

السنة الأولى (فبراير 2023)

المجلة العربية  
للبحوث والدراسات

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# The impact of the regulatory work environment on the performance of health practitioners King Khalid Central Hospital in Najran

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## APSTRACT

The study aimed to identify the concepts of the work environment prevailing among health practitioners at King Khalid Hospital through a survey of their opinions.

Disclosure of the impact of the organizational work environment on the performance of health practitioners at King Khalid Hospital. The study assumed a statistically significant relationship between the concepts of the work environment prevailing among health practitioners at King Khalid Central Hospital in Najran and their performance. It also assumed a statistically significant relationship between the regulatory work environment and the performance of health practitioners.

The study reached several results, the most important of which is a positive and statistically significant linear relationship between the organizational environment of King Khalid Central Hospital in Najran on the performance of health practitioners in the hospital.

## Introduction:

Some health organizations strive to achieve high levels of job performance through many strategies, including the provision of human, material and information resources, and it is known that when there is an appropriate internal environment that is encouraged, it is considered an essential ingredient for the success of the health organization at the present time, so creating a good work environment puts great benefits for the health institution such as increasing productivity for the health practitioner and increasing and improving the level of job performance (Rahmoun, 1996).

A good work environment in business organizations is the main means to improve and raise the productivity of the worker in general, and in particular in the healthy work environment and hospitals, and therefore good management is keen to identify the characteristics of this environment and its relationship with other variables, and this contributes to the adoption of policies and procedures to support the positive aspects of the organization, and eliminate the negatives to reach an ideal work environment through which to work efficiently and effectively in high performance (Al-Zayed, 1996).

Therefore, the current study seeks to reveal the impact of the organizational work environment on the performance of health practitioners at King Khalid Central Hospital in Najran region.

It can be defined in this research as the location where a particular task is completed, and includes the actual location where the work is carried out and other factors related to the place, such as air quality, noise level, as well as the availability of features provided to workers.

Performance of health practitioners: It can be defined as the work carried out by the health practitioner to care for patients from the therapeutic and medical aspects.

### **Study problem:**

There was a need to reconsider the work environment as a result of the rapid development and continuous change in all fields, especially in health institutions, and the need for periodic analysis to reveal the strengths and weaknesses that affect the performance of health practitioners in hospitals, and to try to create a work environment that contributes to the development and improvement of job performance.

Due to the importance of job performance in the development and sustainability of health institutions, the researcher concluded the need to study the impact of the organizational work environment on the performance of health practitioners at King Khalid Central Hospital in Najran.

Therefore, the research problem can be formulated as follows:

What is the impact of the organizational work environment on the performance of health practitioners at King Khalid Central Hospital in Najran?

**Hypotheses of the study:**

1/ There is a statistically significant relationship between the internal organizational dimension and the performance of health practitioners at King Khalid Central Hospital in Najran.

2/ There is a statistically significant relationship between the internal administrative dimension and the performance of health practitioners at King Khalid Central Hospital in Najran Region.

3/ There is a statistically significant relationship between the distance of the relationships between these administrative levels and the performance of health practitioners at King Khalid Central Hospital in Najran.

**Study variables:**

**Dependent variables:** Performance of health practitioners at King Khalid Hospital in Najran.

**Independent variable:** Elements of the organizational work environment at King Khalid Central Hospital in Najran region, namely:

- The internal organizational dimension and the internal system of the facility.
- The administrative dimension is internal, including senior, middle and executive administrative levels.
- After the relationships between these levels.

**Objectives of the study:**

The current study aims to achieve the following objectives:

1 / Identify the concepts of the work environment prevailing among health practitioners King Khalid Hospital through their survey.

2/ Disclosure of the impact of the organizational work environment on the performance of health practitioners at King Khalid Hospital.

## **Importance of the study:**

The importance of this study is due to the fact that it dealt with the impact of the organizational work environment on the performance of the health practitioner, and therefore the importance of the study can be determined by the following:

### **I. Applied importance**

It is expected that this study will contribute to providing clarifications on the extent of the impact of the organizational work environment on the performance of the health practitioner through the expected results, it is possible to submit proposals and future plans that contribute to creating an ideal work environment that has a positive impact on the performance of health practitioners and thus on the quality of health services provided.

