Consider factors such as expertise, experience, and skill sets required for different tasks.
3. **Staffing Levels** : Evaluate your current staffing levels and compare them to the identified needs. Determine if you have a surplus or shortage of staff members. A surplus may lead to underutilization of resources, while a shortage can result in overworked employees and decreased productivity.
4. **Hiring and Recruitment** : If there is a staffing shortage, consider hiring new employees to fill the gaps. Develop job descriptions, advertise positions, and conduct interviews to identify suitable candidates. Collaborate with HR or recruitment teams to streamline the hiring process .

5. **Training and Development** : Ensure that your staff members have the necessary skills and knowledge to handle their workload effectively. Provide training programs, workshops, and resources to enhance their capabilities. Encourage professional development and continuous learning to keep up with evolving demands.
6. **Workload Distribution** : Distribute the workload among team members in a fair and balanced manner. Consider individual strengths, skills, and experience levels when assigning tasks. Avoid overburdening specific individuals and promote collaboration and teamwork.
7. **Time Management** : Implement effective time management strategies to optimize productivity. Encourage employees to prioritize tasks, set realistic deadlines, and manage their time efficiently. Utilize tools such as project management software, task tracking systems, or to-do lists to streamline workflows.
8. **Communication and Feedback** : Maintain open lines of communication with your staff members. Encourage regular check-ins, team meetings, and one-on-one discussions to address any concerns, provide feedback, and ensure that workload is manageable. Actively listen to your team and make adjustments as necessary.
9. **Flexibility and Adaptability** : Be prepared for fluctuations in workload due to changing circumstances or unforeseen events. Foster a flexible work environment that allows for adjustments in staffing levels, task assignments, and priorities. Cross-training employees can also help in redistributing workload during peak periods or absences.

10. **Monitoring and Evaluation** : Continuously monitor the workload and staffing levels to identify any issues or imbalances. Regularly assess employee performance, productivity, and job satisfaction. Use feedback and performance metrics to make informed decisions regarding workload adjustments and staffing changes.

Workplace Culture and Communication :

Workplace culture and communication play a critical role in the overall success and well-being of an organization. A positive and effective workplace culture fosters productivity, collaboration, employee engagement, and satisfaction. Here are some key considerations for building a strong workplace culture and improving communication:

- **Define and Promote Core Values** : Clearly define the core values that reflect the desired culture of your organization. Communicate these values to employees and ensure they align with the organization's mission and goals. Encourage employees to embrace and embody these values in their daily work.
- **Foster Open and Transparent Communication** : Establish a culture of open and transparent communication where employees feel comfortable expressing their ideas, concerns, and feedback. Encourage dialogue, active listening, and constructive discussions. Use various communication channels such as team meetings, email, instant messaging, and collaborative platforms to facilitate effective communication.

- **Lead by Example** : Leaders and managers should model the desired communication behavior. Demonstrate active listening, respect, and transparency in your own interactions. Encourage managers at all levels to maintain open-door policies and be approachable to employees.
- **Encourage Collaboration and Teamwork** : Foster a collaborative work environment where employees are encouraged to work together, share knowledge, and leverage each other's strengths. Implement collaborative tools and platforms that facilitate teamwork, such as project management software or shared document repositories.
- **Recognize and Celebrate Achievements** : Acknowledge and appreciate the accomplishments of individuals and teams. Celebrate milestones, recognize outstanding performance, and show gratitude for employees' contributions. Regularly provide feedback and recognition to motivate and engage employees.
- **Promote Work-Life Balance** : Support a healthy work-life balance to prevent burnout and promote employee well-being. Encourage employees to take breaks, use their vacation time, and maintain boundaries between work and personal life. Flexible work arrangements and wellness programs can also contribute to a positive workplace culture.
- **Provide Opportunities for Professional Growth** : Support employees' professional development by providing opportunities for learning, training, and career advancement. Offer mentorship programs, workshops, and resources that enable employees to enhance their skills and knowledge. Encourage employees to set and pursue their career goals.

- **Address Conflict and Difficult Conversations** : Create a culture that addresses conflict in a constructive manner. Encourage employees to address issues directly and professionally .

- **Provide conflict resolution training and support managers in handling difficult conversations** : Foster an environment where diverse perspectives are respected and differences are seen as opportunities for growth.

- **Regularly Solicit Employee Feedback** : Actively seek feedback from employees through surveys, suggestion boxes, or regular check-ins. Use this feedback to identify areas for improvement and make necessary changes. Involve employees in decision-making processes to promote a sense of ownership and inclusion.

