

**"The Impact of Health Care Workers Motivation on Service Quality in
Saudi Governmental Hospitals"**

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Abstract

The main purpose of this research is to discuss how employee's motivation process can affect and increase the level of quality provided by hospitals to patients in government hospital in Saudi Arabia, Nurse performance depends on individual and hierarchical factors. Character, abilities, job history, age, orientation, and inspiration are individual factors. Hierarchical construction, work plan, oversight, and control are health care management variables. One authoritative manufacturing plant is how executives plan a patient administration technique, which is a nursing task strategy. Long-term workers are better at business management. Medical nurses' experience and length of service negatively impact nursing care. Medical caregivers' understanding of consideration, direct contact with patient suffering, exhaustion, heavy working conditions, and increased use of technology can cause fatigue, especially if they relate to social obligation. Group task techniques let medical staff collaborate on tasks. Collaboration allows nurses to share information and participate in ongoing administrations, which can improve their knowledge and skills.

Key words: employee's motivation, quality, governmental, hospitals, patients

Introduction

Many health organizations are suffering from the low services provided to patients. However, there are some methods which are being used in order to increase employee's performance in health care organizations. Among these factors is motivation provided to employees in order to make them provide the best services to patients. It can be stated that motivation plays a very vital role in increasing the quality of health care provider performance. The quality of health care services is affected by the level of motivation provided to employees at health care organizations. The effectiveness of any organization is related to the efficiency of the human department, its ability to work and its desire for it. (Uddin, 2015)

This is because employees are the main factor of the productivity for any organization. In maximizing results, management depends on rationalizing the use of available material and human resources. It may be difficult to rationalize the use of the human element due to the multiplicity of variables specified for it. In addition, motivating employees working at health sectors is very critical to improve the level of the services provided to patients at governmental hospitals. (Raad, 2020)

As a general rule, the service quality element has been broadly perceived as the principal determinant for the accomplishment of an organization. Further developing help quality will affect expanding consumer loyalty which thus will influence maintenance, repurchase, dependability, and at last influence piece of the pie and benefit. This competitive phenomenon additionally happens in the emergency clinic industry, which has as of late become progressively aggressive. As an association that sells wellbeing administrations, clinics are needed to constantly work on their quality, which is somewhat hard to normalize and impart. Dissimilar to the proportion of item quality, the nature of administration item is in some cases estimated emotionally and is related to client assumptions (Ellynia, 2021).

The assortment of client profiles, for this situation, patients, and their families, is frequently important to direct research to recognize what variables impact the high and inferior quality of emergency clinic administrations in a given area and timeframe. The association of emergency clinics has advanced by the requirements of the market. In view of the administration, it tends to be recognized into general medical clinics overseen by the public authority or non-benefit lawful elements, just as private clinics overseen by lawful substances for business purposes (Ellynia, 2021).

The nature of administration items is somewhat harder to characterize and gauge than the nature of products. The size of administration quality is frequently controlled by shoppers, so it is abstract. The meaning of administration quality spotlights more on endeavors to satisfy client needs and wants just as the precision of conveyance to adjust client assumptions. In addition, some private health organizations may have specific objectives focusing on profit and may ignore the work conditions, stress or obstacles

facing nurses while performing their job with patients. So, motivation is very critical to support those who are working in the health care system to provide the high-quality services to patients. (Raad, 2020)

Research problem

The quality of healthcare services given in Saudi governmental hospitals is a matter of great concern. This can be ascribed to a number of variables, one of which is the motivation levels of healthcare personnel. The precise relationship between the motivation of healthcare personnel and the quality of services they provide, however, is not well understood. In order to fill this important vacuum in the literature, the purpose of this study is to ascertain how the motivation of healthcare professionals affects the quality of their services in Saudi government hospitals."

Research objectives

- To evaluate healthcare professionals' motivation levels: Measuring and comprehending the inner and extrinsic motivators that affect healthcare professionals in Saudi government hospitals is the goal of this project.
- To assess how well healthcare professionals are thought to have performed their services: This goal is to evaluate the quality of healthcare services from the viewpoints of patients and other relevant parties, taking into account elements like tangibles, assurance, responsiveness, and tangibles.
- To investigate the connection between the drive of healthcare personnel and the caliber of their services: This goal entails assessing the degree to which healthcare professionals' motivation levels affect the caliber of care provided in Saudi government hospitals.
- To determine what elements affect the motivation of healthcare workers: This goal aims to identify and investigate the different organizational, cultural, and individual elements that either support or undermine the motivation of healthcare professionals working in Saudi government hospitals.
- To make suggestions for raising the motivation of healthcare personnel and raising the caliber of their services: This purpose seeks to improve service quality in Saudi governmental hospitals by improving employee motivation among healthcare workers through the development of actionable recommendations and strategies based on study findings.