### **II. Scientific importance**

- Enriching the knowledge and the Arabic library in the field of studies related to the impact of the organizational work environment on the performance of health practitioners.
- The study depends on a survey of the opinions of health practitioners at King Khalid Hospital, which may necessarily reflect the most important factors that have an impact on the performance of the health practitioner.

## **Limitations of the study:**

Time limits: Academic year 1439/1440 AH

Spatial boundaries: Health Affairs in Najran Region.

Objective limits: The impact of the organizational work environment on the performance of health practitioners at King Khalid Central Hospital

Human limits: Medical workers (health staff) at King Khalid Hospital in the emergency department.

## **Working Environment**

The concept of work environment is one of the concepts that have received wide attention by specialists in traditional and contemporary organizational

thought, and defines the work environment as "all the conditions prevailing inside and outside the organization, which have an impact on the behavior of employees and determine their attitudes towards work" (Rahmoun, 1996).

Examples of this type of work environment are the natural environment such as climate and nature, the economic environment such as economic systems, the technological environment such as development and knowledge, the social environment such as social classes and roles, and the cultural environment such as traditions and customs (Bougrinat, 2013).

The work environment in the health field can be defined as an attractive and supportive work environment; that is, it is an environment that attracts individuals to health professions, encourages them to stay in it, and enables them to perform effectively, and the purpose of providing attractive work environments is to create incentives to enter health professions, in addition to that, supportive work environments provide conditions that enable health workers to perform effectively, and make optimal use of the skills, competencies and resources available in order to provide high-quality health services (Oswald, 2012).

### **Internal working environment:**

The internal work environment is defined as the internal organizational and administrative dimensions of the organization that determine the characteristics of the internal organization and distinguish it from other organizations. This definition defines the internal work environment in two main dimensions, the internal organizational dimension and the internal system of the institution, and the internal administrative dimension including the senior, middle and executive administrative levels, and the relationships between these levels (Rahahleh, 2010).

It is also defined as: the environment in which individuals work within a single organization and the framework within which work is done. This definition defined the internal work environment in that environment and the space in which individuals work, and the internal work environment includes in its content a functional social environment, while the social environment expresses the social situation in which relations between individuals take place in ways imposed by the organizational rules and laws in the institution, as well as practices, communications and relations between individuals,

while the functional environment expresses the extent of individuals' participation in determining the objectives of the institution, and the appropriateness of manpower planning programs, identifying jobs, clarifying responsibilities and relationships and raising Levels and abilities of individuals (Al Dhaheri, 2007)

The internal work environment is that in which individuals work within the same organization, and the framework through which the work is accomplished, and successful management is what provides a work environment suitable for the nature of its work so that everyone has a suitable atmosphere for work and thus productivity is effective through the giving and effort made (Rahmoun, 1996).

## **Performance of health practitioners**

### **Concept of performance:**

The subject of job performance is one of the basic topics in the theories of administrative behavior in general and administrative organization in particular because of the importance it represents to reach the desired goals of organizations efficiently and effectively.

The word performance refers to several phrases, including what indicates the employee's commitment to the duties of his job and carrying out the tasks assigned to him through the performance of his job duties, bearing the burdens and responsibilities of the job, commitment to ethics and good morals within the organization in which he works, and commitment to official working hours in attendance and departure.

Accordingly, there are many definitions of performance by researchers, as job performance is defined as an activity that enables an individual to successfully accomplish the task or goal assigned to him, depending on the normal constraints of reasonable use of available resources.

Performance is defined as the product of a specific effort made by an individual or group to accomplish a specific work, and work is defined as (the individual performs the various activities and tasks that make up his work).



Badawi refers to performance as a phrase (carrying out the duties and duties of the job according to the rate imposed by the efficient trained worker) (Badawi, 1984).