- **Continuous Improvement** : Cultivate a culture of continuous improvement by encouraging innovation, experimentation, and learning from mistakes. Embrace change and adapt to new technologies and trends. Encourage employees to share ideas, propose process improvements, and contribute to the organization's growth.

Technology And Remote Work:

Technology has played a crucial role in enabling and supporting remote work. It has provided the tools and infrastructure necessary for employees to collaborate, communicate, and perform their work effectively, regardless of their physical location. Here are some key aspects of technology's impact on remote work:

Communication and Collaboration Tools : Technology has provided a wide range of communication and collaboration tools that facilitate remote work. Platforms such as video conferencing software (e.g., Zoom, Microsoft Teams), instant messaging apps (e.g., Slack, Microsoft Teams, and Google Chat), and project management tools (e.g., Trello, Asana) allow remote teams to connect, communicate, share information, and collaborate in real-time

Cloud Computing and File Sharing : Cloud computing technology has made it easier for remote workers to access and share files and documents. Cloud-based storage services (e.g., Google Drive, Dropbox, OneDrive) enable employees to store, access, and collaborate on files from anywhere, enhancing productivity and eliminating the need for physical file storage.

Virtual Meetings and Webinars : Technology has made it possible to conduct virtual meetings, webinars, and training sessions, bringing remote teams together in a virtual environment. Video conferencing tools with features like screen sharing, whiteboarding, and recording capabilities facilitate interactive and engaging virtual gatherings, enabling effective communication and knowledge sharing.

Task and Project Management : Remote work often requires efficient task and project management to ensure coordination and progress tracking. Project management software and tools (e.g., Basecamp, Jira, Monday.com) provide remote teams with centralized platforms for organizing tasks, setting deadlines, tracking progress, and assigning responsibilities.

Remote Access and VPN : Virtual Private Network (VPN) technology allows remote workers to securely access their organization's network and resources. It ensures data privacy and

encryption, enabling employees to connect to company servers, databases, and applications remotely, as if they were working from within the office premises.

Productivity and Time Management Tools : Various productivity tools and applications help remote workers manage their time, track their tasks, and stay focused. Time-tracking software (e.g., Toggl, RescueTime) and project tracking tools (e.g., Harvest, ClickUp) assist in monitoring and optimizing productivity, ensuring that remote employees stay on track with their work.

Remote Security and Data Protection : With remote work, ensuring the security of sensitive data and protecting against cyber threats becomes paramount. Organizations deploy technologies such as firewalls, antivirus software, data encryption, and multi-factor authentication to safeguard remote workers' devices and data.. Virtual Onboarding and Training: Technology has facilitated the virtual onboarding and training of remote employees. Online learning platforms, webinars, and virtual training sessions allow organizations to provide new hires with the necessary information, resources, and training remotely, ensuring a smooth transition into their roles Remote Support and IT

Infrastructure : Remote work necessitates reliable IT support to address technical issues and ensure smooth operations. Helpdesk software, remote desktop tools, and IT service management platforms enable IT teams to provide remote assistance, troubleshoot problems, and maintain the IT infrastructure required for remote work. Well-being and

Employee Engagement : Technology has also contributed to supporting the well-being and engagement of remote employees. Virtual wellness programs, employee engagement platforms, and communication tools with features like virtual water cooler channels or team-building activities help foster a sense of connection, engagement, and social interaction among remote teams.

Job Secretary And Career Growth :

As a secretary, there are several avenues for career growth and advancement. Here are some potential paths you can consider:

Specialization : You can specialize in a particular industry or field, such as legal, medical, executive, or administrative. By gaining expertise in a specific area, you can become an invaluable asset to employers within that field.

Advanced Education : Pursuing further education in areas such as business administration, management, or executive assistance can enhance your skills and qualifications, opening up opportunities for higher-level positions.

Networking : Building a strong professional network can provide you with access to new job opportunities and mentorship. Attend industry events, join professional organizations, and connect with colleagues and leaders in your field.

Proactive Learning : Stay updated with the latest trends, technologies, and best practices in your industry. Take advantage of training programs, online courses, and workshops to expand your skill set and stay ahead of the curve.

Seek Additional Responsibilities : Take initiative and seek out additional responsibilities within your current role. This could involve leading projects, taking on supervisory roles, or assisting with higher-level tasks. Demonstrating your capabilities and willingness to take on more responsibility can lead to promotions or advancement opportunities.