Research aim

The main aim of this research is to discuss how employee's motivation process can affect and increase the level of quality provided by hospitals to patients in government hospital in Saudi Arabia.

Research terminologies

Employee Motivation: The term "employee motivation" describes the combination of external and internal forces that propel people to start and continue working toward corporate objectives. It includes things like extrinsic motivation (like pay, perks, and recognition) and intrinsic motivation (such job satisfaction and a sense of success). In the workplace, motivated workers are more likely to exhibit greater levels of engagement, productivity, and job satisfaction (Deci, 2000).

Quality: When discussing healthcare, quality is defined as the extent to which services fulfill or beyond the needs and expectations of patients, healthcare professionals, and government regulations. It includes a number of aspects, including patient-centeredness, equity, timeliness, efficacy, safety, and efficiency. Assuring top-notch medical care is essential to attaining favorable health results and patient contentment (Institute of Medicine, 2001).

Governmental: Organizations, establishments, or services that are owned, supported, or run by the government are referred to as governmental. Governmental hospitals are defined as medical facilities that are owned or run by governmental bodies, usually at the federal, state, or municipal levels (World Health Organization, 2007).

Hospitals: Hospitals are medical facilities that offer nursing, medicinal, and surgical care to patients in need of short-term or long-term care for illnesses or injuries. Hospitals range in size from tiny community hospitals to huge university medical facilities, depending on their specialization and range of services provided (Shortell, 2012).

Patients: Patients are people who go to healthcare facilities or providers for medical care, treatment, or services because they are ill, injured, or in need of preventive care. Patients may differ in terms of their choices, health conditions, demographics, and prior medical experiences (Stewart, 1995).

Literature Review

Health services are being provided in Saudi Arabia through main three sectors which as the MOH hospitals, primary health care centers which are found in all over the kingdom including governmental hospitals and the private sector. Many Saudis are satisfied with the quality of services provided to them in Saudi governmental hospitals. This makes many of them have national, religious, and cultural pride

since their country is providing such quality services for those who need the health care services in Saudi governmental hospitals. The health care system is depending very high on the expatriate human resources, and this makes employees' motivation, and their job satisfaction are very critical for the success of the whole health care system. In addition, increasing employees' motivation among nurses can increase the level of health care quality provided to patients in Saudi governmental hospitals. (A'aqoulah, 2021)

Establishing a motivation climate is fundamental as it influences altogether on specialist execution. It is fundamental for foundations to foster administration abilities and systems to take on different persuasive devices and apply them appropriately, deliberately, and successfully as this is vital in the assurance of laborer investment, usefulness, authoritative viability, and the level of seriousness just as the endurance of an organization. Administrators should take note of that motivation and laborer execution are straightforwardly and emphatically related and that representative motivation is a significant key to progress for any organization, be it private or public. Nonetheless, notwithstanding the incredible benefits related with motivation. (Al-Hanawi, 2017)

As of late the public authority has focused on fortifying the wellbeing business, particularly after the world was hit by the COVID-19 pandemic. Among them are endeavors to expand the amount and quality in the medical clinic industry. In reality, development in the quantity of medical clinics was very satisfactory preceding the pandemic. Beginning around 2012, there has been a normal development of 5.2% in the quantity of clinics in Indonesia. Information shows that in April 2018, there were 2,820 emergency clinics comprising of 1,016 government-claimed clinics and 1,804 possessed by the private area. (Riandini, 2021)

By and large, the help quality variable has been generally perceived as the principal determinant for the accomplishment of an organization. Further developing help quality will affect expanding consumer loyalty which thusly will influence maintenance, repurchase, faithfulness, and eventually influence portion of the overall industry and productivity. This cutthroat peculiarity additionally happens in the emergency clinic industry, which has as of late become progressively serious. (Galli, 2020)

