THE IMPACT OF THE WORK ENVIRONMENT ON THE QUALITY OF HEALTHCARE SERVICES IN GOVERNMENT HOSPITALS IN RIYADH FROM THE PERSPECTIVE OF HEALTHCARE PROFESSIONALS

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Abstract:
The study aimed to identify the impact of the work environment on the quality of healthcare services from the perspective of healthcare professionals in government hospitals in Riyadh city. The study utilized the descriptive-analytical method to achieve its objectives. The study sample consisted of 336 healthcare professionals in government healthcare institutions in Riyadh city, and the study used a questionnaire as a data collection tool. In light of this, the study reached several results, the most important of which was the existence of a positive correlation relationship amounting to (0.898) with statistical significance at a level of significance (0.01) between the overall degree of the work environment and the quality of healthcare services in government hospitals in Riyadh city. Based on the results, the study recommends the necessity of improving the work environment in government hospitals by providing necessary support to employees and enhancing the quality of infrastructure and facilities. Efforts should be directed towards enhancing effective communication between management and healthcare professionals and providing training and development programs to enhance the competence and well-being of employees. There is a need to implement new policies and procedures to improve the quality of healthcare services in government hospitals in Riyadh city, such as improving healthcare processes and enhancing coordination between different departments.

Keywords: Work environment, Healthcare quality, Government hospitals, Riyadh city, Saudi healthcare sector.

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Introduction:

The environment significantly influences creativity in individuals, as individuals interact with their surrounding conditions and are affected by the environment in which they work. This underscores the importance of the shared responsibility between the individual and the surrounding conditions, whether in a specific institutional work environment or in a free environment that allows individuals to explore and be intellectually and creatively productive. Therefore, a work environment should be provided that encourages creativity and innovative ideas, granting employees a degree of freedom and independence in achieving this.

Hence, the importance of the work environment in modern institutions is increasing, as they realize that understanding the work environment is the optimal way to identify the indicators that directly affect the behavior and performance of employees. It is the primary means to improve and develop job performance and increase productivity by meeting the psychological, social, and material needs of employees (Ali & Qadem, 2022, p. 2).

Furthermore, the work environment is considered a fundamental and vital factor in the management and organization of institutional productivity, including the actual location of the facility and the resources available to employees to carry out their tasks and achieve profits. The work environment also includes external factors that affect the institution, such as competitors and the local community. Therefore, all these factors must be taken into account when establishing and operating any institution to ensure the continuity of work and achieve success in the market (Almaaytah & Abuzaid, 2021, p. 1).

Understanding the changing work environment of institutions, which constantly seeks to keep pace with developments, requires the application of modern management principles, avoiding focusing on centralized structures, empowering authorities, engaging in decision-making, making decisions quickly, and focusing on specialization in work to achieve a degree of professionalism and job creativity. Thus, the institution can achieve its goals and maintain its continuity and development (Ismail & Ali, 2014, p. 3).

Organizations and companies are currently increasingly interested in the work environment to identify the factors that affect the behavior, motivations, and performance levels of the workforce, as well as to identify the main ways to improve creative performance and increase productivity efficiency. The human element is considered the most important element in the work environment, as it is affected by and affects this environment (Sarkis, 2018, p. 13).

Therefore, management bears the responsibility for continuously developing and enhancing human resources, as productivity efficiency is affected by several factors related to the work environment, such as good management policies, effective leadership, organizational climate, and the use of flexible instructions, in addition to the physical, moral, and periodic training environment for employees, with the aim of achieving a work environment that provides the highest quality of services (Zidan, 2019, p. 60).

Through the previous presentation, the aim of the research is to identify the impact of the work environment on the quality of healthcare services in government hospitals in Riyadh.

Problem study:

contemporary organizations strive to achieve their core objectives for which they were established and work diligently to achieve high levels of administrative creativity. To achieve this goal, organizations work on providing all the required resources and capabilities, including physical, human, and informational resources, and creating a suitable, ideal, and supportive work environment that forms a vital foundation for the organization's success. High levels of administrative creativity can be achieved by providing a suitable work environment that supports the organization's success (Hamadi, 2018, p. 2).