Employee performance was defined as: results and achievements achieved by employees according to the tasks and duties assigned to them (Issa, 2014).

Performance is known as the most important axis in the functional field, if this performance is distinguished in a work environment of justice and equality, it is logical that this tender takes its owner to a prominent position in the organization in which he works, and in a world of rapid change and intense competition, and the organization will not be able to enter the competition unless high performance is one of its most important characteristics, and this performance stems from the outcome of the performance of individuals in the organization as a whole (Solomon 2017, p. 15).

It is also referred to as representing the degree of achievement and completion of the tasks that make up the individual's job, and it reflects how the individual achieves or satisfies the requirements of the job, and there is often confusion and overlap between performance and effort, as effort refers to the energy expended, while performance is measured on the basis of results (Solomon 2017, p. 15).

Hilal believes that human behavior is the determinant of the individual's functional performance, which is the outcome of the interaction between the nature of the individual and his upbringing and the situation in which he exists, and that performance does not appear except as a result of pressures or forces emanating from within the individual himself only and that there is interaction and compatibility between the internal forces of the individual and the external forces surrounding him, which leads to the emergence of performance) (Hilal, 1996).

### The impact of the work environment on the performance of health practitioners:

The performance of any institution depends on the performance of its human resources, especially in health institutions, so it has become necessary to pay attention to such a resource.



Various studies have proven a close link between job performance and satisfaction and the surrounding work environment.

Not only do institutions raise the performance of their members, because of their role in achieving their goals, but also work to raise their morale and provide them with reasons for satisfaction and happiness in the work environment in order to achieve job satisfaction for them, and this is due to the role of satisfaction in increasing their productivity and increasing their loyalty to the institution and their dedication to their work, for these reasons The topic of the internal work environment has received the attention of researchers and practitioners in management, because it deals with the feelings of the individual at various levels of the career ladder towards the work he performs and the surrounding environment Since these feelings have a significant impact on an individual's work, work environment and satisfaction occupy the attention of managerial leaders and subordinates alike (Lahmar, 2013).

The creation of working conditions is one of the determining elements of the level of worker performance, but its importance can only be highlighted by researching the various health damages that can be caused to the worker in the absence of security and safety measures, among the most important of these effects we find work pressure, work accidents and occupational diseases (Lahmar, 2013).

Work stress also has an impact on the performance of health practitioners, as many studies have confirmed that pressure is a major factor in the occurrence of many organizational problems, including the problem of low performance, and in this context some studies have found that a low rate of pressure is associated with a higher rate of performance and vice versa, and although this result is correct in some cases, it has recently been proven that work pressure negatively affects performance even at its lowest rates, for reasons Next (Serafi, 2009)

1/ The worker who is under pressure thinks involuntarily about them (problems) more than he focuses on performing his task, so he cannot perform them as he should.

2/ Continuous exposure to work pressures affects the health of the worker, which prevents him from performing his task successfully.

3/ The more complex the task assigned to him, the lower the level of performance of the worker, when he is under the influence of pressure, because it reduces his cognitive abilities.

Despite these facts, it must be recognized that there are special cases in which worker performance is not affected by work pressures. This happens if he has a lot of stamina and control of his nerves, or is an expert in his field, especially if the work is simple.

Keep in mind that the effect of each level of pressure varies from person to person. There is a worker who is not affected by any level of pressure, and there are workers who consider pressure a kind of challenge for them and their abilities, which pushes them to show abilities.

Hacks raise their performance levels while some may be affected by the slightest feeling of stress.

## Research Methodology

The current study uses the descriptive analytical approach, as the descriptive analytical approach is a practical scientific method that studies the administrative activity in the facility Public and private describing its current status and revealing the negative aspects and defects, which it suffers from along with the presentation Of The optimal solutions by which management becomes what it should be (Al-Muzaji, 1428, page 119). This approach was chosen because it will introduce us to the most important determinants of the impact of the work environment on the performance of health practitioners, through the answer of the members of the study sample to the statements of the questionnaire, which will be Designed to serve the objectives of the study.