Move to a Larger Organization : Consider working for a larger organization that offers more opportunities for growth and advancement. Larger companies often have more hierarchical structures, which can provide a clear path for career progression.

Transferable Skills : Identify and develop transferable skills that can be valuable in various roles and industries. Effective communication, organization, problem-solving, and adaptability are examples of skills that can be applied in different contexts and increase your marketability.

Chapter (III) Results, Conclusions, and Recommendations

Results :

The research was based on quantitative data collection, as we obtained a sample of 420 male and female employees in the private health field in the Kingdom of Saudi Arabia.

The majority of the participants were aged 35 and above and had a bachelor's degree

(see table I, table II, and table III)

Table I Distribution of the Study Sample According to Gender :

Gender	Frequency	Percent
Male	193	46.0
Female	227	54.0
Total	420	100.0

Table II Distribution of The Study Sample According to Age :

Age	Frequency	Percent
20 - 25	50	11.9
26 - 30	98	23.3
31 - 35	84	20.0
35 and Above	188	44.8
Total	420	100.0

Table III Distribution of the study sample according to Qualifications

Qualifications	Frequency	Percent
High school	12	2.9
Diploma	84	20.1
Bachelor Degree	224	53.6
Master Degree	70	16.7
Doctorate	30	8.7
Total	420	100

Effect on Workload and Staffing :

The highest percentage was observed in question: "I feel that my workload is reasonable and manageable."

With an average score of 3.40 and a standard deviation of 1.02%.

The lowest percentage was observed in question : "There are enough staff members in my department to handle the workload effectively." With an average score of 3.11 and a standard deviation of 1.02.

(see Table IV) .

Table(IV)show Descriptive Statistics for Workload Staffing :

	Questions		Strong agree	agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	The workload in my department is well-distributed among staff	N	62	140	136	60	22	3.38	1.06
		%	14.8	33.3	32.4	14.3	5.2		
II	There are enough staff members in my department to handle the workload effectively	N	52	128	106	84	50	3.11	1.2
		%	12.4	30.5	25.2	20.0	11.9		
III	I feel that my workload is reasonable and manageable	N	58	150	128	70	14	3.40	1.02
		%	13.8	35.7	30.5	16.7	3.3		
IV	My workplace provides adequate support and resources to manage workload effectively	N	52	110	152	70	36	3.17	1.11
		%	12.4	26.2	36.2	16.7	8.6		
V	My department has enough staff members with the necessary skills and expertise to perform	N	62	144	108	54	52	3.26	1.2
		%	14.8	34.3	25.7	12.9	12.4		

Effect on Workplace Culture and Communication :

The highest percentage was observed in question: "I feel comfortable discussing work-related issues with my supervisor or colleagues." With an average score of 3.56 and a standard deviation of 1.18.

The lowest percentage was observed in question : "My workplace promotes a healthy work-life balance." With an average score of 3.07 and a standard deviation of 1.19.

(see Table V) .

Table(V)show Descriptive Statistics for Workplace Culture and Communication :

	Questions		Strong agree	agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	My workplace fosters a positive and supportive culture	N	68	136	124	70	22	3.38	1.10
		%	16.2	32.4	29.5	16.7	5.2		
II	My workplace values diversity and inclusion	N	68	134	126	78	14	3.39	1.06
		%	16.2	31.9	30.0	18.6	3.3		
III	My workplace promotes a healthy work-life balance	N	58	92	136	88	46	3.07	1.191
		%	13.8	21.9	32.4	21.0	11.0		
IV	My workplace encourages open communication and collaboration	N	70	132	132	72	14	3.41	1.059
		%	16.7	31.4	31.4	17.1	3.3		
V	I feel comfortable discussing work-related issues with my supervisor or colleagues	N	98	152	86	54	30	3.56	1.184
		%	23.3	36.2	20.5	12.9	7.1		

Effect workload and Job Demands :

The highest percentage was observed in question: "I have enough control over my work schedule and tasks."

With an average score of 3.63 and a standard deviation of 0.904

The lowest percentage was observed in question: "I am required to work overtime or take work home with me in order to complete my job duties." With an average score of 3.11 and a standard deviation of 1.19.

(see Table VI) .