Global developments have contributed to pushing organizations to focus on understanding the work environment and applying modern management principles such as empowering authorities, involving employees in decision-making, and focusing on specialization, professionalism, and job creativity to improve performance and create sustainable competitive advantage (Mohammed & Mubarak, 2021, p. 17).

Given that the field of healthcare is related to human health and life, the quality of healthcare services is considered a commitment rather than a preference. Service quality is defined as the organization's ability to meet or exceed customer expectations and needs. Simply put, it involves providing the best service to meet customer expectations (Erkan & Unal, 2022). Comprehensive quality has become one of the most important requirements of modern management and a condition for its success. It is no longer a luxury but has become the standard that governs the survival and growth of modern organizations in the face of the intense competition in the world, particularly in the current era of scientific and

technological advancement, which has facilitated the existence of modern systems to help implement and monitor comprehensive quality (Abbas & Abdul, 2019).

Ensuring and improving the quality of healthcare is not a new concept; it is a direct result of the principles of healthcare, such as justice, accessibility, integration, continuity, and partnership between the community and all stakeholders. Achieving this requires that ensuring and improving quality be an integral part of healthcare components and not viewed as a complex and costly task (Fattahine & Naaman, 2016).

The environment and its elements pose a significant challenge to any organization, as its continuity, progress, and achievement of more competitive advantages are greatly affected. To achieve these goals, it is necessary to provide a suitable environment capable of motivating and encouraging employees to improve their performance and thereby provide high-quality services, which plays a crucial role in achieving the organization's objectives. Given the importance of service quality in the growth of healthcare institutions, we must recognize the importance of providing a suitable environment that encourages employees to provide services with the highest possible efficiency and quality (Al-Sulami & Haddad, 2022, p. 224). In light of this, the problem of the study can be summarized in the following main question:

What is the impact of the work environment on the quality of healthcare services in government hospitals in Riyadh?

Study Questions:

1. What is the reality of the work environment in government hospitals in Riyadh from the perspective of healthcare professionals?
2. What is the level of healthcare service quality in government hospitals in Riyadh from the perspective of healthcare professionals?
3. What is the impact of the work environment on the quality of healthcare services in government hospitals in Riyadh from the perspective of healthcare professionals?

Study Objectives:

1. To understand the reality of the work environment in government hospitals in Riyadh from the perspective of healthcare professionals.
2. To identify the level of healthcare service quality in government hospitals in Riyadh from the perspective of healthcare professionals.
3. To explore the impact of the work environment on the quality of healthcare services in government hospitals in Riyadh from the perspective of healthcare professionals.

Significance of the Study:

- The study addresses the importance of the work environment and its significant influence on healthcare service quality.
- It provides a theoretical framework to understand the concepts of the work environment, healthcare service quality, and their impact on administrative innovation among workers in Saudi government institutions.
- It sheds light on the importance of the work environment in influencing healthcare service quality from the perspective of healthcare professionals in Riyadh's government hospitals.
- The study opens avenues for researchers to contribute solutions to workplace environment issues in Riyadh's government hospitals and the healthcare sector in general.
- It offers insights to decision-makers in Riyadh's government hospitals about the prevailing work environment and its potential contribution to improving employee performance and healthcare service quality.
- The study enriches Saudi libraries with new research on the impact of the work environment on healthcare service quality from the perspective of healthcare professionals in Riyadh's government hospitals.

Study Limitations:

- Geographic limitation: The study will be conducted in Riyadh, Saudi Arabia.
- Time limitation: The study will be conducted in 2023.
- Human limitation: The study will involve a sample of healthcare professionals in government hospitals.
- Subject matter limitation: The focus is on studying the impact of the work environment on healthcare service quality.

