

## Original Research Article

# Effect of Work Motivation on Job Performance Among Healthcare Providers in Eradah and mental health Complex in Jeddah region

---

### ABSTRACT

**Aims:** This study aimed to assess work motivation levels among healthcare providers in the Eradah Complex and evaluate healthcare providers' job performance, considering various dimensions.

**Study design:** A cross-sectional study design.

**Place and Duration of Study:** The target population for this research comprises healthcare providers working within the Eradah Complex in Jeddah, Saudi Arabia, including a diverse range of professionals, such as doctors, nurses, administrative staff, and other healthcare personnel, who collectively contribute to providing healthcare services within the complex, between June 2023 and September 2023.

**Methodology:** A cross-sectional design with comprising healthcare providers working in Eradah Complex in Jeddah, with diverse range of professionals, such as doctors, nurses, and administrative staff. Data for this study were collected through the administration of a structured questionnaire and then the data for this study was collected from healthcare providers working within the Eradah Complex in Jeddah, Saudi Arabia. Data from the structured questionnaires had been distributed within two-week timeframe for the participants to complete the questionnaires. Data reliability and statistical analyses using appropriate tests was done using SPSS version 25.0 program. **Results:** This study involved 212 participants from different age groups with a mean age of  $37.6 \pm 1.3$  years old, and predominant male gender (75%), educational level, and professional status with majority (29.7%) of nurses participated in this study, that there was a significant difference in Work Motivation according to Profession ( $F = 2.68$ ,  $P$ -value = 0.011), but there was no significant difference in the other demographic characteristics (age, gender, marital status, education level, and experience year, and there was a significant difference in Job Performance according to age ( $F = 3.655$ ,  $P$ -value = 0.028).

**Conclusion:** It was observed that there was a significant effect of work motivation on job performance, so the work motivational process may enhance the job performance among healthcare workers in some of Jeddah hospitals.

*Keywords: Work performance–Healthcare staff–psychological health – Saudi Arabia*

## 1. INTRODUCTION

The healthcare industry holds significant importance on a global scale, as it plays a fundamental role in promoting the overall well-being of societies and preventing the spread and escalation of diseases and infections [1]. Within the ever-evolving and challenging healthcare domain, the performance and

commitment exhibited by healthcare providers have substantial importance. The function of healthcare professionals extends beyond a basic professional capacity, as it directly impacts the survival and well-being of the patients under their supervision [2].

In this particular setting, comprehending the several aspects influencing healthcare practitioners' performance is paramount. Among these factors, work motivation emerges as a pivotal determinant. Within the complex framework of the healthcare sector, wherein each choice and undertaking carry significant consequences for the welfare and, at times, the very existence of individuals under care [3], the responsibilities of healthcare workers extend beyond the traditional confines of a vocation. It represents a deep dedication to preserving human life and a genuine vow to mitigate the experience of distress [4]. The importance of their work performance is of great magnitude, resonating throughout the hallways of hospitals, clinics, and healthcare establishments as a vital support system for anyone requiring assistance [5]. The efficacy and commitment of healthcare personnel are not solely indicative of their professional aptitude but also serve as a source of optimism for individuals and families contending with sickness and susceptibility [6,7]. Work motivation is a critical element that serves as the foundation for individuals' dedication and proficiency in high-stakes situations [8],

Work motivation is an intangible driving factor that compels healthcare providers to surpass expectations, deliver empathetic care, continuously enhance their knowledge, and strive for perfection. The compass guides individuals, directing their actions and decisions as they strive to achieve the utmost patient care [9]. Therefore, in the context of healthcare, comprehending the complex intricacies of work motivation is not solely a scholarly pursuit but rather a necessity for enhancing patient outcomes, ensuring the contentment of healthcare practitioners, and promoting the long-term viability and progress of the healthcare sector [10]. The Eradah Complex, situated in the bustling metropolis of Jeddah in Saudi Arabia, is a representative example of the healthcare environment. Healthcare practitioners encounter many obstacles and obligations daily within the confines of their institutions as they strive to protect and enhance the well-being of the population they serve [4].

