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Examining the Impact of Organizational Culture and the relationship between human resource management and occupational Health on the health care sector's performance in the Kingdom of Saudi Arabia. (KSA)

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الشكر والتقدير

الحمد لله سبحانه والشكر له وحده أولاً وقبل كل شيء على اتمامي لهذا البحث.

أتقدم بخالص الشكر والتقدير لكل فرد من اسرتي واصدقائي وزملائي في العمل على مساهمتهم الفعالة لإنجاز هذا البحث وتشجيعهم لي وتفهمهم خلال مرحلتي الدراسية وأخص بالذكر والدي، ووالدتي، وزوجتي، وابنائي.

كما يسعدني أن أتقدم بالشكر والتقدير والامتنان لجامعة ميدأوشن لتوفيرها البيئة التعليمية الشاملة والمتطورة والتي ساعدتني على استكمال مراحلتي الدراسية وتحقيق تطلعاتي المستقبلية وذلك بتوفيرها لنخبة من الدكاترة والأساتذة والمعلمين وأيضاً دعمنا بالموارد والمصادر العلمية وتسهيل الوصول إليها. كما أحب أن أعبر عن عميق تقديري وامتناني لمشرفي البحث الدكتور الفيصل عبد الحميد محمد والدكتور فايز علي جراد علي اهتمامهم وتوجيههم ودعمهم الدائم طوال فترة البحث والتي كان لخبرتهم الطويلة الأثر العميق فيه.

كما أني لن أنسى من الشكر والتقدير لمعلمي من دكاترة وأساتذة الجامعة والذين اتحفونا بعلمهم ومعرفتهم وكانوا لنا عوناً وسنداً وحبا كما أخص الدكتور سحر محمود بشكر خاص على صبرها وحرصها ووقتها الثمين واجابتها لجميع الاستفسارات الخاص بجميع المواد ومواد البحث.

شكراً لكل من ساهم أو ساعد في اخراج هذا البحث من مجتمع أكاديمي ومؤلفين وأشخاص اجابوا على أسئلة الاستفتاء والذي كان لهذه المساهمات الأثر العميق في اخراج البحث.

أخيراً أتقدم بخالص امتناني وشكري لكل شخص دعمني أو ساعدني بشكل مباشر أو غير مباشر واقدر لهم تفهمهم وصبرهم الكبير وهذا البحث هو نتاج للجهود المبذولة من جميع الأشخاص فكل الدعاء لهم.

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Abstract

The Kingdom of Saudi Arabia's health system performance receives analysis regarding organizational culture and human resource management practices as well as motivation approaches and leadership style and knowledge management systems. The research approached its analysis through both quantitative and qualitative methods to evaluate employee perceptions within workplace practice dimensions. Comprehensive statistical analysis showed that workers mainly expressed positive opinions toward three aspects of workplace interaction including HRM practices but also identified areas for HRM enhancement. The multiple regression analysis confirmed that organizational culture, leadership style and performance demonstrate substantial positive interconnections which prove vital for enhancing healthcare results. The qualitative data findings supported the need to improve compensation levels as well as training programs and developing a more objective performance evaluation system. Healthcare institutions need to concentrate on boosting intrinsic motivation alongside teamwork and structured knowledge-sharing systems because these elements drive better performance and patient care outcomes.

Chapter 1

Introduction

Healthcare is a multi-faceted industry that consists of organizations and practitioners that provide services for the evaluation, treatment, and risk of illness, disease, and many other physical and mental disorders. There is a wide variety of sub-fields that focus on particular treatment modalities to choose from. Elementary, intermediate, and institutional care are the three tiers that comprise healthcare. Access to care is highly influenced by a variety of social and economic factors, as well as by the regulations and procedures that govern the delivery of services. In order for a healthcare system to function well, it is necessary to have sufficient funding, a staff that is both well-trained and well-paid, reliable information from which policies can be derived, and medical clinics that are both well-maintained and reliably managed.

The role that human resource management and occupational health play in health care, as well as the connection between the two and the organizational culture.

The fact that human resource management is one of the primary inputs into the healthcare system is one of the primary reasons why it is important to have in healthcare systems. The health care system depends on monetary resources, equipment, and human resources (Cabinet, 2006). As a result of the fact that one of the primary factors in satisfying the needs of health institutions is the training and development of the workforce, it is extremely important for employees working in human resources to have a primary role in training and educating the health workforce in order to meet the needs of the future (World Health Organization 2003). The relationship between health workers and health institutions is complicated by a number of factors, including low wages, cultural differences, the absence of welfare systems, and geographical and climatic aspects of the country, all of which combine to present a significant obstacle for the management of human resources (Zurn et

al., 2006). Research on the health sector, particularly hospitals, showed the presence of more than one factor affecting workers' safety. This is despite the fact that the health care industry is considered to be one of the most important pillars of occupational safety and health due to the risks that directly affect the health of workers (drugs, viral infections and bacterial, natural disasters, fires, etc.) (Bahcik, N. Ozturk, H. 2009).

On the other hand, the performance of employees and other key stakeholders is generally represented by the idea of organizational culture (Al-Rasheed et al., 2016). The numerous factors connected to the growth of the health business are getting a lot of attention, and it is being directed mostly on the institutions that provide medical care (Al Azmi et al., 2012). Every sector must improve its service operations' efficiency to keep up with the ever-evolving requirements of today's highly competitive markets. These shifting dynamics are often the result of several tactics, one of which is an expanding technical approach with the goal of providing a diverse array of goods and services to customers in a number of different ways (ibid.). According to Al-Ruithe et al. (2017), the requirements of the global economy are contingent on quick progress, and those who are unable to keep up with the needed speed are slipping farther and further behind in this competition (Kurban, 2008 May). This sort of performance is mostly dependent on the company's ability to carve out its own niche in the crowded landscape of a highly competitive sector. In the realm of business, this strategy is regarded as strategic planning since it results in the accomplishment of one's objectives (Noor et al., 2015). This concept is brought up again as a result of the growth of technology due to the fact that businesses are not yet prepared to implement the strategy. These things are now possible thanks to modern technology, and their growth will continue (ibid.). Aside from that, business educators devise an efficient collection of technologies, which can be observed clearly in the concept of healthy completion, which propels enterprises to the next level (Rahman et al., 2019). In addition, companies choose their short-term and long-term

objectives to increase workplace productivity, which benefits not only the company but also its workers (ibid.). As a result, it is abundantly evident that companies get assistance for a wide variety of goods and services in order to handle the problems posed by contemporary business, which need ongoing development. When it comes to the field of healthcare, hospitals are also impacted by this phrase in numerous ways. This is because there has been a significant increase in the number of hospitals in Saudi Arabia over the course of the last decade (Al-Shati, 2020).

Organizational culture in the workplace contributes to the productive capacity of health care facilities.

In this industry, where clients seek high-quality services at the lowest cost and quality of treatment is always a top concern for teachers, the concept of productivity and development takes on a somewhat different meaning than it does in other industries. (Al-Haroun, 2020) [Al-Haroun] As a result, the purpose of this study is to determine how health institutions can take part in improving their productivity in terms of training employees, improving quality, paying attention to patient and employee safety, and reducing risks that arise in health institutions without placing an undue burden on patients. Additionally, a particular emphasis will be placed on organizational culture that can enable cost reductions and income increases. Therefore, future studies will likely show many other forms of culture, such as market, saturation, hierarchy, and clan cultures. These many aspects of culture have an impact on the innovation capabilities of organizations as well as the cultural capacities of such organizations. These aspects of culture include product innovation, business innovation, strategic innovation, marketing innovation, and behavioral innovation. The research will be carried out in the Kingdom of Saudi Arabia with a particular emphasis on the level of satisfaction of patients and health practitioners along with the general atmosphere of health

institutions, both of which affect the culture of the institution in terms of its performance in a variety of different ways.

Problem Statement

Researchers and academics are devoting a substantial amount of their attention to the issue of human resource management and occupational Health since these factors play such a big role in determining the level of success that a company achieves in its performance. The health and safety of workers in the workplace are also turning into a more pressing issue of concern (Alfawaz, & Alharthi, 2019). On the other hand, when it comes to the Saudi Arabian health industry, the research body discloses a smaller than expected number of researchers scrutinizing the hospitals of the kingdom via an analytical lens. The special characteristics based on organizational culture and its effect on the performance of hospitals are the foundation for this kind of critical lens. Compiling an accurate and all-encompassing analysis of the relevant literature would be challenging since there hasn't been a lot of research done in this area in the past. This is the first in a series of difficult tasks. According to the findings of the study, there are significant knowledge gaps regarding organizational culture and how it relates to the efficiency of this kind of organization (Algarni et al., 2018). More specifically, hospitals are found all around the region, with a primary emphasis on those found in Saudi Arabia. The goal of this study is to evaluate the effects that human organizational culture has on the performance of doctors, the productivity of their practices, and the manner in which these characteristics affect the overall physical and mental health of patients. In addition to this, it improves the overall structure, which in turn improves the hospital's infrastructure and the availability of hospital supplies; both of these aspects contribute to making the job of the doctors and others working in the conducive environment easier (Bahcecik, & Ozturk, 2009).