During the previous many years, the travel industry has become quite possibly the main players of the economy around the world. This significant industry has numerous foundations and administration establishments in its classification among which the main framework is the inn business. In this organization, keeping up with and estimating consumer loyalty of administration conveyance is one of the main parts of progress of nature of administration organization. As per Juwaheer and Ross (2003), according to business point of view, accommodation is an exceptional sort of connection between

specialist organizations and clients where the specialist organization comprehends the requirements and requests of the client and gives joy to the clients. (Ellynia, 2021)

Methods

All information and materials written in this research are indicating the systematic reviews related to the subject of the study. Different online database has been researched and reviewed for similar research performed in KSA between 2005 and 2021. All papers were reviewed and analyzed then filled on the report summarized on table no 1.

Qualification Standards

In this section, the criteria assigned for the paper can be as following: All articles were published in English language between 2005 and 2021. In addition, the research contains studies performed in Saudi Arabia.

Information Source and Writings Search

Regarding the data, the electronic information bases that were questioned included: PubMed, EMBASE, Cochrane Library, PubMed Central (PMC), UpToDate, EMedicine, , International Pharmaceutical Abstracts, Medline with full text, Index Medicus for the Eastern, Mediterranean Region (IMEMR) Saudi Medical Literature (SaudiMedLit), SaudiMedBase, Saudi Research Database (SRDB) World Health Organization, BMJ, Journal Of Family and Community Medicine, Journal Of Health Specialties, Sage Journals, Journal Of Nature And Science Of Medicine, Saudi Medical Journal. The important papers found were perused, and those that had other significant references were seen through to look for more data. Likewise, the writers of the materials that were found to meet the measures for capabilities guidelines were investigated to get extra materials they might have composed and transferred somewhere else on the web. While searching for the database such as Google scholar, we used the following key words “effect The Impact of Health Care Workers Motivation on Service Quality in Saudi Governmental Hospitals”, “motivation “, “health care quality services “, “professional performance”.

Screening of The Found Studies

The author started to screen the articles found by checking its topic and abstracts with respect to capability standards and afterward barring those that appeared to be immaterial and included just those that matched every one of the three rules. They additionally should have been distributed between the years 2020 and 2022.

Data Grouping Procedure and Data Elements

Information that was extracted out from each article that fulfilled the capability guidelines were exhibited in a table that represented their rundown in the accompanying request: name of the writer,

when it was published (the year), sample size, gender, the level of performance quality resulted from the level of motivation. Each aspect was dissected on how it relates to motivation aim in this deliberate survey, where it was not determined in this article.

Managing the Chances of Prejudice in The Systematic Review

STROBE scheme was used as a framework for checking the credibility of the papers reviewed to make sure that there will not be any likelihood regarding the bias developing in this study.

Results Expected outcomes

During the principal search, 8 papers were found. Each was assessed, and the ones showing duplication or not matching the norms set were taken out. Three articles were remembered for the audit. The essential data from the papers is in Table 1.

Every one of the articles included were cross-sectional examinations. They have a mean example size of 150. Three articles didn't show the differentiation in populace between the Saudi Arabia nationals and the non-Saudi Arabians.

Discussion

Nurses are playing a vital role in providing best services to patients. However, the motivation provided to nurses can enhance the level of quality provided to patients. Hospitals should pay high attention to the level of motivation provided to those nurses to provide best services to patients in health care

Author	Year Published	Sample Size	Motivated	Nature of employment	employee
(Al Mahfud et al., 2021)	2021	462	80% motivated	Full-time employees	85% government employees
(Zawawi & Al-Rashed, 2020)	2020	16	26% motivated	Full-time employees	
(Benslimane & Khalifa, 2016)	2016	71	unassigned	Full-time employees	90% government employees
(Alharbi et al., 2019)	2019	100	20% motivated	Full-time employees	90% government employees
(Saleh et al., 2018)	2018	35	40% motivated	Full-time employees	80% government employees
(Ahmed et al., 2018)	2018	438	unassigned	Full-time employees	90% government employees
(Halabi et al., 2021)	2021	469	unassigned	Full-time employees	100% government employees
(Alhofaian et al., 2021)	2021	159	unassigned	Full-time employees	90% government employees