Undoubtedly, the healthcare sector holds immense significance within any given society since the effectiveness and empathy healthcare professionals demonstrate directly influence the standard of patient care. Patients' lives are contingent upon the expertise and attentiveness of medical professionals,

hence necessitating a level of performance that extends beyond mere professional responsibility within this rapidly evolving and high-stakes field [2]. The efficacy and commitment of healthcare staff are paramount, given that each diagnosis, treatment, and provision of care might yield significant consequences. How individuals entrusted with safeguarding human lives perform their duties reflects their professional competence and signifies their underlying principles and ethical obligations. The medical service providers operating within the densely populated Eradah Complex in Jeddah, Saudi Arabia, encounter numerous challenges, responsibilities, and anticipated outcomes. Individuals employed in their respective domains possess a moral and ethical imperative to pursue personal and professional advancement actively, transcending the pursuit of occupational objectives [11]. Syamsir (2020) [12] states that diligent professionals are responsible for demonstrating compassionate treatment, ensuring patient safety, and adhering to best practices. Healthcare professionals are responsible for providing medical treatment emotional support, and advocating for the well-being of their patients.

Nevertheless, maintaining consistently high performance inside the Eradah Complex poses significant challenges due to its intricate nature [13], fast-paced environment, and associated stressors. Healthcare providers often encounter situations of elevated stress, perform intricate duties, and assume multiple roles within their professional domain. According to Muthuri (2020) [14], gaining a comprehensive understanding of the factors that influence and have the potential to enhance work performance is of paramount importance within this context. Work motivation is a crucial factor in the realm of employment. What motivates people to do their best in the work might come from within themselves or their environment. The elusive yet potent force that compels medical professionals to exceed expectations for their patients, prioritize their own secondary needs, continuously pursue knowledge, and persistently pursue excellence, regardless of challenging situations. The bedrock upon which the healthcare establishment is constructed.

The study conducted by Deng (2019) [4], who shed light on the intricate relationship among stresses, motivation, and performance, underscoring the significance of stress management in the healthcare industry.

A study by Stefurak (2020) [3] who has enhanced our comprehension of the role of motivation in the context of public healthcare. Significant correlations were observed by researchers between competence,

job satisfaction, motivation, and job performance among Village Masters responsible for managing the financial aspects of E-Village. The significance of competency in driving motivation and, consequently, job performance was emphasized in this study. This research dug into multiple dimensions of nurse performance, examining the influence of internal and external motivation within the nursing profession. Therefore, this study aimed to assess work motivation levels among healthcare providers in the Eradah Complex and evaluate healthcare providers' job performance, considering various dimensions.

Therefore, this study aimed to assess work motivation levels among healthcare providers in the Eradah Complex and evaluate healthcare providers' job performance, considering various dimensions.

## **2. MATERIAL AND METHODS**

### **Study Design**

This research employs a descriptive cross-sectional study design to investigate the effect of work motivation on job performance among healthcare providers in the Eradah Complex, which serves as a prominent healthcare facility; its setting is critical for understanding how work motivation impacts job performance among healthcare providers in Jeddah, Saudi Arabia.

### **Target Population**

The target population for this research comprises healthcare providers working within the Eradah Complex in Jeddah, Saudi Arabia, including a diverse range of professionals, such as doctors, nurses, administrative staff, and other healthcare personnel, who collectively contribute to providing healthcare services within the complex.

### **Sample Size**

A total sample of 240 healthcare providers were eligible for the inclusion criteria of sample collection in the Eradah Complex. This sample size was determined, and the minimum required sample size for the cross-sectional study of the Effect of Work Motivation on Job Performance Among Healthcare Providers in the Eradah complex in Jeddah region was 241, where the population size was 645 patients,  $z = 1.96$  at 5% level of significance, and the estimated proportion was 0.5, The margin of error (d) was 5%, the sample size was calculated by Thomas Thompson equation as follows;

$$n = \frac{N P(1-P)}{(N-1)\left(\frac{d}{z}\right)^2 + p(1-p)}$$

N = population size, Z = Z-score associated with the desired confidence level (e.g., 1.96 for a 95% confidence level), p = the estimated proportion of the population with the characteristic of interest - q = 1 – p, and d = the desired margin of error  
The

### **Study Variables**

The dependent variable in this study is “Job Performance among Healthcare Providers, while the independent variable is “Work Motivation.” It represents the key factor of interest that is believed to influence job performance among healthcare providers

### **Research Instrument and Data Collection**

Data for this study were collected through the administration of a structured questionnaire. The questionnaire was adapted from Amballiet *al.* (2022) study [15], and then the data for this study was collected from healthcare providers working within the Eradah Complex in Jeddah, Saudi Arabia. Data primarily relied on the administration of structured questionnaires. The research team distributed structured questionnaires to all participants via email, allowing a generous two-week timeframe for the participants to complete the questionnaires and submit them back to the researcher.