Study Importance

The study provides the decision-makers in the healthcare industry with the information they need to develop policies that are beneficial not only to patients but also to the people who care for them, such as physicians, nurses, and other associated stakeholders. This information allows for the development of policies that benefit not only patients but also the people who care for them. The gaps in the study show that academics and researchers are not paying attention to the improvement of this business, which impedes not only the desired progress of the enterprise but also the professional development of the doctors and other essential stakeholders. As a consequence of this, the research will contribute to the suggestion of workable solutions that will assist in reducing the intensity of importing physicians from other countries and will assist in providing the other connected staff of domestic doctors with the tools necessary to carry out their jobs in a manner that is more effective. After that, the comprehensive study of the tech-savvy approach, along with the comparison with the other developed nations, helps the medical community uncover the gaps that are hindering the quality of treatment that is being provided to the people of the Kingdom of Saudi Arabia. The fact that it throws light on a number of other linked facets of the lack of research is another key component of this issue. Some of these aspects include the unprofessionalism, behavior, and actions of nurses and paramedics; the high number of deaths that can be attributed to factors such as negligence; the high rate of mortality that can be attributed to a lack of education among the general population regarding healthy lifestyle patterns; and the high number of deaths that can be attributed to factors such as negligence. All of these aspects contribute to an overall poor standard of care in the healthcare system. In addition, it paves the way for future researchers to further broaden their study by considering cross-cutting difficulties, which gives them a platform to do so and establishes the framework for doing

so. As a consequence, the research will be a ground-breaking effort, enabling academics to explore these challenges from various perspectives using an essential lens.

Study Purpose

The primary objective of the project is to carry out research that is of use to hospitals in the Kingdom of Saudi Arabia in the process of addressing issues that are specific to their institutions. To achieve this goal, research on the relationship between effective management of human resources and high organizational performance in the healthcare industry will be conducted. In addition to this, we will achieve this goal by conducting research on the relationship between occupational Health and organizational success in the health sector. Last but not least, this will be achieved through doing research into the effect that organizational culture has on the efficiency of businesses. The investigations will all take place in the Kingdom of Saudi Arabia as it is their designated location. These elements offer up new windows of information for these institutions and the government, which helps them to fill in the gaps in terms of improving the quality of the patents they give. In addition to this, the findings of this study make it possible for the government and the administration of hospitals to rethink the policies and procedures they have in place about providing for the requirements of physicians in a way that contributes to a healthy organizational culture. This is made possible by the fact that this study's findings show a correlation between the two. This is made conceivable as a result of this research's results, which demonstrate a link between the two variables. As a result of this, the purpose of the project is to gain an understanding of the perspectives and experiences of both the patients and the medical professionals so that the gaps can be identified, and then specific suggestions can be proposed to address them in a consistent manner. In other words, the goal of the project is to learn about the patients' and medical professionals' perspectives and experiences.

Study Question

- 1- What is the relationship between human resource management and organizational performance in health care sectors in the Kingdom of Saudi Arabia?
- 2- What is the relationship between occupational Health and Organizational performance in health care sectors in the Kingdom of Saudi Arabia?
- 3- How an Organizational Culture impacts organization performance

Research Hypothesis

1. **Hypothesis 1:** There are statistically significant effects of customer satisfaction on health services.
2. **Hypothesis 2:** There are statistically significant effects of professionalism of Employees concerning Organization Culture in the health sector.
3. **Hypothesis 3:** There is a statistical effect on the mental health of health workers in increasing the risk of burnout leads to leaving the job.

Theoretical Model

1. Independent Variables:

- **Human Resource Management (HRM) Practices:** Includes compensation, benefits, training, performance appraisal, and employee motivation.
- **Organizational Culture:** Encompasses collaboration, communication, alignment of values, and a patient-centered approach.
- **Occupational Health:** Focuses on employee well-being, safety, and work-life balance.

2. Mediating Variables:

- **Motivation:** Acts as a bridge between HRM practices, organizational culture, and performance.
- **Knowledge Management:** Facilitates the sharing and application of expertise to improve performance.

3. **Moderating Variable:**

- **Leadership Style:** Influences the strength and direction of the relationships between independent variables and performance.

4. **Dependent Variable:**

- **Healthcare Sector Performance:** Measured through patient outcomes, operational efficiency, and employee productivity.

Chapter 2

literature review

The following is a literature review that has been broken down into its component parts and examined in detail. The focus of each of these sections will be on a unique aspect of organizational structure and how that structure influences performance. These topics provide light on the variety of elements that contribute to worker productivity, professional growth, and occupational growth in the workplace, respectively. It is also about methods that are now being used as well as techniques from the past that have both good and bad consequences on the health sector in Saudi Arabia. These strategies and approaches may be found in both the present and history.

Organizational Culture

Saudi Arabia is a nation located in Western Asia that spans an area of about 2.3 million square kilometers. Its population was around 34 million in 2021 (Saudi General Authority Statistics, 2016). The Saudi Arabian healthcare industry is putting in a lot of effort right now towards comprehensively developing and modernizing its facilities to raise its level of efficiency and provide its patients with superior treatment. Walston et al. (2008) found in earlier research that variables that impact the service of this sector include the high number of migrant workers and the big proportion of young individuals in the community.

According to Yusuf (2014), who has conducted research on this topic, "the expanding population and health costs are compelling the government to come up with significant improvements in the healthcare system." It is anticipated that by the year 2020, the overall population of adults aged 60 and over would reach a total of more than 2.5 million (Yusuf, 2014). The increasing average age of the population will lead to a rise in both the demand for and cost of medical care.

Several studies have been conducted to investigate the factors that have been identified as influencing healthcare services. For instance, Armit et al. (2015) argue that the integration of health and social care services is necessary to satisfactorily satisfy the requirements of patients, service users, and communities in terms of both efficiency and effectiveness. Health care must be provided by a network of organizations that are interdependent on one another, and this requires leaders to collaborate across organizational boundaries, both within and between organizations, placing an emphasis on the quality of care provided to patients rather than on the success of their aspect of that care (Armit et al., 2015).

The fact that culture plays such an important part in determining the path that an organization's performance will take shouldn't really come as a surprise to anybody. The values of an organization, such as quality, safety, productivity, survival, power, secrecy, justice, humanism, and so on, are reflected in the culture of the company (West et al., 2014). In addition, culture can be understood as a collection of implicit beliefs that are held by members of an organization and that influence how those members perceive, think about, and react to various situations. These beliefs are generally held without question and are common knowledge (Schein, 1996). The beliefs and ideals of the workforce are reflected in the culture of the firm. The members can make judgments when confronting challenges, addressing concerns, and looking for answers because they base their decisions on these ideals (McLaughlin et al., 2005). According to Bass and Avolio (1993), culture may influence the way choices are made about aspects of the organization such as recruiting, selection, and placement of employees.

Human Resource Management and Occupational Health

Human resource management, according to Howard et al. (2006), plays an active and crucial part in the success of the health sector reform. Healthcare and other service industries

rely on effective HRM to meet their staffing needs, and this is especially true when customers are experiencing difficulties due to a lack of qualified employees with the necessary training and experience (Howard et al., 2006). Healthcare and other service industries rely heavily on effective human resources management (HRM). Human resource management is concerned with both the development of individuals and the company in which they are employed. Because of this, HRM is engaged in not only protecting and developing individual employees' abilities and skills, but also in the execution of programs that strengthen communication and collaboration amongst those workers to promote organizational growth. This is done to facilitate the expansion of the business.

Salah Mahmoud Diab (2012) noted in his research that doctors and nurses working in hospitals and the Ministry of Health are quitting their jobs at a higher rate than before, and that low levels of satisfaction and a lack of desire to continue working in the hospital are contributing to the poor quality of care patients are receiving. Salah Mahmoud Diab (2012) found that physicians and nurses working in hospitals and the Ministry of Health were more likely to abandon their jobs. One of the most significant suggestions provided by the research in connection to the working conditions of hospital personnel was the provision of pecuniary and moral incentives. Motivating workers and providing quality healthcare are the primary goals of these incentives. In addition, hospital personnel will be trained in the many elements of medical care quality, and the notion of quality will be further ingrained in the workforce.