### Study population and sample:

The research community represents all employees of King Khalid Central Hospital in Najran and their number is about (1102), and the researcher has

selected a random sample of doctors and all technicians in the emergency department of 285 single, using the equation of Richard Geiger as follows:

It was distributed to the members of the target sample and after sorting the total sample was 122 single.

### Study sample:

Categories of employees	society	Required sample of each layer
Consultant Physician	50	13
Specialist Physician	71	18
General Practitioner	60	16
Nursing	550	142
Ambulance & Emergency	38	10
Non-Physician Specialist	88	23
Health Assistant	108	28
pharmacist	49	13
Laboratory Technician	38	10
Radiology technicians	36	9
Physiotherapy	14	4
Total Community	1102	285

285 electronic questionnaires were distributed to the target sample groups according to the above table, so the questionnaire was answered by (122) were used in the analysis process..

. Sources of study data collection:

**First / secondary data:** - By reviewing Arab and foreign references as well as magazines and specialized books in order to enrich the theoretical side of the study .

**Second: Preliminary data:** - By designing a questionnaire form by the researcher to be the primary study tool to collect data from the members of

the study sample, provided that the questionnaire is divided into two main parts:

Section I: It includes personal and functional data of the members of the study sample.

The second section: it is divided into three axes.

### Study Tool:

The questionnaire was used as a tool for this study to collect information and data related to it, due to its nature in terms of its objectives, methodology, and society, it is considered one of the most common and used research tools in the field of humanities, it is more effective in terms of time and cost, and the possibility of collecting data on a larger number of individuals compared to other means, and the study tool was based in its preparation on:

- 1) Theoretical literature on the subject of the role of the internal environment in the performance of employees.
- 2) Benefiting from studies that concern the factors affecting the performance of employees.

### Stages of building the questionnaire:

The study tool went through several steps until it became applicable in the field by reviewing the study literature and previous studies of the subject of study, as follows:

#### First Step:

Determine the objective of the study tool, which is to measure the role of the organizational work environment and its impact on the performance of health practitioners at King Khalid Central Hospital in Najran.

**Second Step:** Determine the measurement areas of the study tool: The measurement areas of the study tool were represented in two main parts:

**Section I:** Includes general data on respondents in terms of: gender, educational level, work experience, job.

**The second section:** includes questions of the axes of the study tool:

The first axis: the organizational work environment with its three dimensions: (the organizational dimension - the internal administrative dimension - the dimension of the existing relations between the administrative levels).

The second axis: the performance of health practitioners.

Third Step: Formulating the phrases of the study tool in its initial form: After identifying the areas of the questionnaire, the phrases of the study tool were formulated by reviewing the theoretical framework and measures of previous studies related to the role of the organizational environment in the performance of employees, and the phrases of each area were formulated according to the procedural definitions of the field that was measured by the questionnaire, and some of the phrases contained in previous studies were used.

**Fourth Step:** Formulation of the instructions of the study tool: The questionnaire instructions were formulated for the purpose of introducing the members of the study population to the objective of the study tool, taking into account the clarity of the phrases and their suitability to the level of respondents, and emphasizing the writing of data on the study variables.

**Sixth Step:** Presenting the study tool to the arbitrators: After developing the study tool in its initial form, it was presented to a group of arbitrators from faculty members specialized in the field of study, by asking them whether the phrases belong to the field they measure, and about the clarity of the phrase and the linguistic wording, and the degree of its importance to the field you measure, in order to ensure the appropriateness of the phrases, and to consider the adequacy of the study tool in terms of: The number of phrases, their appropriateness, the extent of linguistic soundness, and the addition of any suggestions or amendments they deem appropriate.

**Step Seven: Finalize the Questionnaire:**

The questionnaire was produced in its final form (see Appendix No. (1) and applied to the study sample.

The questionnaire in its final form consists of (3) pages including all the study questions in addition to the initial questions.