organizations. People with strong requirements for influence can have an impact on performance because they like influencing others in the service of the patient. The importance of solid interpersonal interactions amongst nurses is emphasized in motivation with high needs for affiliate. The nurse's ability

to complete work will be influenced by the existence of a working connection and a pleasant working environment. A solid relationship with customers may also be built to provide excellent nursing care. As per the results, an affiliate that is reflected in harmonious interpersonal relationships will provide satisfaction to colleagues who can improve their performance, which is measured by the extent to which coworkers can support and give attention, as well as their ability to carry out existing tasks technically. Nursing professionals are more likely than medical professionals to be motivated by intrinsic motivation factors. Intrinsic motivation factors have a significant impact on nurse performance; intrinsic motivation is a type of natural motivation that can boost nurses' enthusiasm in completing tasks. The nurse will devote the appropriate time and attention to her job. Managers that understand what motivates employees will achieve higher levels of performance. Managers should assess the requirements of nurses and create an appropriate motivating program to motivate nurses to perform at their best.

Nurse leaders must be able to initiate and maintain positive relationships with ward nurses as part of their management skills. The ward nurses were looking for capable leaders who could build and maintain a professional connection with them. Designing leadership training that focuses on fostering collegial and professional connections with ward nurses may benefit all employees, especially in a multicultural and hectic workplace. The diversity of the nursing profession can promote patient care. Having a culturally varied team, on the other hand, raises several challenges, such as the temptation to adopt a preference leadership style. This sort of leadership style created considerable work discontent and a sense of injustice and unfairness among some ward nurses, which may have a poor influence on patient care, albeit this was not reported by all research participants. The findings revealed a link between nurses' traits and their experiences with nursing care quality and patient safety. Nurses who were older, married, and had more job experience gave higher ratings to both categories. Because of their commonalities, such as language, culture, and religion, it's reasonable that workers from a specific nation have greater social bonds. International or expatriate nurses can simply migrate to various institutions or countries in the middle of the current nursing shortage and competitive nursing market. Because of the nurse shortage, employees are working in a high-stress atmosphere. They perform lengthy shifts with high patient ratios while satisfying the needs of patients and their families as well as the expectations of the leadership team.

Our topic indicates that hospital administration must ensure that health care is provided in appropriate work conditions, as well as the retention of competent nurses, to provide excellent nursing care and patient safety. This is not confined to a single country, but might apply to any country in the globe, such as Saudi Arabia. Working overtime, rotating shifts, remuneration for rotating shifts, being certified, current job, and leadership position were all shown to have no significant link with the current study.

Nationality, older age, clinical experience of more than 10 years, being married, having a full-time schedule, rotating hours, and working in specialist units were shown to be the most relevant factors of quality of nurse's performance in this study, which was consistent with the literature. Being a non-Saudi nurse had an impact on the quality of nurse's performance, which was an unexpected discovery. This discovery might be the result of Saudi national nurses' societal commitments or their inability to reconcile employment with their unique family requirements and responsibilities. The clinic the board needs to work on the inspiration of nurses by holding ordinary gatherings to work on relational connections and giving upgrade for medical caretaker's profession program so that nurses will be persuaded to work on their capability and will influence the presentation of nurses. The exhibition of medical nurses, which is established in private inspiration, decides the nature of care. Accordingly, it is vital that nurses are roused to give excellent consideration. Inspiration is firmly connected to work fulfillment, which holds laborers at their positions after some time. Nurses' maintenance diminishes expenses for the wellbeing procedure for enrolling, recruit, and situate new specialists and furthermore decreases the probability of empty posts.

Limitations

It can be stated that few studies only were performed in Saudi Arabia regarding the effect of motivation and incentives on the performance of nurses and quality of their services provided to patients. In addition, the studies available regarding such information and effect of level of incentives and its role in increasing the level of quality of nurses do not have sufficient information or complete overview about this very important issue. The available papers about this issue didn't cover all aspects of work in the nursing department or its relationship with other sections in case of receiving high level of incentives. Besides, the study is limited only to the governmental hospitals only with no concentration on other private healthcare organizations. Some result consistency is an essential for good effect in medication and medical services: Based on some earlier information on intercession impacts and hazard factors, we can anticipate the impact in recently treated patients. Strangely, consistency doesn't need full comprehension of causal systems. Our powerlessness to completely comprehend causality is certainly not a magnificent barrier. However, result consistency requires reliable logical outcomes. Dependable or sound outcomes require hearty review strategies that different genuine impact from commotion, and dependably gauge impact size. Science requires this genuine impact to be reproducible, even though reproducibility is at times challenging to lay out, or is missing in medication, and in other logical spaces. At the point when we test an excessive number of speculations in information rich settings or when valuable impacts are little, isolating genuine signs from noise might be more troublesome. Both circumstances appear to be normal in current medication. Information rich electronic wellbeing records, managerial data sets, and biobanks are accepting progressively conspicuous jobs.