A study by Al Kudhat Mohammed (2004) found a link between hospital staff members' personality qualities and the technologies they use. In addition, there is a split among the personnel about whether certain specialized personal qualities are readily available. Furthermore, it highlighted the influence of high technology on the analysis and design work as well as the categorization of occupations and their characteristics. Poor performance at government hospitals, according to Ozcan and Hornby (2005), was largely

due to a failure by managers of government hospital head departments to improve working conditions for hospital personnel and implement incentive systems. As a result of this study, it was recommended that incentives and rewards for staff and nurses who perform well be implemented, and that a group be selected each month as a role model for individuals working in the hospital and paid special bonuses to encourage other staff members who have not been selected.

Employees at long-term care facilities encounter a mix of standard workplace dangers and those specific to long-term care facilities. Home health care workers face risks that are like those in hospital settings because of the use of advanced medical equipment in the patient's home (such as dialysis, chemotherapy, and respiratory treatment). Home health care has its own set of dangers, such as the possibility of fire, structural difficulties, threats to patient safety, and insufficient illumination. Changes in home health care may be comparable to those in institutional health care, but because of the changeable home surroundings, home health care may bring extra dangers. As Smith (1993) put it.

As OSHA exists, hospitals will be encouraged to address the health and safety concerns of their employees. Employers, workers, and members of the community all benefit from an in-house occupational health service, which delivers a comprehensive variety of services to the health care organization's employees, as well as creating value for the company, the employees, and their communities. Due to education, training, and experience, the nurse in charge of occupational health services is the most important person in the organization (Lowenthal, 1994).

Patient Satisfaction

The extent to which patients are happy with the services provided by the organization is the primary and most important indicator of the influence of business culture (Fatima, 2018). This factor carries some weight, but its effect is limited by a number of other factors,

the most significant of which are cost and the level of care provided because the healthcare industry is split between the public and private sectors. This factor carries some weight, but its effect is limited by several other factors (Ibid). The findings of a substantial number of studies indicate that the legitimacy and responsibility of hospitals are profoundly rooted in the degree to which patients are satisfied with the care they get. This is because the level is what determines the government's degree of knowledge and also has an impact, either positively or negatively, on the organization's reputation with the people who make up its membership (Ng et al., 2019). A lot of people are quick to place blame on the government if anything goes wrong at a public institution like a hospital, for instance, even if it's not their fault. On the other hand, they may point the finger at the management of a private hospital if it fails to achieve the standards set by patients and the individuals accountable for the treatment that patients get. The actual issues, however, lay deeper in other concerns, such as the workers' trustworthiness, the employees' credentials, and the procedures that are the most practically applicable. These are merely surface-level impediments. However, the real challenges lie deeper in other concerns. According to an additional piece of research that was carried out by Aiken et al. (2018), the level of patient satisfaction is linked to the perspectives that doctors and other affiliated staff members have on the quality of the service that is offered to patients. This finding was made possible by the fact that Aiken et al.

The degree to which workers maintain a professional demeanor in comparison to the expectation that is established by the culture of the business. The degree of professionalism shown by workers has a direct impact on the level of satisfaction that is experienced by customers, in addition to the level of output that is made available by the company as a whole (Khanna et al., 2019). Because providing medical treatment is about more than simply making money; it is also about saving the lives of patients and the loved ones of those patients. It is imperative that you put into action the plan that is outlined here. As a direct

result of this, workers and employees in this industry are held to a high standard of performance to compete with the complexity and difficulty of difficult conditions based on their professional growth. This is done to ensure that they can advance their careers (Mufti, 2000). According to Fatima et al. (2018), the professional approach has a significant relationship both with the happiness of the patients and the effectiveness of the organizations. In a manner that is analogous, the authors say that the level of contentment experienced by patients is directly proportionate to the level of efficiency achieved by organizations. This is due to the fact that providing good service to the consumers who are already there is the best method for increasing the number of customers who frequent a company since it demonstrates a commitment to the satisfaction of those clients. On the other hand, professionalism is based on the important components of training and the practical experience that enable the employees to exhibit their competence in a unified form. These components allow the workers to display their professionalism. Because of this, the person might be considered professional (Ibid). According to the findings of a different study that was conducted, Manzoor et al. (2019) discovered that it is essential for the treatment to be carried out in a manner that is consistent with a holistic approach if the medical professionals and other related staff members understand the primary and secondary needs of the patients. This was discovered to be the case because it was found that the treatment was more likely to be successful when it was carried out in this manner. These standards consider the nature of the patient's disease, the patient's mental health needs, and the counseling needs of the patient's caregivers. This kind of approach not only increases productivity among employees but also does so among patients and those who offer care to them (Al-Damen, 2017).

The Professionalism of Employees concerning Organization Culture

Having said that, there are a few more components to this kind of professionalism, such as the fact that firms need to understand the shifting dynamics of the market. Another

example of this is the fact that there are a lot of different types of professionals. These are but a handful of the numerous defining aspects of the phenomenon. For instance, in the field of medicine, hospitals must make use of the most recent advancements in technology to expand the knowledge base of their medical personnel (Ibid). Continuous professional development is the source of many features essential to medical treatment's credibility. These features include the innovative approach that enables medical professionals to use their knowledge and skills, and these aspects and continuous professional development are the source of these features. Continuous professional development is the source of many features essential to medical treatment's credibility (Manzoor et al., 2019). Therefore, it is of the utmost importance that a professional approach based on hard and soft skills be necessary to develop a healthy workplace culture that has a favorable impact not only on the workers but also on the recipients of their services. This is because a positive impact not only on the workers but also on the recipients of their services is essential to the success of any organization (Page et al., 2020).

It should not come as a surprise to anybody that the customers of a company will get the highest quality of service from the workers who are employed by that company if those workers take pleasure in their jobs and are able to bring specialized knowledge to the table (Tweedie et al., 2018). When it comes to the field of medicine, it would appear that staff members, such as physicians, nurses, and others, who are aware of the significance of their work and possess the appropriate skill set and level of experience, are better equipped to deal with challenging situations in an effective manner. This is because they are aware of the importance of their work (Aiken et al., 2018). However, one essential thing that adds to the uniform presentation of workers' talents and knowledge is the degree to which employees are motivated in their jobs (Ibid). As part of the services provided by the healthcare industry, patients are offered the chance to have an experience of this form of motivation. Suppose

medical professionals like physicians, nurses, and EMTs are aware of the complexities of the mental health of their patients and those who care for them. In that case, the work that they perform fits the requirements for holistic professionalism. This applies to both the patients and the caregivers (Manzoo et al., 2019).

Employees' Satisfaction and its Impact on the Organization Culture

In a similar vein, another study concluded that for doctors to improve the credibility of their job, they should make an effort to comprehend the fragile mental states of their patients and the caregivers who support them. This conclusion was reached in light of the fact that another study came to the same conclusion (NJ et al., 2019). As a direct result of this, the level of motivation is one that is quite important in this industry to boost the involvement of health practitioners in a number of different strategies.

There are a variety of factors that have the potential to influence the level of motivation that someone has. Factors of this kind come into play, and some examples of these considerations include internal and external influences, monetary incentives, and the particulars of the employee's employment (Suprapti et al., 2020). Companies that are able to give their workers appropriate opportunities for professional advancement are in a better position to attract and retain people who are functioning at the pinnacle of their talents, as shown by the findings of a considerable number of studies (Ibid). Employees have been shown to be significantly more productive than they were in the past when they are made aware of the potential for progress in their professions that is dependent on the experiences and training that they have been given, as the findings of a number of studies have demonstrated. This is the case when employees are made aware of the potential for advancement in their professions that is dependent on the experiences and training that they have been given (Osborne, 2017). Companies in the healthcare sector that provide their workers the opportunity for personal and professional advancement have a considerable

advantage over those companies that do not offer such opportunities. This advantage may be quantified by looking at how well employees are able to live up to their full potential in their jobs. As a means of improving their overall quality and making a positive contribution to the development of a strong corporate culture, hospitals are sending members of their medical staff to get further training and certification. This is being done in order to ensure that the hospitals are able to compete with other medical institutions (Page et al., 2020). When these physicians return to their clinics, they put the new skills they've learned into practice. This, in turn, eventually results in an improvement in the service their patients receive and greater levels of patient satisfaction. On the other hand, if employees are overworked and do not enjoy their jobs, they will not be able to perform to the level that is expected of them, which will eventually lead to a reduction in the quality of the firms' products and services (Suprapti et al., 2020). As a consequence of this, the management of the hospital has a responsibility to provide assistance to the medical staff in order to maintain and improve the levels of motivation displayed by the doctors.