### **Study reliability**

The results of the study reliability showed that Cronbach's Alpha ranged from 0.860 to 0.926, and the overall reliability of the questionnaire was 0.876. These findings indicate that the study's questionnaire tool exhibited high reliability.

### **Statistical analysis**

The SPSS software version 25 was used for statistical analysis. After collecting data, frequency and percentage are presented for qualitative data, while mean and standard deviation are for quantitative data. An independent t-test assessed the difference between the two means continuous variable scores. The ANOVA test was used to compare more than two means of continuous variables. Pearson's correlation coefficient was used to discover the relationship between continuous variables.

### 3. RESULTS AND DISCUSSION

This study involved 212 participants with different age groups, genders, educational levels, and professional statuses. The following figures and tables illustrate the sociodemographic data for the eligible participants for this study; as noted, the largest proportion of individuals (53.8%) fell within the age range of 30 to 45 years. Additionally, 30.7% were older than 45, while 15.6% were younger than 30. Among these individuals, the majority (75.5%) were male, while 24.5% were female. Regarding marital status, the majority (75.5%) were married, while 24.5% were single. As for the profession, further information is needed. The data shows 29.7% of healthcare professionals are nurses, while doctors account for 16.5%. Pharmacists comprise 11.3% of the workforce, followed by hospital administration specialists at 6.6%. Laboratory technicians represent 6.1% of the healthcare workforce, while physiotherapists account for 3.3%. The remaining 24.5% of individuals fall into the "other" category. These figures pertain to the distribution of professionals in the healthcare sector based on their respective occupations. Out of the total sample, 40.6% possessed a bachelor's degree, 31.1% held a diploma, 17% had a master's degree, and 11.3% had obtained a PhD. Regarding the years of professional experience, the majority (87.7%) had accumulated more than 5 years of experience, while 12.3% had less than 5 years of experience.

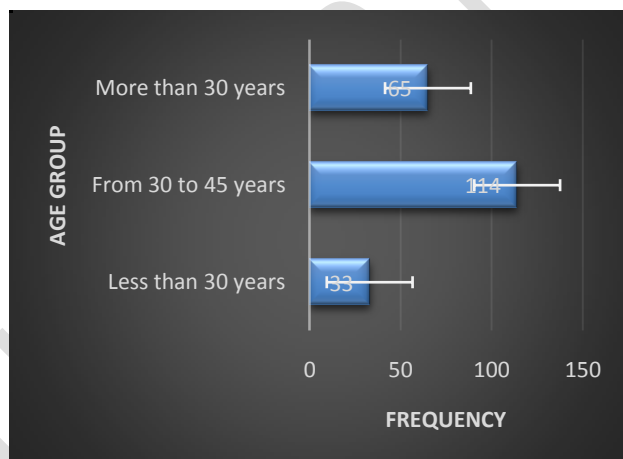


Figure 1 The age grouping distribution among this study participants (n=212)

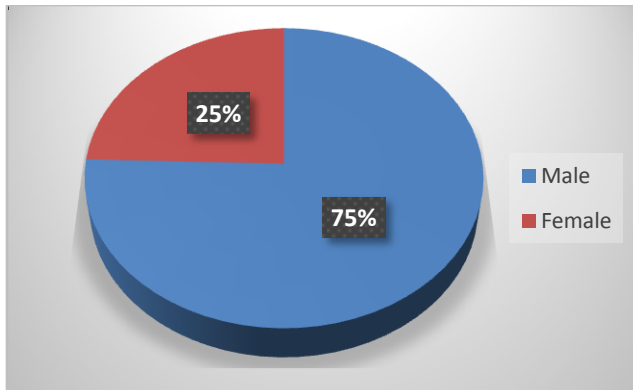


Figure 2 The gender distribution among this study participants (n=212)