Table(VI)show Descriptive Statistics for Workload and Job Demands :

	Questions		Strong agree	agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	My workload is manageable	N	52	150	160	42	16	3.43	.961
		%	12.4	35.7	38.1	10.0	3.8		
II	I am required to work overtime or take work home with me in order to complete my job duties	N	40	102	108	112	58	3.11	1.19
		%	13.8	26.7	25.7	24.3	9.5		
III	I have enough control over my work schedule and tasks	N	66	180	134	32	8	3.63	.904
		%	15.7	42.9	31.9	7.6	1.9		
IV	My job duration and responsibilities are clearly defined	N	76	158	102	62	22	3.49	1.106
		%	18.1	37.6	24.3	14.8	5.2		
V	I have the necessary resources and support to perform my job effectively	N	54	140	138	58	30	3.31	1.086
		%	12.9	33.3	32.9	13.8	7.1		

Effect on Technology and Remote Work :

The highest percentage was observed in question: "I am able to communicate effectively with my colleagues while working remotely." With an average score of 3.70 and a standard deviation of 1.04.

The lowest percentage was observed in question: "I have been provided with the necessary technology and resources to work remotely ."With an average score of 3.07 and a standard deviation of 1.29. (see Table VII).

Table(VII)show Descriptive Statistics for Technology and Remote Work:

	Questions		Strong agree	agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	I have been provided with the necessary technology and resources to work remotely	N	70	102	90	104	54	3.07	1.292
		%	16.7	24.3	21.4	24.8	12.9		
II	Remote work has had a positive impact on my work-life balance	N	108	126	112	48	26	3.58	1.167
		%	25.7	30.0	26.7	11.4	6.2		
III	I am able to communicate effectively with my colleagues while working remotely	N	108	142	116	42	12	3.70	1.049
		%	25.7	33.8	27.6	10.0	2.9		
IV	The technology and tools provided by my workplace facilitate effective remote collaboration	N	88	118	108	78	28	3.38	1.196
		%	21.0	28.1	25.7	18.6	6.7		
V	I feel that my productivity is not negatively impacted while working remotely	N	112	138	110	48	12	3.69	1.072
		%	26.7	32.9	26.2	11.4	2.9		

Effect on Job Security and Career Growth :

The highest percentage was observed in question: "I feel that my job is essential to the company's success." With an average score of 3.98 and a standard deviation of 0.937.

The lowest percentage was observed in question: "I am satisfied with the opportunities for career growth and development in my current job." With an average score of 3.10 and a standard deviation of 1.19.

(see Table VIII).

Table(VIII)show Descriptive Statistics Job Security and Career Growth :

	Questions		Strong agree	agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	I feel secure in my job at this company	N	76	132	130	50	32	3.40	1.141
		%	18.1	31.4	31.0	11.9	7.6		
II	I feel that my job is essential to the company's success	N	138	170	86	18	8	3.98	.937
		%	32.9	40.5	20.5	4.3	1.9		
III	I feel that my job is at risk due to potential layoffs or restructuring	N	96	120	96	76	32	3.41	1.234
		%	22.9	28.6	22.9	18.1	7.6		
IV	My employer provides opportunities for career growth and development	N	46	130	134	78	32	3.19	1.098
		%	11.0	31.0	31.9	18.6	7.6		
V	I am satisfied with the opportunities for career growth and development in my current	N	52	116	122	80	50	3.10	1.197
		%	12.4	27.6	29.0	19.0	11.9		

Conclusions :

- These findings indicate agreement among the study sample regarding the assessed aspects of workload and staffing.
- These findings indicate that overall, the respondents perceive positive aspects of workplace culture and communication, with higher scores in areas such as comfort in discussing work-related issues and encouragement of open communication and collaboration. However, there may be room for improvement in promoting a healthy work-life balance, as indicated by the lower score in the third question.
- These findings indicate that the respondents generally perceive a reasonable level of control over their work schedule and tasks, as well as clearly defined job duties and responsibilities. However, there may be room for improvement in terms of managing workload and providing necessary resources and support. The lower score in the second question suggests that some individuals feel the need to work overtime or take work home to fulfill their job duties, indicating potential challenges in balancing workload and job demands.
- These findings suggest that overall, the respondents perceive positive aspects of technology and remote work. They feel that they can effectively communicate with colleagues and maintain productivity while working remotely. Remote work is also seen as having a positive impact on work-life balance. However, there may be some room for improvement in terms of providing necessary technology and resources for remote work, as indicated by the lower score in the first question.