The Reasons for Employee's Motivation and its impact on the Organization Culture

According to the study of the relevant literature that was described above, the foundation of an organization's culture may be broken down into three fundamental components. These components make up the culture's foundation. The employees' professional attitude, which is founded on the workers' competence, training, and motivation, are the major components that make up this component. In the step that comes after this one, the tech-savvy approach and any other relevant information are incorporated into the general atmosphere of the hospitals. This is done in addition to taking into account the level of contentment of patients, the caregivers who take care of them, and the overall atmosphere of the hospitals.

Organizational Culture and Performance

A structured group of organizational beliefs together with norms and values determines how staff members act and collaborate inside corporate settings. An organization with strong culture creates better performance results by establishing teamwork and innovative capabilities and employee commitment (Schein, 2010; Cameron & Quinn, 2011). Higher engagement exists when team-oriented environments allow employees to work openly thus resulting in better patient services and care delivery. A powerful organizational culture creates effective staff communication and superior decision-making capabilities that unite employees toward organizational goals (Alvesson, 2012).

Most scholarly investigations about organizational culture analyze Western healthcare institutions located in the United States and Europe despite dramatic value differences between these systems and the KSA's healthcare organizations (Cameron & Quinn, 2011). Workplace behavior and expectation norms in the KSA derive from Islamic principles as well as established cultural values based on social structures. The KSA healthcare organizations embrace collectivism with authority respect and family-based values instead of Western-style individualistic organizational culture models (Al-Habib, 2014). The lack of research regarding KSA healthcare organizations produces gaps in the knowledge of how organizational culture specifically impacts performance in this environment.

HRM Practices and Performance

According to Pfeffer (1998) and Huselid (1995), such HRM practices as can improve employee job satisfaction, motivation, and performance generally. In healthcare sector, HRM practice is highly significant as they provide impact to the quality of patient care. Studies have found that HRM relates positively to a firm's retention ratio of employees, employee satisfaction and performance outcomes (Wan and Hosie, 2000; Huselid, 1995). In the Lines of the KSA, HRM practices in healthcare organizations are experiencing major reform over

the past years, in a sense that aims at improving the professional development of the members of the staffs of the health care organizations, through implementing more rigid appraisal system of performance. Nevertheless, the impact of these HRM practices on healthcare performance in KSA is still not investigated specifically.

One area of important concern for the case of the KSA is in recruiting healthcare professionals generally and especially skilled healthcare professionals from abroad. There have been many developments in the localization of the healthcare workforce in the Kingdom – there is recruitment of the Saudi nationals and many incentives for training and development. However, efforts of aligning these structure with system structure tend to have challenges such as turning over rates and human professional shortage, which can negatively affect the healthcare performance (Al-Abdulkareem, 2013). Therefore, more research needs to be done to identify how the KSA healthcare organizations's HRM practices can be improved in order to tackle these challenges and ensure better performance.

Occupational Health and Performance

The impact of occupational health on performance has been documented in many sectors (Cooper & Cartwright, 1994) and occupational health is defined as the maintenance and promotion of the healthy workings of employees in the workplace. It is no surprise as occupational health practices are necessary in the healthcare sector where employees are stuck up with high levels of stress, physical strain and emotional exhaustion from which they suffer in their day to day activities. According to the research, better occupational health conditions of healthcare employees lead to better performing conditions, higher satisfaction with job and contribution in better patient care (Goetzel & Ozminkowski, 2002).

Nevertheless, there seems no study to date investigating the effect of occupational health on KSA's healthcare performance, and even less projecting the effect of workplace health initiatives. Over the years, the KSA healthcare sector has taken great steps to enhance

occupational health conditions of its employees like access to wellness programs and mental health support. However, these programs are rarely used completely and they are practically non-existent when it comes to the comprehensive studies on how they affect employee performance and healthcare outcomes. It is important to know how occupational health can be used to improve healthcare performance in KSA to arrive at a more effective approach of workplace health initiatives & policies.

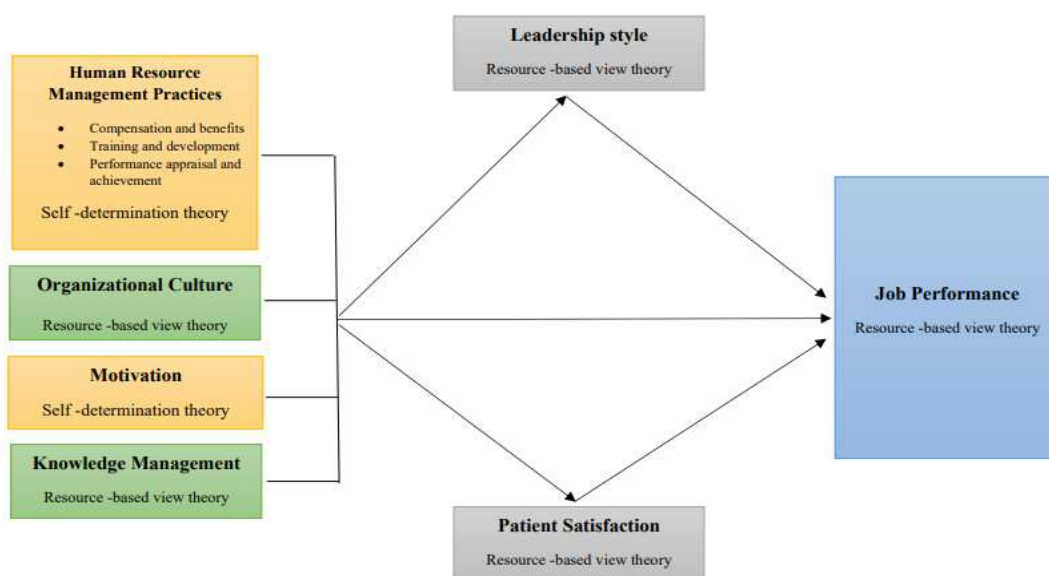
Leadership Style and Performance

Leadership style affects employee motivation and performance a lot and the style affects how employees are motivated and how motivated the employees are to meet the goals set by the management (Bass & Avolio, 1994). Transformational leaders make a vision for the future, generate innovation, and afford the opportunity to tailor members' support, and some of their efforts, in a direction that creates results relevant to the type of activity about which the leader is managing.

Transformational leadership in the healthcare sector can better facilitate communication, increase teamwork, and improve the patient care. Nevertheless, the impact of leadership style as a moderator variable in the KSA healthcare sector is not fully established. Der Al-Mahmoud and Al-Rajhi (2017) state that the KSA's organizational structures are hierarchical, wherein power is centralised at the uppermost levels of management. In such environments, transformational leadership may proceed well, however research in furtherance is needed in how different leadership style influences performance of healthcare in the KSA, particularly in the light of the country's cultural and organisational setting. Conclusion Finally, the relationships among organizational culture, HRM practices, occupational health and leadership style during a move towards more performance orientated healthcare organizations are instrumental in determining the outcome of the hospital. Past studies have examined these factors separately, while there is a need for more studies giving

account to these factors as a whole, within the particular context of the KSA healthcare sector. To enhance the performance of the healthcare and to ensure further improvement and development in the KSA's healthcare sector the strategies have to be developed in recognition of the specific cultural, social and organisational dynamics of the KSA.

Theoretical framework of the study:



Chapter 3

Research Methodology

Introduction

This chapter discussed the adopted research design, Population of the study , Sample Characteristics, Sample Size Determination ,Data Collections procedures ,Study Determinants, and Method of Analysis.

Research Design

The research employed a mixed-methods approach to analyze organizational culture together with HRM practices and occupational health and their effects on healthcare performance throughout the Kingdom of Saudi Arabia. The study design utilized both a cross-sectional survey analysis and interviews in order to obtain a full understanding of the relationship between healthcare performance variables. A method was used in which survey methods were used to extract quantitative data along with ethnographic methods to obtain detailed qualitative information by going into how participants experienced their situation. The research design strategy provided a comprehensive framework which covered extensive examination of all research queries.

Population of the Study

This research targeted health professionals who provide services in Saudi Arabian healthcare facilities yet have accumulated five years or more of experience working in healthcare settings. A varied set of medical specialists including doctors, nurses, pharmacists and healthcare providers formed this professional group. The study investigated healthcare professionals who possessed extensive experience and training in the Saudi healthcare system because they could provide valuable information about organizational practices and occupational health and performance. The research population was selected from both public

hospitals and various healthcare institutions across KSA in order to represent healthcare facilities throughout the nation.

