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Impacts on Healthcare Professionals Performance in Qassim Region in Saudi Arabia

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Article History	Abstract
	This study investigated the impact of job demands on the operational effectiveness of healthcare establishments in Saudi Arabia. The objective of this study was to assess the job demands and performance of staff working in public hospitals in the Qassim Region of Saudi Arabia. This study employed cross-sectional quantitative research design. Population of the study consisted of the healthcare professionals in Qassim region of Saudi Arabia. The sample size was 375 healthcare professionals in the Qassim Region of Saudi Arabia. A structured questionnaire was administered using convenient sampling technique. The response rate was about 90%. Only properly filled 375 questionaries were used in the final analysis. The research used both descriptive and inferential analysis. The study finds that the level of job performance shown by the workers was around average. In addition, the study pointed out that there is a strong positive relationship between the work demands and performance on the job. Several different policies are implemented to ascertain better performance depending on the standards associated with the job. The study was confined into the Qassim region only, this is why the findings could be generalized in the other regions, however, there is a dire need to replicate this study in the other regions of Saudi Arabia with the same variables to find its comprehensive generalizability. Likewise, the sample was comparatively small, in future, researchers may use larger sample size.

1. Introduction

The Saudi Arabian national healthcare system, under the government and monarchy, has rapidly undergone significant transformations, leading to substantial advancements. According to a study by Aldossary et al. (2008), the increased demand for healthcare services among the population can be attributed to the various lifestyles' individuals lead. This can be attributed to the fact that people are living longer (Mohammed et al., 2023), it is the role of the Ministry of Health to provide general health services to the government as a whole as well as to other government entities. According to Al-Khoshim's (2010) findings, approximately sixty percent of healthcare services are within the purview of the Ministry of Health, which is responsible for their management. The remaining 40% of healthcare services are provided by a combination of governmental agencies and the private sector. Healthcare services in Saudi Arabia are primarily provided by private sector entities and government agencies. The main facilities used for this purpose are hospitals and primary healthcare centres. The Ministry of Health is the primary government organisation responsible for healthcare in the Kingdom. It is tasked with providing a range of services including preventive, curative, and rehabilitative care. According to Aldossary's (2008) proposal, the Ministry has the opportunity to offer healthcare services by utilising its existing network of primary healthcare centres located throughout the Kingdom.

In the last ten years, the healthcare sector in the Saudi Arabian government and its monarchy has demonstrated considerable achievements. The interdependence between a nation's economic prosperity and its overall well-being is widely acknowledged. The Saudi Arabian government has exhibited a

noteworthy dedication towards enhancing the country's healthcare infrastructure, which encompasses augmenting healthcare funding. In 2009, the Ministry of Health in Saudi Arabia received a budget of 7.58 billion United States dollars from the government, as reported by the statistics maintained by the Ministry of Health in Saudi Arabia. In addition to providing monetary assistance to improve healthcare services (Al-Husseini, 2006), the Saudi Arabian government has prioritised the development of the nursing workforce by placing emphasis on the country's efforts to improve the country's human resource infrastructure.

The subject of employee job performance is of significant interest to both academic researchers and management professionals, given its pivotal job in deciding a group's capacity to attain its purposes and intentions (Chin-Yun et al., 2023; Ghasemy et al., 2022). To guarantee the attainment of organisational goals, it is imperative that employees fulfil the minimum performance standards in the execution of their tasks, as proposed by Bohlander et al. (2001) and Abbas et al. (2021). The scholarly and empirical literature has extensively examined the influence of employees' performance on healthcare delivery and career advancement. Academic researchers have endeavoured to examine the variables that impact the efficacy of workers (Al-Homayan et al., 2013a, 2013b; Kelly et al., 2021). The healthcare industry is commonly recognised as a profession that involves high levels of stress (Selye, 1976; Cheng-Min & Bor-wen, 2009; Jalili et al., 2021) in a variety of locations throughout the globe, including Malaysia (Emilia & Hassim, 2007) and Saudi Arabia (Al-Omar, 2003), as evidenced by previous studies (Al-Ahmadi, 2009; Mebrouk, 2008; Al-Homayan et al., 2013c, 2013d, 2013e; Kim et al., 2023). The present body of research tends to imply that the strenuous nature of nursing responsibilities has a negative effect on the work performance of nursing professionals (Abualrub & Al-Zaru, 2008; Ida et al., 2009; Noor et al., 2023; Johnston et al., 2021). This is the conclusion that can be drawn from the research that has been conducted so far. According to Hawkins, Howard, and Oyebode's (2007) research, there exists a correlation between job stress among healthcare employees and several unfavourable consequences, including reduced work quality and quantity, compromised healthcare delivery, absenteeism, impaired relationships with colleagues, and turnover.