- These findings indicate that respondents feel that their jobs are essential to the company's success and generally feel secure in their positions. However, there is some concern about job security due to potential layoffs or restructuring. The perception of opportunities for career growth and development is somewhat lower, with respondents indicating that there is room for improvement in this area. Additionally, satisfaction with current opportunities for career growth and development is moderate.

So, the study examines whether work-life imbalance due to long working hours, and elaborates the antecedents and consequences of working for long time .

The study explores how the working life affects and adapts with self-demanding and family responsibilities. The design is a study of relationship of work place support, flexible work schedule, and work life balance on the well-being. The challenges and initiatives related to work-life balance and employee well-being in Saudi private sectors, the long working hours could affect the employee and lead to burnout, stressful and other health problems with negatively impact in employee's productivity and well-being. However, many private in Saudi Arabia have started implementing flexible working arrangements, comprehensive healthcare benefits, and wellness programs to address these issues. Al Saudi private sectors' initiative have been improved the employee's satisfaction and reduce stress levels by creating more supportive work environment that benefits both, the employees and organization. Saudi private sectors are contributing to the success of the local economy.

Recommendation :

1. Provide platforms or mechanisms for employees to share ideas, concerns, and feedback easily.
2. Develop and implement initiatives that promote diversity and inclusion within the workplace. This may include providing diversity training, fostering a culture of respect and inclusivity, and actively seeking diverse perspectives in decision-making processes.
3. Assess the current policies and practices related to work-life balance and identify areas for improvement. Consider implementing flexible work arrangements, providing support for employees' personal well-being, and encouraging a healthy work-life balance culture.
4. Regularly monitor workload levels and proactively address
5. Assess the technology and tools provided to employees for remote work and identify areas for improvement. Consider investing in reliable communication platforms, collaboration tools, and equipment that support remote work efficiency.
6. Explore and implement technologies that facilitate seamless remote collaboration among team members.
7. Based on these findings, here are some general recommendations:
8. Conduct an assessment to identify the specific technology and resources employees need to effectively work remotely.
9. Invest in communication tools that facilitate effective remote communication and collaboration.

Summary

Summary in English :

The study explores how working life affected and coping with self-demanding responsibilities and family responsibilities. The study is formed in the way of studying the relationship of support in the workplace, flexible work schedule and work-life balance between the well-being of employees in the Saudi private health field, and long working hours can affect the employee and lead to fatigue and other health problems that negatively affect the employee's productivity and well-being. However, many established in the Saudi private field have started implementing flexible working arrangement, comprehensive healthcare benefits, and treatment programs to address these issues.

The Saudi private field initiative has contributed to improving employee satisfaction and reducing stress levels by creating a more supportive work environment that benefits both employees and the organization, making the Saudi private health field contribute to the success of the local economy .

Summary in Arabic :

تستكشف الدراسة كيفية تأثير الحياة العملية وتناقل مع المسؤوليات التي تتطلب الذات والمسؤوليات الأسرية. وتشكل الدراسة على نحو دراسة علاقة الدعم في مكان العمل وجدول العمل المرن وتوازن العمل بين الحياة ورفاهية الموظفين في القطاع الخاص الصحي السعودي، ويمكن أن تؤثر ساعات العمل الطويلة على الموظف وتؤدي إلى الإرهاق والمشاكل الصحية الأخرى التي تؤثر سلبًا على إنتاجية الموظف ورفاهيته. ومع ذلك، فقد بدأت العديد من المنشأة في القطاع الخاص السعودي في تنفيذ ترتيبات عمل مرنة، ومزايا رعاية صحية شاملة، وبرامج علاجية لمعالجة هذه المشكلات.

ساهمت مبادرة القطاع الخاص السعودي في تحسين رضا الموظفين وتقليل مستويات التوتر من خلال خلق بيئة عمل أكثر دعمًا تعود بالفائدة على كل من الموظفين والمنظمة، مما جعل أن القطاع الخاص الصحي السعودي يساهم في إنجاح الاقتصاد المحلي.