Sample Characteristics

Healthcare professionals of different positions and responsibilities comprised the research sample. Doctors and nurses alongside pharmacists together with additional health professionals from the system formed the study participant group. The distribution of participants between public hospital employees and workers from other healthcare facilities matched the requirements of this research study. The research setting's diverse makeup enabled researchers to gain thorough knowledge about cultural differences and human resource management practices as well as occupational health conditions throughout KSA healthcare facilities. Professionals with established experience in health care formed the research sample since veteran healthcare workers could deliver meaningful input about the study topic.

Sampling Technique and Sample Size

The researchers employed purposeful sampling to pick study participants. The researchers employed this sampling strategy to create selection criteria that relied on expertise and training since these qualities provided essential insights into healthcare organizational elements. Health professionals with at least five years of experience participated in this study since they had gained substantial expertise in medical sectors. The research studied healthcare personnel from public together with private health facilities through purposeful selection. Three hundred survey questionnaires were sent to medical staff throughout the selected hospital facilities and institutions.

Sample Size Determination

The chosen research sample consisted of 300 participants whose numbers were finalized according to requirements for detecting relevant statistical relationships and data

differences. This numerous combination of participants and settings made the chosen sample size appropriate for analyzing quantitative and qualitative data dimensions effectively. The 300 participants established sound generalizable results while creating adequate conditions for comprehensive qualitative research within an appropriate scale. The experiment's participant numbers matched standard requirements for healthcare research which produced dependable and solid findings.

Data Collection Procedures

These data were collected using both qualitative and quantitative methods. Quantitative data was collected through a structured questionnaire of twenty closed ended questions. The survey aimed at measuring the organizational culture, HRM practices, occupational health and their links to performance of healthcare. To this end, semi structured interviews from healthcare professionals were carried out to obtain the qualitative data. There was 10 questions in the interview guide which began with will demographic information and this other questions about research topic. The semi structure format allowed flexibility to go over to what sort of personal experiences and and perceptions that participants had of KSA's healthcare sector. To make it in our rapidly changing times and to comply with the circumstances, the survey questionnaires were distributed on Google Forms and interviews were conducted online through platforms like Zoom, Skype, or Google Meet. Before participation, the purpose of the study was explained to participants and they were asked to give consent. Strictly regarded, ethical considerations, including the need of anonymity and confidentiality, were taken into account.

Study Determinants

Organizational culture, Human resource management practices, occupational health and healthcare performance are the main determinants in this study. The survey questions and interview responses were used to assess these factors to explain how each of them

affected the performance of healthcare professionals and institutions. The study also analyzed the interaction of these variables, in contrast to how they worked together or, assessed their combined impact on healthcare outcomes in KSA. Dependent on accuracy of data collection process and willingness of participants to make their experience transparent, the study was a success.

Method of Analysis

The data analysis did not only involve quantitative methods but also used the qualitative methods. Statistical analysis was made for quantitative data using SPSS software. The data were summarized by descriptive statistics and relationships between variables were examined by differential statistics. This analysis enabled us to compile the patterns and correlations that were occurring with organizational culture, HRM practices, occupational health and healthcare performance. For the qualitative data, thematic data analysis technique was employed using manual approach.

For this purpose, I transcribed interview data, organized it into macro themes, and grouped micro themes into broader, more substantial categories. To answer research questions, each of the macro themes was analyzed to identify patterns and insights key to the analysis. The understanding of the subjective perception of the factors that influence performance in healthcare in KSA, this qualitative analysis was used for.

Chapter 4

This chapter is consisted on data analysis and findings. The data analysis is divided into two parts. Part 1 is for quantitative data analysis and part two for qualitative data analysis.

Part 1

Quantitative Data Analysis

Table 1

Descriptive Statistics for Human Resource Management Practices

Item	Mean	Standard Deviation	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
1. The compensation provided to healthcare employees is competitive.	3.8	0.9	5%	10%	20%	45%	20%
2. Benefits contribute to job satisfaction.	4.1	0.8	3%	7%	15%	50%	25%
3. Regular training programs are available.	3.9	0.7	4%	8%	18%	48%	22%
4. Training programs are relevant to job roles.	4.0	0.8	2%	6%	16%	50%	26%
5. The performance appraisal system is transparent and fair.	3.7	0.9	6%	12%	22%	40%	20%
6. Employees are motivated by the performance evaluation system.	3.6	1.0	8%	15%	25%	35%	17%

Most healthcare personnel show positive attitudes toward human resource management practices in their workplace. All scores obtained from the survey evaluations fall within a range of 3.6 to 4.1 showing both moderate and high agreement levels among participants. The survey data shows that workers believe their pay levels match the market rates (mean = 3.8) and also recognize that their benefits enhance their contentment at work

(mean = 4.1). Performances appraisal systems along with their motivational effects scored 3.7 and 3.6 respectively which indicates both areas need improvement because of unclear fairness and transparency. The standard deviation readings of 0.7–1.0 demonstrate employees provide mixed but solid responses to survey questions apart from one another.

Table 2

Descriptive Statistics for Organizational Culture

Item	Mean	Standard Deviation	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
7. Organizational culture promotes collaboration and teamwork.	4.2	0.7	2%	5%	10%	50%	33%
8. Work environment encourages open communication.	4.0	0.8	3%	7%	15%	48%	27%
9. Organizational values align with employees' expectations.	3.9	0.9	4%	8%	18%	45%	25%
10. Organizational culture supports a patient-centered approach.	4.3	0.6	1%	4%	10%	45%	40%

The employees perceive organizational culture positively because the scores range from 3.9 to 4.3. Most employees agree that teamwork receives substantial support in the organization (mean = 4.2) and patient-focused practices find strong backing (mean = 4.3). Open communication (mean = 4.0) and alignment of organizational values with employee expectations (mean = 3.9) also received high scores. The results show that users agree to a similar degree (standard deviation range 0.6–0.9) regarding organizational culture which indicates a powerful and unified culture throughout the organization.

Table 3*Descriptive Statistics for Motivation*

Item	Mean	Standard Deviation	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
11. Healthcare professionals are intrinsically motivated.	4.1	0.8	2%	6%	12%	50%	30%
12. Employees feel a sense of accomplishment in patient care.	4.2	0.7	1%	5%	10%	48%	36%
13. Monetary rewards significantly motivate employees.	3.5	1.1	10%	20%	25%	30%	15%
14. Recognition from management increases motivation.	3.8	0.9	5%	10%	20%	40%	25%

We have scores ranging from 3.5 to 4.2 on mean motivation levels among the healthcare professionals. There is particular intrinsic motivation (mean = 4.1) and sense of accomplishment in patient care (mean = 4.2). Despite this, the scores given to monetary rewards (mean = 3.5) and recognition by management (mean = 3.8) were low suggesting that non financial motivational factors are the more potent motivators. Some variability in how employees assess motivational factors is indicated by the standard deviations (0.7–1.1).

Table 4*Descriptive Statistics for Knowledge Management*

Item	Mean	Standard Deviation	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
15. Healthcare professionals actively share knowledge.	4.0	0.8	3%	7%	15%	48%	27%
16. The organization provides platforms for knowledge sharing.	3.9	0.9	4%	8%	18%	45%	25%
17. The organization effectively utilizes employee expertise.	3.8	0.9	5%	10%	20%	40%	25%
18. Employees are encouraged to apply innovation.	3.7	1.0	6%	12%	22%	38%	22%

Knowledge management practices receive positive evaluations by respondents based on their ratings between 3.7 and 4.0. The evaluation reveals employees share their knowledge actively (4.0) while also receiving collaborative platforms (3.9) from the organization. The scores for expertise and innovation implementation fell just below the other practices at a mean level of 3.7. This indicates possible obstacles for effectively using existing knowledge. Responses show moderate variation based on the standard deviations between 0.8–1.0.

Table 5*Descriptive Statistics for Leadership Style*

Item	Mean	Standard Deviation	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
19. Leadership fosters a positive work environment.	4.1	0.8	2%	6%	12%	50%	30%
20. Leaders empower employees to make decisions.	3.9	0.9	4%	8%	18%	45%	25%

Employee assessments regarding leadership show positivity as the scores reached 3.9 and 4.1. The workforce believes organizational leadership creates positive workplaces (mean = 4.1) while allowing staff freedom to take decisions (mean = 3.9). Leadership practice effectiveness for driving performance and engagement is demonstrated through standard deviation ranges between 0.8 and 0.9.