Literature Review:

Ben Hamou's study (2022) aimed to explore the relationship between the work environment and administrative innovation among employees: A case study of the Mobilius Bchar Regional Directorate. The study employed a descriptive and analytical approach to achieve its objectives and included a sample of 63 employees from the directorate. A questionnaire was used as a data collection tool. The study concluded that there is a

positive impact of the work environment on administrative innovation, with significant correlations observed between decision-making participation, incentives, and administrative innovation. The study recommended improving teamwork, reducing job pressures, leveraging interpersonal relationships, encouraging leaders to motivate subordinates for innovation, and involving employees in decision-making while providing necessary information for work.

Al-Salami and Haddad (2022) aimed to investigate the relationship between the internal work environment and administrative creativity at King Abdulaziz University in Jeddah. The study utilized a descriptive analytical approach, with the study population consisting of employees in all academic positions at the College of Economics and Management at King Abdulaziz University in Jeddah during the year 1443/1442 AH, totaling 326 academic staff of both genders. A random sample representing the study population was selected using appropriate statistical methods. The results indicated a statistically significant positive correlation between technical empowerment, work conditions, decision-making participation, and administrative creativity, highlighting the importance of the work environment as a fundamental factor influencing organizational creativity. The study recommends finding appropriate solutions to the challenges faced by companies or institutions, emphasizing the role of managers in problem-solving and the necessity of providing conducive work environments to foster employee creativity, which in turn enhances satisfaction and productivity.

Al-Maaytah and Abu Zeid (2021) aimed to examine the impact of the work environment on achieving administrative creativity in the Aqaba Special Economic Zone Authority. The study included all employees in the Aqaba Special Economic Zone Authority, totaling 2100 employees, with a sample size of 340 employees. The study employed a descriptive analytical field methodology, incorporating previous studies and developing a questionnaire to collect relevant data. Hypotheses were tested using multiple regression analysis with SPSS. The study found high mean scores for respondents' perceptions of both the work environment and administrative creativity, indicating a positive and statistically significant relationship between the work environment and administrative creativity. Recommendations included efforts by the authority to provide conducive work conditions to encourage creative performance among employees and achieve high levels of administrative creativity.

Al-Dhaybat and Al-Qatawneh (2020) aimed to investigate the impact of the internal work environment on administrative creativity among workers in the ports of the Aqaba region. A questionnaire was developed to collect data, distributed to a sample of 280 individuals, with 246 individuals participating (87.9%). The study found moderate perceptions of the internal work environment among port workers in the Aqaba region and high levels of administrative creativity. The internal work environment was found to significantly explain 56.4% of the variance in administrative creativity. Recommendations included the ports authority taking steps to enhance the internal work environment, such as implementing incentive systems to encourage creativity, establishing evaluation criteria and systems for assessing creativity, and providing training programs to foster a culture of creativity among employees.

The study conducted by Al-Shammari et al. (2022) aimed to explore the impact of implementing Total Quality Management (TQM) on healthcare service quality from the perspective of employees at King Khalid Hospital in Hafar Al-Batin. The current study employed a descriptive survey method to determine the effect of TQM implementation on healthcare service quality. The study population consisted of 869 healthcare workers, with 174 respondents representing the sample. A random sampling method was chosen to ensure the participation and representation of all members of the study population in a realistic manner. Considering the nature of the data and the methodology used, a questionnaire was deemed the most suitable tool to achieve the study objectives. The significant results indicated that training courses and workshops for healthcare workers would enhance their capabilities and skills in performing their tasks, thereby improving the quality of healthcare services provided at the hospital. The study also emphasized the need for awareness among managerial leaders regarding the importance of healthcare service quality and the necessity of addressing it as a developmental approach rather than a control and monitoring method. The study recommended conducting further research to investigate the impact of TQM implementation on healthcare service quality from other perspectives and in other hospitals, as well as studying the challenges that may arise in implementing TQM and proposing approaches for TQM application.