Table 1 The sociodemographic characteristics of participants in this study

Variable	Categories	Mean± S.D	%
<b>Age</b>	Less than 30 years	37.6±1.3	15.6
	From 30 to 45 years		53.8
	More than 30 years		30.7
<b>Marital Status</b>	Single	52	24.5
	Married	160	75.5
<b>Profession</b>	Doctor	35	16.5
	Pharmacist	24	11.3
	Nurse	63	29.7
	Laboratory technician	13	6.1
	Hospital administration specialist	14	6.6
	X-Ray technician	4	1.9
	Physiotherapist	7	3.3
	Other	52	24.5
	<b>Educational level</b>	Diploma	66
Bachelor		86	40.6
Master		36	17

	PhD	24	11.3
<b>Years in service</b>	Less than 5 years	26	12.3
	More than 5 years	186	87.7

When discussing the factors motivating healthcare providers, The results showed the most motivation factor was “Good leadership style and overall job security”, with a mean of 4.35, followed by “Recognition and appreciation from the management”, with a mean score 4.36, followed by “Promotion of employee” and “Training and development to increase employee's Efficiency” with mean score 4.35, followed by “Incentives and allowances” with mean score 4.34, followed by “Availability of equipment's, infrastructure and Conducive working environment” with mean score 4.24, followed by “Monetary reward in terms of wages and salary at as when due” with mean score 4.22, as shown in table 2.

Table 2The total factors that Motivate Healthcare Providers

<b>Factors</b>	<b>Mean</b>
<b>Training and development to increase employee's Efficiency</b>	4.35
<b>Recognition and appreciation from the management</b>	4.36
<b>Monetary reward in terms of wages and salary as when due</b>	4.22
<b>Promotion of employee</b>	4.35
<b>Incentives and allowances</b>	4.34
<b>Availability of equipment, infrastructure and Conducive working environment</b>	4.24
<b>Good leadership style and overall job security</b>	4.38

The results showed the level of Work Motivation had a mean score of 2.02 and a standard deviation of 0.57, and the level of Job Performance had a mean score of 4.13. A standard deviation of

0.67. The results showed the relation between Work Motivation and Job Performance Among Healthcare Providers was weak ( $r = 0.167$ ). The model was found to be ( $F= 2.598$ ,  $P$ -value = 0.01). There was a significant effect of work motivation on job performance, where the work motivation increases by one unit job performance increases by 0.196 ( $\beta= 0.196$ ,  $t = 2.449$ ,  $P$ -value = 0.01) (Table 3).

Table 3The effect of work motivation on job performance

<b>r</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>P-value</b>	<b>β</b>	<b>t</b>	<b>P-value</b>
<b>0.167</b>	0.023	2.598	0.01	0.196	2.449	0.01

The correlation between work motivation and job performance is noted to find a significant difference in Work Motivation according to Profession ( $F= 2.68$ ,  $P$ -value = 0.01). Still, there was no significant difference in the other demographic characteristics(age, sex, marital status, education level, and experience year) and a significant difference in Job Performance according to age ( $F= 3.655$ ,  $P$ -value = 0.02). Experience years ( $t = - 2.246$ ,  $P$ -value = 0.04), but there was no significant difference in the other demographic characteristics (sex, marital status, profession, and education level (Table 4).

Table 3The Work Motivation and Job Performance Among Healthcare Providers according to demographic characteristics

<b>VARIABLES</b>	<b>CATEGORIES</b>	<b>BBB</b>	<b>CCC</b>
<b>AGE</b>	Less than 30 years	2.02	3.86
	From 30 to 45 years	2.01	4.15
	More than 30 years	2.05	4.23
	F	0.131	3.655
	P-value	0.87	0.02*
<b>GENDER</b>	Male	2.04	4.18
	Female	1.98	3.97

	t	0.654	1.948
	<i>P</i> -value	0.51	0.05
<b>MARITAL STATUS</b>	Single	1.97	4.03
	Married	2.04	4.16
	t	-0.795	-1.210
	<i>P</i> -value	0.42	0.26
<b>PROFESSION STATUS</b>	Doctor	1.86	4.1
	Pharmacist	1.88	3.98
	Nurse	2.07	4.22
	Laboratory technician	2.17	3.92
	Hospital administration specialist	2.19	4.25
	X-Ray technician	2.4	4.17
	Physiotherapist	2.63	3.75
	Other	1.95	4.17
	F	2.682	0.963
	<i>P</i> -value	0.01*	0.46
<b>EDUCATIONAL LEVEL</b>	Diploma	2.07	4.18
	Bachelor	2.06	4.18
	Master	2	3.93
	PhD	1.81	4.08
	F	1.443	1.45
	<i>P</i> -value	0.23	0.22
<b>YEARS IN SERVICE</b>	Less than 5 years	2	3.85
	More than 5 years	2.03	4.16
	t	-0.263	-2.246
	<i>P</i> -value	0.79	0.04*