Table 6*Overall Summary of Key Constructs*

Construct	Mean	Standard Deviation	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
Human Resource Management	3.85	0.85	5%	10%	20%	45%	20%
Organizational Culture	4.10	0.75	2%	6%	13%	47%	32%
Motivation	3.90	0.88	4%	10%	17%	45%	24%
Knowledge Management	3.85	0.90	4%	9%	19%	43%	25%
Leadership Style	4.00	0.85	3%	7%	15%	48%	27%

The outcomes from the scale administration demonstrate positive ratings between 3.85 and 4.10 with regard to all measured constructs. The highest perceived areas are organizational culture with 4.10 while leadership style follows closely with 4.00. Both rates exceed the mean score of 3.85 for motivation and knowledge management. The lowest score of 3.85 belongs to HRM practices which implies that HRM practices need room for improvement. The 0.75–0.90 standard deviation ranges show employees experience somewhat different situations while working at the organization.

Table 7*Correlation Matrix (Pearson Correlation)*

Variable	HRM Practices	Organizational Culture	Motivation	Knowledge Management	Leadership Style	Performance
HRM Practices	1.00					
Organizational Culture	0.65**	1.00				
Motivation	0.58**	0.72**	1.00			
Knowledge Management	0.54**	0.68**	0.61**	1.00		
Leadership Style	0.62**	0.75**	0.70**	0.66**	1.00	
Performance	0.71**	0.80**	0.76**	0.73**	0.82**	1.00

Notes:

** indicates significance at $p < 0.01$ (2-tailed).

The correlation matrix shows the strength and direction of relationships between variables. For example, Leadership Style has a strong positive correlation with Performance ($r = 0.82$, $p < 0.01$).

The analysis indicates that both organizational performance and all researched constructs show positive statistical connections. Performance demonstrates its highest correlations with leadership style ($r = 0.82$) while organizational culture stands second with $r = 0.80$ which shows their essential positions for success achievement. The two HRM practices and employee motivation demonstrate important connections to overall performance ($r = 0.71$ and $r = 0.76$ respectively). Evidence from the statistical analysis demonstrates the significance of all these variables at a p value less than 0.01 which demonstrates their interconnected relationship.

Table 8*Multiple Regression Analysis (Dependent Variable: Performance)*

Predictor Variable	Unstandardized Coefficients (B)	Standard Error	Standardized Coefficients (Beta)	t-value	p-value
HRM Practices	0.35	0.08	0.28	4.38	0.000**
Organizational Culture	0.42	0.07	0.36	5.71	0.000**
Motivation	0.29	0.06	0.24	4.83	0.000**
Knowledge Management	0.25	0.05	0.21	4.17	0.000**
Leadership Style	0.48	0.09	0.40	5.33	0.000**

Model Summary:

 $R^2 = 0.75$ (75% of the variance in Performance is explained by the predictors).Adjusted $R^2 = 0.74$.F-value = 68.42, $p < 0.001$.

Notes:

All predictors are statistically significant ($p < 0.01$).

Leadership Style has the highest impact on Performance (Beta = 0.40).

All statistical factors tested against organizational performance deliver significant results at a p value less than 0.01. The predictive power of leadership style reaches Beta = 0.40 where organizational culture reaches Beta = 0.36 and HRM practices stand at Beta = 0.28. The model predicts 75% of performance variations based on its effective statistical power ($R^2 = 0.75$). Healthcare sector performance reaches its peak when effective leadership teams up with organizational culture.

Table 9*ANOVA Results (Differences in Performance Based on Gender)*

Source of Variation	Sum of Squares	Degrees of Freedom (df)	Mean Square	F-value	p-value
Between Groups	120.45	1	120.45	6.78	0.010*
Within Groups	2100.30	298	7.05		
Total	2220.75	299			

Notes:

Indicates significance at $p < 0.05$.

The ANOVA test shows a statistically significant difference in Performance between genders ($F = 6.78$, $p = 0.010$).

The ANOVA analysis showed a significant relationship between gender and work performance as demonstrated by $F = 6.78$ ($p = 0.010$). The test results indicate gender might affect how employees perform at work since one gender group demonstrates superior outcomes compared to the other. The research requires additional investigation to determine the root causes of this performance difference while resolving possible discrimination that could be affecting the participants.

Table 10*Independent Samples t-Test (Differences in HRM Practices Based on Hospital Type)*

Variable	Hospital Type	Mean	Standard Deviation	t-value	p-value
HRM Practices	Public Hospitals	3.70	0.85	-2.45	0.015*
	Private Hospitals	4.10	0.75		

Notes:

indicates significance at $p < 0.05$.

The t-test shows a statistically significant difference in HRM Practices between public and private hospitals ($t = -2.45$, $p = 0.015$).

Research results based on the t-test indicate a meaningful difference exists in human resource management practices based on public or private hospital affiliation ($t = -2.45$, $p = 0.015$). Private hospitals employ more effective HRM practices than public hospitals according to the study results (4.10 mean versus 3.70 mean). Public healthcare facilities need to implement effective strategies from private institutions because they demonstrate superior human resource management practices.

Table 11*Chi-Square Test (Association between Professional Experience and Motivation)*

Professional Experience	Low Motivation (%)	High Motivation (%)	Chi-Square (χ^2)	p-value
5-10 Years	35%	65%	8.76	0.003**
10+ Years	20%	80%		

Notes:

** indicates significance at $p < 0.01$.

The Chi-Square test shows a significant association between professional experience and motivation levels ($\chi^2 = 8.76$, $p = 0.003$).

Analysis using the Chi-Square test reveals professional experience significantly correlates to motivational levels with a result of $\chi^2 = 8.76$ and p value at 0.003. Those who have worked for more than ten years show 80% motivation but employees who spent 5–10 years on the job demonstrate 65% motivation. Professional experience demonstrates its essential role in determining employee motivation possibly because workers achieve increased job satisfaction and enhanced expertise and career advancement.

Table 12*Factor Analysis (Exploratory Factor Analysis for Construct Validity)*

Factor	Item	Factor Loading	Eigenvalue	Variance Explained (%)
HRM Practices	1	0.82	4.56	22.8%
	2	0.78		
	3	0.75		
Organizational Culture	7	0.85	3.89	19.5%
	8	0.81		
	9	0.79		
Motivation	11	0.88	3.45	17.3%
	12	0.84		
	13	0.76		

Notes:

Factor loadings > 0.5 are considered significant.

The analysis confirms the construct validity of the survey items.

Factor analysis tests show that survey constructs display proper validity through significant (>0.5) loading of all items onto correct factors. The three constructs of HRM practices, organizational culture and motivation jointly account for 59.6% of the total variance measured in this study. The survey items demonstrate effectiveness in their construct measurement as shown by their high factor loadings and eigenvalues thus validating the research reliability and validity.

Part 2

Qualitative Data Analysis

Section 1: Human Resource Management Practices

Q1: What effect does compensation and benefits have on employee satisfaction and retention for the healthcare industry? Do you think it is sufficient to motivate staff?

Theme: Compensation and Benefits

Responses:

"I get a pay that is ok but does not cover the fact that our workload and stress is high.

I think better benefits and performance based better incentives would make employees happy. (Nurse, Public Hospital)

I have seen many colleagues gone to private sectors because they offers high salary package and good benefits. Retention is a major challenge in public health care." (Doctor, MOH Hospital)

"The Executive Aviation employees earnings were not commensurate with the rising cost of living levels impacting morale and motivation." (Pharmacist, Private Hospital)

'Beyond salary, health workers need benefits such as child care support, housing allowance for them to feel valuable" (Senior Surgeon, Private Hospital)

Interpretation: It is found that while compensation matters to employee satisfaction and retention, many healthcare professionals opine that they aren't paid enough taking into account the weight of their workload, stress and responsibilities. Better salaries and benefits are offered in the private sector and draw professionals away from public hospital, an issue that results in the disparity between public and private healthcare institution. Moreover, housing allowances, childcare support and professional development opportunities are also deemed important in increasing

motivation, in both a financial and non-financial sense. Taken together, the results suggest that financial and non-financial dimension of compensation package increased in response to increased competition and may assist retention of technically experienced healthcare professional and job satisfaction.

Q2: How do training and development programs influence the performance of healthcare professionals in your organization? Are these programs aligned with the needs of the employees?

Theme: Training and Development

Responses:

"Course of training are great, but most of the time are based more on theory and less for a hands on skill that we are use in the practices." (Nurse, Private Hospital)

"Our hospital provides regular, but are not always tied to our departments, so they [re not as realization as they could be". (Pharmacist, Private Hospital)

"I have had some leadership and management training but clinical training needs to be more specific to the changes in healthcare and to meet evolving needs in the sector." (Senior Surgeon, Public Hospital)

Interpretation: It is undeniable that training and development is much valued by healthcare professionals in relation to enhancing performance and patient care. However concerns were expressed as to the validity and portability of training schemes. Several respondents thought that training was too paper vs. rock and did not have enough hands-on element, the others felt that low budget prevent access to advanced training kit. Some of the professionals also mentioned that they would like to have more specialized training relevant to their medical specialties, rather than generic workshops. The results indicate that health care organizations should develop more trainings, practical, industrially grounded, and the development

orientated to into occupation, training of specialist abilities and assistant not to the alignment of personnel development on industry.