#### Statistical methods used:

- 1) The data of this study are analyzed using the statistical package, and the following statistical methods were used:
- 2) Calculate the arithmetic mean and standard deviation of the response scores.
- 3) Frequencies and percentages.
- 4) Use the Cronbach alpha scale to find the stability coefficient.
- 5) Pearson's correlation coefficient to measure the internal consistency of the study tool and find the correlation coefficient between these variables.
- 6) Analysis of single variance to find differences between demographic variables (educational level, practical experience) in the axes of the study tool.
- 7) Test (t) for independent samples - to find the differences between the groups of gender and function variables.

#### Internal consistency of scale:

The internal consistency of the scale was calculated by calculating the correlation coefficient between the item score and the total score, and the results were as shown in the following table (1):

Table (1) Internal consistency of phrases for the axes of the study tool.

Axis	Number of ferries	Pearson's correlation coefficient
Organizational dimension	5	0.904**
Internal administrative dimension	4	0.886**
After the relationships between the administrative levels	5	0.919**

Performance of health practitioners	5	0.532**
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(\*\*) is a function at a statistical significance level (0.01).

The above table is Pearson's correlation coefficients between each axis and the total degree of the study tool to find the internal consistency coefficient, through the values of the correlation coefficient, we find it reached (0.532-0.919) positive and statistically significant at the level of statistical significance (0.05), which means that there is internal consistency between the two axes of the study tool and the total score, that is, it can be relied upon in the data collection and prediction of the results of this study.

### Coefficient of stability:

The Cronbach alpha coefficient was used to find the stability coefficient for the axes of the study instrument and the instrument as a whole as in the following table:

Table No. (2) Alfa Cronbach coefficients for the axes of the study tool.

Axis	Number of ferries	Alpha Cronbach
Organizational dimension	5	0.858
Internal administrative dimension	4	0.879
After the relationships between the administrative levels	5	.836
Performance of health practitioners	5	0.684
The tool as a whole	19	0.922

It was shown from the above table that the alpha Cronbach coefficient for the axes of the study tool amounted to (0.684-0.879) high degrees, which means that there is stability in the axes of the tool, and we also find the value of Alfa Cronbach for the tool as a whole amounted to (0.922) high, which means that there is stability in the study tool and can be relied upon in data collection.



Table No. (3) Weights of answers.

Answer	Weight	Weighted average value	Degree of approval
very agree	5	From 4.20 to 5	Too big
I agree	4	From 3.40 to less than 4.2	Significantly
Kind of	3	From 2.6 to less than 3.40	Medium degree
Disagree	2	1.80 to less than 2.6	Weakly
Strongly disagree	1	1 to less than 1.80	to a very weak degree

The weighted arithmetic averages of each statement of the study instrument were calculated and compared with the range in the table above and the answer is given corresponding to the range within which the mean of the statement falls.

## Analyze data and discuss results

First: Analysis of Personal Data:

Genre:

Table (4) Distribution of sample members by type.

genre	Iteration	Ratio
male	104	85.2
female	18	14.8
Total	122	100

The above table is the percentages and frequencies of the distribution of the sample members according to gender, we find that the majority are males (85.2%) while the percentage of females is (14.8%).

**Education Level:**

Table No. (5) Distribution of Respondents by Educational Level

Education level	Iteration	Ratio
diploma	53	43.4
Bachelor	47	38.5
Master	19	15.6
Doctor	3	2.5
Total	122	100.0

The above table is the percentages and frequencies for the distribution of the sample members according to educational levels, we find that the majority (diploma) by (43.4%), followed by (bachelor's) by (38.5%), then (master's) by (15.6%) and finally (doctorate) by (2.5%). It turned out that most of the sample members are diploma holders, and this may be due to the fact that most of the participants are technical medical staff.

**Work Experience:**

Table (6) Distribution of Sample Members According to Practical Experience

Work Experience	Iteration	Ratio
Less than 3 years	14	11.5

3 to 5 years	27	22.1
6 to 10 years	26	21.3
More than 10 years	55	45.1
Total	122	100

The above table is the percentages and frequencies for the distribution of the sample members according to practical experience, we find that the majority of their years of experience (more than 10 years) by (45.1%), then (from 3 to 5 years) by (22.1%), followed by (from 6 years to 10 years) by (21.3%) and finally (less than 3 years) by (11.5%).