Work motivation is one of the most crucial factors that may lead to perfect job performance. Healthcare professionals have a special status in work conditions and need continuous motivation to perform their job duties perfectly [16]. In this study, a total of 212 participants, with a majority aged between 30 to 45 years old and a third of them are nurses. This profession needs great and remarkable work motivation because of their harsh job conditions [17]; reporting the factors motivating healthcare providers showed that the most motivation factor was good leadership style and overall job security, agreed with Patel *et al.* (2016) [18] study, who provided evidence that the utilization of leadership and contingent incentive strategies with perfect leader has a favourable impact on leadership efficiency within the healthcare research context. While no significant correlation was found between leadership behaviours and research performance indicators in our study, it is necessary to conduct additional research employing contextual performance measures at both team and organizational levels.

Also, in reporting the relationship between work motivation and job performance, the study results revealed that the relationship between Work Motivation and Job Performance Among Healthcare Providers was weak ( $r = 0.16$ ;  $P$ -value = 0.01), and there was a significant effect of the work motivation on the job performance, it is in agreement with Adetola *et al.* (2022) [2], who found that employee empowerment practices have a stronger and more substantial association with employee work performance compared to all other motivational elements examined. Therefore, it is recommended that the managers of University College Hospitals in Ibadan, Oyo state, should focus on empowering their staff within the workplace as a means of incentive to improve their job performance.

In addition, there was no significant difference in the other demographic characteristics (age, sex, marital status, education level, and experience year), and there was a significant difference in Job Performance according to age ( $F = 3.655$ ,  $P$ -value = 0.02), it is in contrast to Lambrou *et al.* (2010) [19] study, who reported that job performance is readily related to age and years of experiences and all healthcare professionals exhibit a greater inclination towards intrinsic motivators, suggesting that fostering these variables should be a focal point for enhancing employee engagement. In conclusion, it was observed that the security", followed by "Recognition and appreciation from the management", followed by "Promotion of employee" and "Training and development to increase employee's Efficiency", followed by "Incentives and allowances", followed by "Availability of equipment's, infrastructure and Conducive working environment", followed by "Monetary reward in terms of wages and salary at as when due", the level of the Work Motivation was with mean score 2.02, and the level of the Job Performance was with mean score 4.13, there was a significant effect of work motivation on the job performance, and there was a significant difference in Work Motivation according to profession, but there was no significant difference in the other demographic characteristics (age, sex, marital status, education level, and experience

year, and there was a significant difference in Job Performance according to age, and experience years, but there was no significant difference in the other demographic characteristics (sex, marital status, profession, and education level).

#### 4. CONCLUSION

The motivational work and some of support among healthcare professionals may lead to more potential work and better work performance among healthcare professionals, the years of experience may support and lead to more active performance too, it is recommended to raise the work motivations models among employees and enhance their activities for better work performance.

#### ETHICAL APPROVAL (WHEREEVER APPLICABLE)

This study got an IRB numbered a01735 in the year 2023. All participants engaged in the study will be well-informed that they can discontinue their participation at any point without facing adverse consequences.