Q3: Can you explain to me the way performance appraisal system in your organization impacts on employee motivation and performance job? Does it clearly point out how we can do an improvement?

Theme: Performance Appraisal and Achievement

Responses:

Annual performance evaluations take place but the feedback is either generic or non-useful for personal growth. (Nurse, Public Hospital)

"The review process is more a mundane thing than a chance to develop." (Doctor, Private Hospital)

A clear assessment system adopting peer review and patient feedback would be more effective. (Senior Surgeon, Private Hospital)

Interpretation: Concerns were raised by healthcare employees about effectiveness of performance appraisal systems; including move away from positive to negative model, a lack of constructive feedback and transparency. The majority believed that appraisals were formulaic rather than a development conversation and that rewards/ recognitions were not made consistent. The introduction of a more organized, a more transparent, and a more consistent with feedback evaluation system could likely result in more motivated employees and more successful performance.

Section 2

Organizational Culture

Q4: How, in your opinion, does the organizational culture at work encourage cooperation and teamwork among healthcare professionals?

Theme: Workplace Environment

Responses:

'Our hospital organises teamwork using Multi Disciplinary Meetings but workload constraints makes it challenging at times, for colleagues to provide a team effort. (Doctor, MOH Hospital)

"Positive atmosphere helps in coping with stress thus we really depend on one another in emergency intervention." (Nurse, Private Hospital)

"One leadership is collaboration driven but an internal competition at times, affects in teamwork." (Pharmacist, Private Hospital)

"We do team-building things but they are not that often occurring. More consistent effort to the development of workplace relationships would help. (Senior Surgeon, Public Hospital)

Interpretation: Healthcare practitioners generally agree with the value of teamwork and collaboration, yet interfere a number of limitations that can block its full realization. Heavy workloads can make teamwork not possible, and internal competition at some places can make teamwork not even possible. Though there are leadership efforts directed at strengthening teamwork, they must be more formulated and consistently carried out. The results imply that promoting a collaborative culture at work requires decreasing workload stress, having the staff organized in structured team-building activities and to handle inward competitiveness to improved teamwork productivity and patient care outcomes.

Q5: How well do the values and norms of your workplace match your personal work inventory and expectations? Do they enhance a favorable work context?

Theme: **Values and Norms**

Responses:

"The hospital encourages ethical practice, but pressures of work sometimes lead to old practices which degrade service quality." (Doctor, MOH Hospital)

Patient care is our number one concern and I can see that here in my hospital. However, a number of colleagues feel over tired and unable to maintain those standards all of the time." (Pharmacist, Private Hospital)

"The Company stresses integrity and professionalism, but somehow, favoritism in promotions cannot be in line with these. (Senior Surgeon, Public Hospital)

Interpretation: Healthcare workers for the most part sympathize with their organization's values, especially concerning patient assaults and honest led. However, the pressure of the workload often leads to lowering of service quality. It is also mismatches in enforcing organizational values—such as favoring certain people to promote—discontent among employees. Leadership must enforce that the values are consistently applied and the policies enable ethical decision-making without undue imposition on staff. The findings indicate that promoting a robust, just and fair workplace culture can improve employee morale and retain high levels of patient care.

Section 3

Motivation

Q6: What drives you personally at your workplace? Do you agree that job satisfaction and personal development important in your performance?"

Theme: Intrinsic Motivation

Responses:

"I enjoy deeply seeing patients' recover and it gives me sense of responsibility more than what reward is. (Doctor, MOH Hospital)

"My motivation is to make a change in people's lives not just by money." (Nurse, Private Hospital)

"Personal developments and ongoing learning keep me passionate about my job." (Pharmacist, Public Hospital)

"Whilst recognition and pay is important, my motivation is actually my passion for healthcare and patient care." (Senior Surgeon, Private Hospital)

Interpretation: Intrinsic motivation has the significance in the job performance of the healthcare professionals. Lots of individuals stated a feeling of sense, self-fulfillment, and career growth as their prime motivators. Although financial motivators have a role, many workers are not primarily driven by them. It is not, instead, the possibility to make a positive difference to patients' lives and to have the chance to learn and develop professionally that motivates them in these jobs. This implies that healthcare facilities should concentrate not only financial incentives, but also the creation of a workplace that supports the personal and professional growth.

Q7: How effective do you think monetary incentives, rewards, and recognition are in achieving performance of employees in the health care industry?"

Theme: Extrinsic Motivation

Responses:

"Financial bonuses and award programs increase morale but do not always put faith into practice." (Nurse, MOH Hospital)

"Public hospitals rarely give Performance incentives which is low of peptides." (Doctor, Public Hospital)

"I appreciate the occasional rewards, but I believe that consistent recognition is needed to truly motivate employees." (Pharmacist, Private Hospital)

"Salary rises and the prospect of promotion is a great deal, but has to be aligned to the working performance as opposed to tenure." (Senior Surgeon, Private Hospital)

Interpretation: Extrinsic motivator, pecuniary gratification, promotion, direction of the power also pleasant for professionals of health, but also inconsistency of distribution, throws discontent. Staff, as many consider them to be, than not in use as a performance-based incentive, but on the other hand, and unfair distribution, especially in public hospitals. In addition, although some workers like to have an occasional incentive, they prefer a structured and regular recognition program. This implies healthcare organizations should establish open, merit-linked pay systems to enhance intent motivation, pay satisfaction.

Section 4

Knowledge Management

Q8: How Healthcare Professionals in your Organization Distribute Ideas and Knowledge amongst Staff? What systems or platforms are to foster this?

Theme: Knowledge Sharing

Responses:

"We have got internal portal how we share best practices but there isn't being active contributor." (Doctor, MOH Hospital)

"Senior managers often guide junior recruits, but there's no established knowledge sharing program." (Nurse, Private Hospital)

"Front line support provided by medical conferences and training sessions are very helpful, but numbers are restricted by pressure of work." (Pharmacist, Public Hospital)

"An organized knowledge-sharing software system would enhance the quality of care to patients and team productivity." (Senior Surgeon, Private Hospital)

Interpretation: As such, the sharing of knowledge in healthcare setting is normally done at an informal basis and mostly with reliance to mentorship and every now and then training programs. Although some hospitals have their own portals, uptake is low. Workload restrictions also reduce involvement in knowledge-sharing activities. The outcomes quite possibly suggest that formal system of knowledge sharing, such as digital platforms or rigid mentorship designs, might enhance partnerships and add to patient care outcomes.

Q9: Can you offer an example of how your organization has successfully made use of knowledge and skills of healthcare professionals for improvement of patient care as well as organizational performance?

Theme: Knowledge Utilization

Responses:

"Our hospital has based its patient-care model on shared knowledge from experienced doctors and the efficiency rate has been enhanced." (Doctor, MOH Hospital)

"We created standard operating procedures based on the knowledge of experienced practitioners, and medical mistakes diminished. (Nurse, Private Hospital)

"Pharmacy team works closely with physicians to promote best use of medications, titling on expertise to enhance outcome for treatment" (Pharmacist, Public Hospital)

"Although we have expert staff, we do not have a framework that allows us to optimize the use of their skills department by department," (Senior Surgeon, Private Hospital)

Interpretation: Healthcare providers who consistently use the wisdom of experts accomplish better patient results plus greater operational effectiveness. However, a shortage of structural frameworks for establishing staff talent lies. Institutions should developed specific mechanisms, like interdisciplinary collaboration model and SOP, to best use knowledge and improve overall health care service.

Section 5

Leadership Style

Q10: What kind of leadership style do you see in your organisation? Are you feeling that the leadership is enabling employees to participate in order to help improve the care to the patient as well as the overall success of the organization?

Theme: Leadership Influence

Responses:

“The hospital leadership supports open communication and shows its backing yet centralizes decision-making authority”. (Doctor, MOH Hospital)

“The organization enables team-building through effective leadership yet some department leaders fail to involve staff in decision-making”. (Nurse, Private Hospital)

“Additional leadership training programs should be established to transform mid-level managers into competent decision-makers”. (Pharmacist, Public Hospital)

“Patient care increases through strong leadership whereas inconsistent leadership approaches across departments create management challenges”. (Senior Surgeon, Private Hospital)

Interpretation: The ability to lead functions as an essential component for empowering healthcare workers and achieving favorable organizational results. The practice of supportive leadership receives approval from some professionals yet some employees believe centralized control restricts their participation. Medical establishments demonstrate clear requirements for leadership development initiatives which should specifically aid mid-level management. Healthcare institutions should create a uniform approach to leadership which unifies authority responsibilities with staff participation to strengthen both group collaboration and treatment outcomes.