This paper contributes to the extant body of writing by observing the determinants of job performance among healthcare personnel from an individual perspective, while also exploring the potential moderating influence of job stress. This study presents a unique addition to the accessible society of writing by examining the influence of job demands and job performance on the performance of healthcare workers in institutional contexts. Previous studies have primarily focused on investigating the relationship in the realm of occupational psychology, there exists a significant body of research that explores the intricate relationship between work demands, job resources, and job stress. This phenomenon has been extensively investigated by scholars such as (Behling and Mcfillen, 1996; Al-Homayan et al., 2013f, 2013g) as well as exploring other related topics (Chen & Chiu, 2009; Chen et al., 2021). Additionally, these studies have analysed job performance independently (AbuAlrub, 2004). The purpose of the current investigation was to compile the findings of previous studies to get a more comprehensive comprehension of the processes that are responsible for the link that exists between occupational demands and work performance.

2. Materials And Methods

The theoretical framework of this study is based on the review of the previous studies keeping in view the problem and objectives of the study. The schematic diagram of the theoretical framework is depicted in Figure 1 that demonstrates a theoretical relationship between the predictors and criterion variables of this study. The main variables include work requirements, available resources, occupational strain, support from the organisation, and job effectiveness. The key predictor is that of employment demands, which has four dimensions such as the study examines the impact of four factors on job performance. The core problem understudy was to ponder upon the various demands of the individuals including incorporating quantitative requirements, physical requirements, emotional requirements, and shift work, and this was the primary focus of the investigation. The performance of employees was considered as criterion variable in healthcare institutions. Based on the illustration presented in Figure 1, it can be inferred that the job demands prompt response from personnel within the work environment, leading to increased levels of stress. The expectation is that the provision of job demands will alleviate the stress associated with work.

Figure 1: Theoretical Framework of the Study
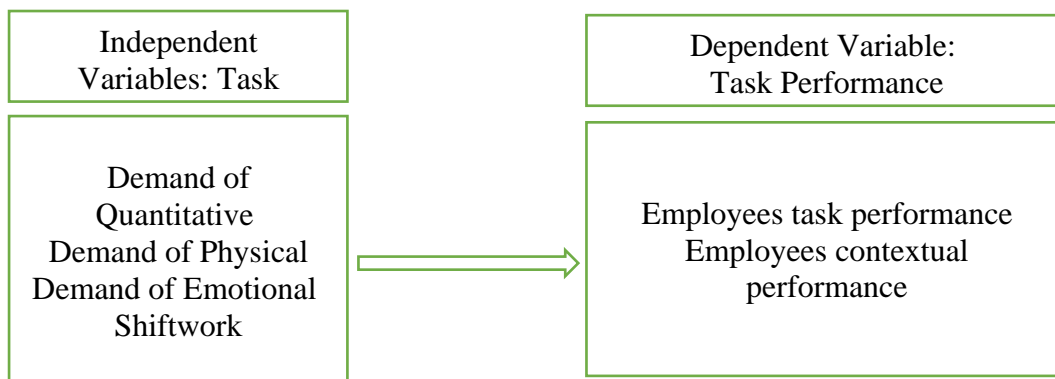
This study employed cross-sectional quantitative research design. Population of the study consisted of the healthcare professionals in Qassim region of Saudi Arabia. The sample size was 375 healthcare professionals in the Qassim Region of Saudi Arabia. A structured questionnaire was administered using convenient sampling technique. The response rate was about 93%. Only properly filled 375 questionaries were used in the final analysis. Both descriptive and inferential analysis was done. For descriptive statistics frequency and cross tabulation were used, while for empirical testing correlation coefficient and hierarchal regression analyses were run in SPSS-24.

3. Results and Discussion

Description of Participants

The subsequent segment outlines the sample employed in the current investigation. The survey incorporates background evidence pertaining to the respondents who provided their answers. The investigation examined a range of factors including but not limited to gender, nationality, country of origin, age, educational achievement, occupational rank, professional background, marital status, basic monthly salary, tenure at the hospital, clinical ward association, and length of service in the ward are shown in the table 1.