#### Reference

1. Salah A, El-Housseiny G, Elleboudy N, Yassien M. Antimicrobial Stewardship Programs: A Review. *arch. pharm. sci. Ain Shams univ.* 2021 Jun 1;5(1):143-57.
2. Adetola AA, Ayinde AO, Asaolu O, Olabumuyi OO. Effect of Work Motivation on Job Performance Among Healthcare Providers in University College Hospital, Ibadan, Oyo State. *Cen Asi J Med Nat Sci.* 2022 Apr 2;3(2):219-33.
3. Stefurak T, Morgan R, Johnson RB. The relationship of public service motivation to job satisfaction and job performance of emergency medical services professionals. *Public Pers. Manag.* 2020 Dec;49(4):590-616.
4. Deng J, Guo Y, Ma T, Yang T, Tian X. How job stress influences job performance among Chinese healthcare workers: a cross-sectional study. *Environ. Health Prev. Med.* 2019 Dec;24(1):1-1.
5. Purohit B, Maneskar A, Saxena D. Developing a tool to assess motivation among health service providers working with public health system in India. *Hum. Resour. Health.* 2016 Dec;14(1):1-2.
6. Parashakti RD, Fahlevi M, Ekhsan M, Hadinata A. The influence of work environment and competence on motivation and its impact on employee performance in health sector. In 3rd Asia Pacific International Conference of Management and Business Science (AICMBS 2019) 2020 Apr 13 (pp. 259-267). Atlantis Press.
7. Alrawashdeh HM, Al-Tammemi AA, Alzawahreh MK, Al-Tamimi A, Elkholy M, Al Sarireh F, Abusamak M, Elehamer NM, Malkawi A, Al-Dolat W, Abu-Ismael L. Occupational burnout and job satisfaction among physicians in times of COVID-19 crisis: a convergent parallel mixed-method study. *BMC pub heal.* 2021 Dec;21:1-8.
8. Alrawahi S, Sellgren SF, Altouby S, Alwahaibi N, Brommels M. The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. *Heliyon.* 2020 Sep 1;6(9).
9. Dousin O, Collins N, Kler BK. Work-life balance, employee job performance and satisfaction among doctors and nurses in Malaysia. *Int. J. Hum. Resour.* 2019;9(4):306-19.
10. Kjellström S, Avby G, Areskoug-Josefsson K, AnderssonGäre B, AnderssonBäck M. Work motivation among healthcare professionals: a study of well-functioning primary healthcare centers in Sweden. *J Health Organ Manag.* 2017 Jun 19;31(4):487-502.
11. Gunawan NP, Hariyati RT, Gayatri D. Motivation as a factor affecting nurse performance in Regional General Hospitals: A factors analysis. *Enfermeriaclinica.* 2019 Sep 1;29:515-20.
12. Syamsir S. Competence, Job Satisfaction, Work Motivation, and Job Performance of The Village ("Nagari") Masters in Managing E-Village Finance. *Int. J. Adv. Sci.* 2020;29(8):1337-50.
13. Wang H, Jin Y, Wang D, Zhao S, Sang X, Yuan B. Job satisfaction, burnout, and turnover intention among primary care providers in rural China: results from structural equation modeling. *BMC Fam. Pract.* 2020 Dec;21:1-0.
14. Muthuri RN, Senkubuge F, Hongoro C. Determinants of motivation among healthcare workers in the East African community between 2009–2019: a systematic review. In *Healthcare* 2020 Jun 10 (Vol. 8, No. 2, p. 164). MDPI.

15. Adetola AA, Ayinde AO, Asaolu O, Olabumuyi OO. Effect of Work Motivation on Job Performance Among Healthcare Providers in University College Hospital, Ibadan, Oyo State. *Central Asian Journal of Medical and Natural Science*. 2022 Apr 2;3(2):219-33.
16. Pagdonsolan MM, Balan DJ, Mariscal KD, Chiu JL. Impact of continuous performance management on job autonomy, motivation, and turnover intent of employees in multinational companies within metro manila. *Rev. integr. bus. econ. res*. 2020;9(2):63-89.
17. Gao W, Sanna M, Tsai MK, Wen CP. Geo-temporal distribution of 1,688 Chinese healthcare workers infected with COVID-19 in severe conditions—A secondary data analysis. *Plos one*. 2020 May 14;15(5):e0233255.
18. Patel VM, Ashrafian H, Uzoho C, Nikiteas N, Panzarasa P, Sevdalis N, Darzi A, Athanasiou T. Leadership behaviours and healthcare research performance: prospective correlational study. *Postgrad. Med. J*. 2016 Nov;92(1093):663-9.
19. Lambrou P, Kontodimopoulos N, Niakas D. Motivation and job satisfaction among medical and nursing staff in a Cyprus public general hospital. *Hum. Resour. Health*. 2010 Dec;8(1):1-9.

UNDER PEER REVIEW