Conclusion

Nurse's performance is impacted by individual and hierarchical variables. Individual elements comprise of character, capacities and abilities, length of work, age, orientation, and inspiration. While the health care management variables comprise of hierarchical construction, work plan, oversight, and control, one of the authoritative manufacturing plants how the executives plan a technique for administration gave to the patient which is a strategy for task applied in a nursing administration. Somebody who works longer will be more talented and experienced in taking care of his business. The nature of nursing care is adversely connected with the length of work and experience of medical nurses. The job of medical caretakers in understanding consideration, direct contact with patient anguish, exhaust, weighty working circumstances and expanded utilization of innovation can prompt weariness, particularly on the off chance that these variables relate to social responsibility. Expanded cooperation and coordination between medical caretakers in completing undertakings can be accomplished by applying group task strategies. Collaboration permits great connections between nurses in sharing information and involvement with carrying out persistent administrations so it very well may be fostered medical nurses' information and abilities. Other than collaboration and coordination, influential position in the group strategy is vital; a head nurture is answerable for isolating tasks to the group head of a few patients and wellbeing specialist co-ops. Also, they have answerable for working with the correspondence between multidisciplinary nursing specialist co-ops. Direction can be designated to the group chief, and colleagues will cooperate to accomplish the overall objectives. The nurse surveys the exhibition with self-appraisal, so the information was exceptionally emotional and profoundly subject to the trustworthiness and boldness of respondents in offering their viewpoints connected with the examination factors. A truer evaluation of execution is expected by adding other appraisal strategies (peer bunch, execution examination from boss/from patient, and so on.). In the work inspiration variable, the nurse just evaluates inward inspiration just, there is no mark of appraisal connected with outer inspiration which can likewise impact the examination result.

Recommendations

If we want to develop nursing, we must develop the nurse, because he is the basic building block of the entire nursing process.

- **A sense of responsibility:** The nurse must feel the responsibility towards himself as a person who has a profession through which he plays his role in society, and towards the patient who deposited himself and his body where the nurse implicitly accepted this task, and then towards the society to which he belongs with all its spectrum and affiliations.
- **Desire to Nursing:** We must cultivate in the nurse the desire for nursing work and revitalize the self-motivation to work in this distinguished field, where he works with dedication and mastery, pleasing himself first, and then the aspiration for the best.
- **Commitment and discipline:** The nurse is trained to apply the ethical and humanitarian standards of the profession, because we are dealing with a person who has special feelings that require dedication to reach the psychological impact on the patient's heart. As for discipline, it is the restriction to mastering the work, self-control, maintaining the terms of the contract and fulfilling the covenant.
- **Self-confidence:** One of the lofty goals is that the individual wishes to achieve himself, then he works hard, and the performance is enjoyable as if it were spontaneous, distinguished by skill, knowledge, and correct behavior.
- **Courses (developmental and rehabilitative):** Entering the nurse in appropriate courses according to the nature of his work and his job age in line with progress and development would refine the talents and performance of the nurse / nurse, provided that the nurse follows up afterwards and is held accountable for the negligence, and that the promotion can only be completed by successfully passing certain stations.
- **The Distinguished Nurse:** One of the pillars of nursing development to celebrate the International Nursing Day at the level of the Ministry of Health and its affiliated institutions, during which distinguished nurses are honored according to criteria specified by the Ministry.
- **Nursing leaders:** They must be scientifically, administratively, and culturally qualified to lead nursing, with clear and effective powers. We also hope that there will be a nursing guide in each ward who is qualified to be a teacher and trainer at the same time.
- **Communication:** We hope that all nurses, especially unit officials, pass theoretical and practical courses in the nursing diplomacy industry and the art of communicating with patients, relatives, and the medical team.

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