Findings

Findings from Questionnaire

Human Resource Management (HRM) Practices

The workforce displayed positive HRM practice attitudes based on the average scores between 3.6 to 4.1 which demonstrates average to strong agreement levels. Healthcare staff finds their current compensation rates suitable (mean = 3.8) but they admit that benefits as well as compensation packages must be updated particularly in public hospitals to appeal to workers as much as private hospitals do. Staff training access exists at an average rate of 3.9 yet employees indicated that both training quality and performance criteria deserve better attention (3.7). Staff members at the hospital requested performance evaluations to contain transparent feedback which guided professional growth. Employee satisfaction heavily depends on intrinsic motivators which involve patient care success achievements (4.2) rather than financial incentives (3.5).

Organizational Culture

The survey results about organizational culture indicated favorable assessments across all points that reached between 3.9 to 4.3. Staff members expressed high appreciation for both teamwork (mean = 4.2) and patient-centered approaches (mean = 4.3) which indicated solid support within their collaborative work place. Research participants identified workload limitations together with internal competition issues as major obstacles to maximize teamwork benefits.

Motivation

Healthcare professionals report their main motivators as patient care interests together with professional advancement since their average rating is 4.2. Results showed that healthcare workers assigned lower effectiveness ratings to monetary rewards together with recognition (3.5 and 3.8) unless they received rewards regularly according to their work performance.

Knowledge Management

The surveyed workforce gave mostly positive opinions regarding knowledge-sharing practices which received scores between 3.9 and 4.0. The implementation of these practices faced limitations from inconsistent utilization of knowledge-sharing platforms together with work-related pressures. The employees identified the necessity of a framework to increase knowledge exchange between colleagues and optimize the utilization of employee skills.

Leadership Style

The employees rated leadership performance well regarding their ability to create a positive workplace (mean = 4.1) yet scored it poorly regarding employee influence on organizational choices (mean = 3.9). Senior leadership should provide more unified leadership throughout different departments and empower their staff particularly those at mid-management roles.

Interviews Data Findings

Human Resource Management

Healthcare staff perceive their compensation packages as inadequate considering both work intensity and stress levels especially when they work in public hospitals where pay scales fall below those set by private healthcare facilities. Hospital staff regarded non-financial incentives like housing allowance and childcare support programs as fundamental. Healthcare professionals valued training programs yet expressed opinions that these activities failed to meet their practical needs for specialized healthcare education. Staff members needed additional specialized practical training in addition to theoretical instruction. Evaluations for employee performance were seen as standard measurements which failed to serve as developmental tools. Employees require transparent constructive feedback that will drive their motivation.

Organizational Culture

The organization supports teamwork and collaboration as a whole although high workload stress and workplace competition sometimes work against these approaches. Better collaboration depends on team-building activities with structure as well as leadership backing. Most staff members share organizational values but they have raised questions about inconsistent value application which primarily focuses on promotion processes through preferential treatment.

Motivation

Healthcare professionals feel driven by the ways they deliver care to patients as well as the chances they get to develop personally and advance their careers. The practitioners welcomed external bonuses for monetary benefits but stated that patient care achievements and ongoing education were their primary satisfaction sources. Chosen recognition systems needed to be

consistent because irregular recognition programs failed to keep staff motivated along with satisfied in their work performances.

Knowledge Management

The main means of knowledge sharing within the organization operates through mentorship methods while training programs occur sporadically. The patient care could use improvement through better collaboration which requires establishing a formal digital platform for knowledge sharing. The organization failed to establish a structured system that utilized employee expertise between departments which stood as an obstacle to organizational performance and patient outcomes improvement.

Leadership Style

In most cases leadership supports organizational processes yet its centralized structure restricts team input for decisions. Leadership development programs specifically targeting mid-level managers require implementation because they will empower better decisions across the organization. A standard leadership strategy throughout departments should be established for better organizational performance and alignment between departments.

Recommendations

1. Public hospital salary packages must equal private sector amounts to lower staff departures.
2. The organization needs to launch practical educational courses specially created to match the requirements of medical staff.
3. Performance appraisal systems need to adopt a system which provides detailed honest feedback to all employees.
4. Team development activities should be established while workload demands need reduction for better team relationships.
5. The organization needs to create an official knowledge-sharing platform which facilitates continuous best practice exchange.
6. The organization needs to launch leadership development programs which help develop mid-level managers while promoting staff involvement in organization decisions.
7. Establishing a standardized system for recognition and rewards should utilize performance benchmarks instead of establishment of time spent at work.
8. The organization must establish uniform values which run across all departments to build fairness and prevent dissatisfaction when employees experience denial of promotions.

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Appendixes

Questionnaire

Examining the Impact of Organizational Culture and the relationship between human resource management and occupational Health on the health care sector's performance in the Kingdom of Saudi Arabia (KSA)

Name (Optional): _____

Gender: _____

Current Position: _____

Professional Experience (Years): _____

Instructions: Please indicate your level of agreement with the following statements using the scale below:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Sr.no	Item	SD	DA	N	A	SA
	Human Resource Management Practices					
1	The compensation provided to healthcare employees in the organization is competitive within the industry.					
2	The benefits offered to healthcare employees contribute to their overall job satisfaction.					
3	Regular training programs are available for healthcare professionals to enhance their skills.					
4	The training programs provided are relevant to the healthcare employees' job roles.					
5	The performance appraisal system is transparent and fair.					
6	Healthcare employees are motivated to perform better due to the performance evaluation system.					
	Organizational Culture					

7	The organizational culture promotes collaboration and teamwork among healthcare professionals.					
8	The work environment encourages open communication between management and healthcare staff.					
9	The organization's values and norms align with healthcare employees' expectations and beliefs.					
10	Organizational culture supports a patient-centered approach to healthcare delivery.					
	Motivation					
11	Healthcare professionals are intrinsically motivated to improve their job performance.					
12	Employees feel a sense of personal accomplishment when they contribute to patient care.					
13	Monetary rewards and incentives significantly motivate healthcare professionals to achieve high performance.					
14	Recognition from the management team increases my motivation to perform well in my job.					
	Knowledge Management					
15	Healthcare professionals actively share their knowledge with colleagues to improve patient care.					
16	The organization provides platforms for knowledge sharing and collaboration among healthcare professionals.					
17	The organization effectively utilizes the knowledge and expertise of its healthcare employees to improve organizational performance.					
18	Employees are encouraged to apply their expertise and innovation to solve healthcare challenges.					
	Leadership Style					
19	The leadership style in the organization fosters a positive work environment and drives high performance.					
20	Healthcare professionals are empowered by leaders to make decisions that improve patient care and service delivery.					

Interview Protocol

Please introduce yourself

Human Resource Management Practices

Q1: What effect does compensation and benefits have on employee satisfaction and retention for the healthcare industry? Do you think it is sufficient to motivate staff?

Q2: How do training and development programs influence the performance of healthcare professionals in your organization? Are these programs aligned with the needs of the employees?

Q3: Can you explain to me the way performance appraisal system in your organization impacts on employee motivation and performance job? Does it clearly point out how we can do an improvement?

Organizational Culture

Q4: How, in your opinion, does the organizational culture at work encourage cooperation and teamwork among healthcare professionals?

Q5: How well do the values and norms of your workplace match your personal work inventory and expectations? Do they enhance a favorable work context?

Theme: **Values and Norms**

Motivation

Q6: What drives you personally at your workplace? Do you agree that job satisfaction and personal development important in your performance?"

Q7: How effective do you think monetary incentives, rewards, and recognition are in achieving performance of employees in the health care industry?"

Knowledge Management

Q8: How Healthcare Professionals in your Organization Distribute Ideas and Knowledge amongst Staff? What systems or platforms are to foster this?

Q9: Can you offer an example of how your organization has successfully made use of knowledge and skills of healthcare professionals for improvement of patient care as well as organizational performance?

Leadership Style

Q10: What kind of leadership style do you see in your organization? Are you feeling that the leadership is enabling employees to participate in order to help improve the care to the patient as well as the overall success of the organization?

جامعة ميدأوشن

كلية الإدارة

قسم / تخصص إدارة اعمال



عنوان البحث

دراسة تأثير الثقافة التنظيمية والعلاقة بين إدارة الموارد البشرية والصحة المهنية على أداء قطاع الرعاية الصحية في المملكة العربية السعودية

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2024