We note that the majority of the sample members have great experience of more than 10 years, which gives this study strength because the participants in the majority of them have sufficient experience in practicing health work.

#### Function:

Table No. (7) Distribution of Sample Members by Job

Function	Iteration	Ratio
doctor	17	13.9
nurse	44	36.1
emergency	32	26.2
X-ray	11	9.0
laboratory	7	5.7
pharmacist	3	2.5
Other	8	6.6
Total	122	100

The above table is the relative and frequencies of the distribution of the sample members according to the job, we find the majority of the sample members are nurses by (36.1%), then (emergency) by (26.2%), followed by (doctors) by (13.9%), then (radiology) by (9%), followed by (other) by (6.6%), then laboratory by (5.7%) and finally (pharmacist) by (2.5%).

We note that the predominant category is nurses, and this may be due to the great need for them in all hospitals in all departments because of the burden that falls on them in the health process inside hospitals.

Table (8) is the arithmetic averages and standard deviations of the respondents' answers to the organizational dimension statements (internal system of the institution).

M	Ferry	Average	Standard deviation	Degree of approval	Kai Square	Significance level
1	Current work hours/ patterns to suit my personal circumstances.	4.16	0.99	Large	88.574	0.000
2	The hospital provides an atmosphere of mutual respect for individual rights and freedom..	3.96	1.12	Large	60.869	000
3	Provide the spirit of initiative and innovation of the health practitioner in the hospital.	3.20	1.26	Large	19.557	000
4	The internal system of the hospital achieves the aspirations of the employees.	3.25	1.16	Large	32.754	000
5	My ambitions and goals are closely aligned with the hospital's policies..	3.18	1.09	Large	30.869	000
	<b>The axis as a whole</b>	3.55	1.12	Large		

The above table shows the arithmetic averages and standard deviations of the responses of the sample members to the statements of the organizational dimension, we find that the general average reached (3.55) falls within the fourth category (3.4-4.2) of the five-year Likert standard, which means that the degree of approval of the statements of the organizational dimension was large.

Based on the arithmetic averages of each phrase separately, the phrases were arranged in descending order, starting from the largest arithmetic average and ending with the phrase with the smallest average, we find that the phrase (current hours / patterns of my work suit my personal circumstances) at the beginning of the ranking with an average of (4.16) and a large degree of approval, and then the phrase (The hospital provides an atmosphere of mutual respect for individual rights and freedom) with an average of (3.96) and a large degree of approval, followed by the phrase (provides the spirit of initiative and innovation among the health practitioner in the hospital) with an average of (3.20) and an average degree of approval Then (the internal system of the hospital achieves the aspirations of the employees) with an average of (3.25) and an average degree of approval, and finally the phrase (my ambitions and goals are very consistent with the hospital's policies) with an average of (3.18) and an average degree of approval.

We find through the levels of statistical significance of the square test as a we find it amounted to (0.000) less than (0.05), which means that there are statistically significant differences between the answers of the sample members, and most of these differences in favor of the answer are average, which means that the internal organizational dimension at King Khalid Central Hospital in Najran region was greatly satisfied by the employees of this hospital. Table (9) is the arithmetic averages and standard deviations of the respondents' answers to the statements of the internal administrative dimension (senior administrative levels, executive middle) m square of significance Standard deviation Score of approval square of significance 3 Administrative levels of the hospital help to achieve employee satisfaction 3.16 1.13 Medium 29.230 000 2 The working environment in the hospital provides the well-being of the employee. 3.08 1.10 Medium 36.934 000 4 Senior management is interested in training staff in the hospital on an ongoing basis. 3.03 1.19 Medium 17.508 000 1 The hospital administration seeks to satisfy the desires of health practitioners and motivate them to raise their morale. 2.70 1.23 Medium 15.623 000 Axle as a whole 2.99 1.16 Medium The above table shows the arithmetic averages

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