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Appendices (Questionnaire)

Table(IV)show Descriptive Statistics for Workload Staffing :

	Questions		Strong agree	agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	The workload in my department is well-distributed among staff	N	62	140	136	60	22	3.38	1.06
		%	14.8	33.3	32.4	14.3	5.2		
II	There are enough staff members in my department to handle the workload effectively	N	52	128	106	84	50	3.11	1.2
		%	12.4	30.5	25.2	20.0	11.9		
III	I feel that my workload is reasonable and manageable	N	58	150	128	70	14	3.40	1.02
		%	13.8	35.7	30.5	16.7	3.3		
IV	My workplace provides adequate support and resources to manage workload effectively	N	52	110	152	70	36	3.17	1.11
		%	12.4	26.2	36.2	16.7	8.6		
V	My department has enough staff members with the necessary skills and expertise to perform	N	62	144	108	54	52	3.26	1.2
		%	14.8	34.3	25.7	12.9	12.4		

Table(V)show Descriptive Statistics for Workplace Culture and Communication :

	Questions		Strong agree	agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	My workplace fosters a positive and supportive culture	N	68	136	124	70	22	3.38	1.10
		%	16.2	32.4	29.5	16.7	5.2		
II	My workplace values diversity and inclusion	N	68	134	126	78	14	3.39	1.06
		%	16.2	31.9	30.0	18.6	3.3		
III	My workplace promotes a healthy work-life balance	N	58	92	136	88	46	3.07	1.191
		%	13.8	21.9	32.4	21.0	11.0		
IV	My workplace encourages open communication and collaboration	N	70	132	132	72	14	3.41	1.059
		%	16.7	31.4	31.4	17.1	3.3		
V	I feel comfortable discussing work-related issues with my supervisor or colleagues	N	98	152	86	54	30	3.56	1.184
		%	23.3	36.2	20.5	12.9	7.1		

Table(VI)show Descriptive Statistics for Workload and Job Demands :

	Questions		Strong agree	agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	My workload is manageable	N	52	150	160	42	16	3.43	.961
		%	12.4	35.7	38.1	10.0	3.8		
II	I am required to work overtime or take work home with me in order to complete my job duties	N	40	102	108	112	58	3.11	1.19
		%	13.8	26.7	25.7	24.3	9.5		
III	I have enough control over my work schedule and tasks	N	66	180	134	32	8	3.63	.904
		%	15.7	42.9	31.9	7.6	1.9		
IV	My job duration and responsibilities are clearly defined	N	76	158	102	62	22	3.49	1.106
		%	18.1	37.6	24.3	14.8	5.2		
V	I have the necessary resources and support to perform my job effectively	N	54	140	138	58	30	3.31	1.086
		%	12.9	33.3	32.9	13.8	7.1		

Table(VII)show Descriptive Statistics for Technology and Remote Work:

	Questions		Strong agree	agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	I have been provided with the necessary technology and resources to work remotely	N	70	102	90	104	54	3.07	1.292
		%	16.7	24.3	21.4	24.8	12.9		
II	Remote work has had a positive impact on my work-life balance	N	108	126	112	48	26	3.58	1.167
		%	25.7	30.0	26.7	11.4	6.2		
III	I am able to communicate effectively with my colleagues while working remotely	N	108	142	116	42	12	3.70	1.049
		%	25.7	33.8	27.6	10.0	2.9		
IV	The technology and tools provided by my workplace facilitate effective remote collaboration	N	88	118	108	78	28	3.38	1.196
		%	21.0	28.1	25.7	18.6	6.7		
V	I feel that my productivity is not negatively impacted while working remotely	N	112	138	110	48	12	3.69	1.072
		%	26.7	32.9	26.2	11.4	2.9		

Table(VIII)show Descriptive Statistics Job Security and Career Growth :

	Questions	Strong agree		agree	neutral	Disagree	Strongly disagree	mean	Sat Deviation
I	I feel secure in my job at this company	N	76	132	130	50	32	3.40	1.141
		%	18.1	31.4	31.0	11.9	7.6		
II	I feel that my job is essential to the company's success	N	138	170	86	18	8	3.98	.937
		%	32.9	40.5	20.5	4.3	1.9		
III	I feel that my job is at risk due to potential layoffs or restructuring	N	96	120	96	76	32	3.41	1.234
		%	22.9	28.6	22.9	18.1	7.6		
IV	My employer provides opportunities for career growth and development	N	46	130	134	78	32	3.19	1.098
		%	11.0	31.0	31.9	18.6	7.6		
V	I am satisfied with the opportunities for career growth and development in my current	N	52	116	122	80	50	3.10	1.197
		%	12.4	27.6	29.0	19.0	11.9		

الموازنة بين الحياة العملية وصحة الموظف في القطاع الصحي الخاص في المملكة العربية السعودية

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2023