Table 1: The respondents' racial and ethnic makeup (n = 375)

Element	Classification	Frequency	Percentage
Gender	Male	75	20
	Female	300	80
Nationality	Saudi	250	66.7
	Non-Saudi	125	33.3
Non-Saudi origin	Filipino	185	49.3
	Indian	90	24.0
	Arabian	37	9.9
	Indonesian	45	12.0
	Pakistani	18	4.8
Age	Under 25	93	24.8
	26-30 years	90	24
	31–35 years	80	21.3
	35+ years	112	29.9
Educational qualification	Nursing diploma	255	68
	Nursing bachelor's	112	29.9
	Nursing masters	6	1.6
	Nursing PhD	2	0.5

Job title	Nurse aid	22	5.9
	Nursing technician	322	85.9
	Nursing expert	24	6.4
	Senior nurse	7	1.9
Years of work	0-6 years	178	47.5
	7-13 years	17	4.5
	14-20 years	91	24.3
	21+ years	89	23.7
Marital status	Single	144	38.4
	Married	210	56
	Divorced	11	2.9
	Widowed	10	2.7
Monthly basic pay (USD)	Less than USD 800	44	11.7
	USD 800-1866	205	54.7
	USD 1867-2933	100	26.7
	USD 2934 or more than	26	6.9
	0-6 years	201	53.6
	7-13 years	128	34.1
	14-20 years	22	5.9
	More than 20 years	24	6.4
Hospital ward	Surgical	60	16.0
	Medical	45	12.0
	Maternity	30	8.0
	Pediatric	32	8.5
	Emergency	29	7.7
	Outpatient	27	7.2
	Intensive care	25	6.7
	Obstetrics/Gynecology	32	8.5
	Operating	26	6.9
	Psychiatry	21	5.6
	Recovery	3	0.8
	Other	45	12
Years nursing on this ward	0-6 years	301	80.3
	7-13 years	44	11.7
	14-20 years	14	3.7
	21+ years	16	4.3

Table 1 showed that 80% of the sample population were female, with 33.3% non-Saudi, 56% married, and 54.7% with a basic salary between USD800 and USD1866. 47.5% had less than five years of professional experience, with a significant proportion under 30. A significant proportion had a nursing diploma, 68% had a professional background, and 85.9% were nursing technicians. The research cohort's gender and nationality resembled the Kingdom's nurses, with 80% of the total female workforce and 49.3% of non-native staff members.

Descriptive Analysis

In the present piece of study, descriptive analysis was used so that a statistical evaluation could be performed on the variables being studied. Calculations of descriptive statistics were performed on each of the independent variables and the dependent variable. The mean, standard deviation, minimum, and maximum values were all included in this data. The findings of the statistical analysis that was carried out on the data that was acquired as a consequence of the research are shown in Table 2.

Table 2: Job Demands, and Employee Performance (n = 375)

Variables	Mean	SD	Minimum	Maximum
Quantitative demand (QD)	2.08	.69	1.00	4.00
Physical demands (PD)	2.12	.63	1.00	3.75
Emotional demands (ED)	1.92	.56	1.00	3.25
Shift work (SW)	1.27	.43	1.00	2.00
Provision of Information (PI)	3.44	.79	1.57	5.00
Care coordination (CC)	3.83	.80	1.60	5.00
Provision of Help (PH)	3.61	.79	1.40	5.00
Technical care (TC)	3.97	.78	1.80	5.00
Interpersonal support (IS)	3.74	.82	1.50	5.00
Job-Task Support (JTS)	3.25	.78	1.33	5.00
Comply (Com)	3.71	.84	1.67	5.00
Additional duty volunteering (VAD)	3.60	.84	1.33	5.00

Table 2 presents a statistical analysis of data from 375 employees, analysing job demand, task, and contextual performance variables. The mean value, standard deviation, lowest possible value, and highest possible value for each variable are presented. The mean values range from 1.27 to 3.97, with 47.37% having average values between 1.27 and 3.97. 31.58% had higher values, emphasizing compliance, interpersonal support, technical care, and coordination of care. 21.05% had low values, specifically regarding demands in the areas of quantity, physicality, emotion, and shift work. The scores in the technical care domain ranged from 1.80 to 5.00, with an average score of 3.97.

Intercorrelations Variables

In order to clarify the connections between each of the study's variables, a correlation analysis was performed. The correlation coefficient (r) between the variables was examined using Pearson correlation. A statistical technique called correlation analysis is used to specify the direction and degree of the linear connection between two variables (Pallant, 2007). In order to interpret the strength and extent of the connection between the two variables shown in Table 3, Cohen (1988) offers a framework.

Table 3: Intercorrelations between Variables Job Demands, and Nurses' Performance

	QD	PD	ED	SW	PI	CC	PS	TC	IntSup	JTSup	Com	VAD
QD	1.000											
PD	-.352**	1.000										
ED	.059	-.072	1.000									
SW	.132**	.175**	.011	1.000								
PI	-.090*	-.185**	-.072	-.251**	1.000							
CC	-.126**	-.125**	-.124**	-.293**	.566**	1.000						
PS	-.090*	-.165**	-.141**	-.276**	.614**	.580**	1.000					
TC	-.116**	-.177**	-.083*	-.239**	.532**	.589**	.625**	1.000				

	QD	PD	ED	SW	PI	CC	PS	TC	IntSup	JTSup	Com	VAD
IntSup	-.132**	-.200**	-.169**	-.246**	.566**	.539**	.626**	.573**	1.000			
JTSup	-.072	-.101*	-.096*	-.140**	.460**	.285**	.500**	.392**	.571*	1.000		
Com	-.095*	-.176**	-.104**	-.190**	.370**	.402**	.389**	.371**	.530**	.442**	1.000	
VAD	-.146**	-.174**	-.110**	-.238**	.479**	.364**	.526**	.487**	.600**	.495**	.456**	1.000

Note: QD stands for "quantitative demand," PD for "physical demand," ED for "emotional demand," SW for "shift work," PI for "support provision," CC for "care coordination," PS for "support provision," TC for "technical care," IntSup for "interpersonal support," JTSup for "job-task support," Com for "compliance," and VAD for "volunteering for additional duties."

** and * denote the correlation has a significance score of 0.01 and 0.05, respectively, indicating that it is significant.

The overview of the correlations between the independent and dependent variables is shown in Table 3. The majority (89.47%) of the relationships between variables were significant in general. 14.03% of the correlations had a high degree of correlation, 38.60% had a moderate level of correlation, 36.84% had a low level of correlation, and 10.53% were not significant. The results showed that there was no substantial multicollinearity between independent variables or among any of the research variables. This was due to the fact that the Pearson correlation indices for any of the independent variables were less than 0.8. Task importance and skill variety had the strongest association (r=.515; p.01) of all independent factors. Additionally, there was a substantial connection (r=.626; p .01) between the giving of assistance and interpersonal support.

4. Conclusion

It is important to note that theories are formulated through practical applications and have a significant influence on the development of new practises. These practises serve as the basis for the development of new theories and practises. The researchers employed the job demand (JD) model to acquire a deeper understanding of the conditions surrounding Saudi employees. The study specifically concentrated on the effects of job stress and organisational support. According to the findings of the research, the job demand model may serve as a good framework for examining the job performance of workers working in hospitals. The study's primary and interactive effects have extended the findings of previous research, thus offering fresh perspectives on the topic of nurses' job performance.

The findings of the study offer valuable insights into the managerial obligations that are necessary to enable nurses to carry out their duties proficiently at the operational level. It is incumbent upon the hospital administration to devise a training programme that is suitable for equipping nurses with the necessary skills to competently handle high-stress situations in their occupational milieu. Previous studies have suggested that job performance is significantly influenced by training programmes, particularly in high-stress and high-workload environments, which are commonly experienced by healthcare practitioners, including hospital nurses. It is important for the management of hospitals to take into consideration the work responsibilities that nurses must improve job performance in a way that cultivates a sense of challenge and motivation. While it may not be entirely feasible to eliminate stress, it is possible to mitigate it to a reasonable and rational degree.

In brief, the present investigation ascertained that the stimuli present in the work environment evoked a psychological response to stress, which was deemed a significant and rational reaction. The findings of the study provided partial validation for the influence of organisational support in alleviating the consequences of stress on the job performance of workers in a professional setting. The general outcomes have significant practical implications, particularly regarding the necessity of addressing the impact of job-related stressors.

The study adds new knowledge for the theory as well as for the practice to understand the dynamics of the effects of job demands on healthcare professionals' performance in Qassim region in Saudi Arabia. The study was confined into the Qassim region only, this is why the findings could not be generalized in the other regions, however, there is a dire need to replicate this study in the other regions of Saudi Arabia with the same variables to find its comprehensive generalizability. Likewise, the sample was comparatively small, in future, researchers may use larger sample size.

Data Availability

The datasets generated/produced during and/or analysed during the current study/research are available from the corresponding author on reasonable request.

Funding Statement

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