The study by Al-Ayashi and Yakhda (2020) aimed to highlight the role of implementing Total Quality Management (TQM) in improving healthcare

service quality in public hospital institutions. The study utilized a descriptive analytical approach to achieve its objectives. The study population included workers at the public hospital institution Abdulkarim Bourdghoma, with the study sample consisting of 364 physicians and paramedical staff and 251 inpatient residents at the hospital. A questionnaire was employed as a tool for data collection. The study revealed several key findings, including the inadequate application of TQM principles in the studied hospital, emphasizing the need for senior management to pay more attention to adopting this modern management approach. While the quality of healthcare service was perceived positively by the surveyed sample, it still required improvement, particularly regarding the reliability of healthcare service. Based on the results, the study recommended Algerian hospitals adopt TQM principles as a contemporary management approach for healthcare service quality and work on enhancing the services provided to patients, with the commitment and support of senior hospital management through the establishment of units or departments specialized in quality management and continuous improvement. The study conducted by Fatahin and Nalamn (2016) aimed to explore the role of Total Quality Management (TQM) in improving healthcare service at the public hospital institution Faris Yahya in Melliana. The study employed a descriptive analytical methodology to achieve its objectives. The study population included all employees at Faris Yahya public hospital institution, with the study sample consisting of 32 individuals. The study findings indicated several crucial points, such as the importance of TQM principles that healthcare organizations should adopt, including continuous improvement, data-driven decision-making, senior management support, and customer focus. The study also revealed a lack of TQM application in the institution, which was understandable due to the hospital's operation under a centralized budget and lack of TQM management. Based on the results, the study recommended earnest efforts to disseminate a culture of TQM among all employees as a precursor to TQM implementation, starting with the establishment of a unit or department dedicated to quality management and continuous improvement, equipped with the necessary competencies and experiences.

Methodology of the Study:

The researchers in this study relied on the descriptive analytical methodology by surveying the opinion of the study population, consisting of all healthcare personnel in government hospitals in Riyadh, through the use of a questionnaire. This methodology was chosen because it aligns with the nature of the study and is one of the most suitable methodologies for descriptive studies due to its flexibility and ease of application, allowing the researcher to achieve the study's objectives.

Study Population:

The study population is defined as all individuals within the community that the researcher seeks to study. Each individual, unit, or element within that community is considered part of the study population (Abu Eidat et al., 2002). The current study's population comprises all employees in government healthcare institutions in Riyadh.

Study Sample:

The researchers adopted a simple random sampling method from the study population, with a sample size of 336 healthcare personnel in government healthcare institutions in Riyadh.

Characteristics of the Study Sample:

Below are the personal and demographic characteristics of the study sample:

Several key variables were identified to describe the study sample, including age, gender, occupation, educational level, and years of experience. These variables are indicative of the study's results and reflect the educational background of the study sample. They also help establish the foundations upon which various analyses related to the study are built.

Table 1: Distribution of Study Sample According to Initial Data

	Age	Frequency	Percentage
Age	18-25 years	36	10.7
	26-35 years	105	31.3
	36-50 years	165	49.1
	Over 50 years	30	8.9
Gender	Male	225	67
	Female	111	33
Occupation	Doctor	78	23.2

	Specialist	111	33
	Pharmacist	60	17.9
	Technician	78	23.2
	Health Assistant	39	11.6
Educational Level	Intermediate Qualification	69	20.5
	Higher Qualification	222	66.1
	Postgraduate (Master's, PhD)	45	13.4
Years of Experience	Less than 3 years	39	11.6
	4-10 years	198	58.9
	11-15 years	54	16.1
	More than 15 years	45	13.4

Based on the study results, it was found that 49.1% of the total study sample were aged between 36-50 years old. Moreover, 67% of the total study sample were males. Additionally, 33% of the study sample held the job title of "Specialist," and the majority of the study sample had a high level of education. Furthermore, the largest portion of the study sample, comprising 58.9%, had 4-10 years of experience.

Construction of the Study Instrument:
After reviewing the literature and previous studies related to the current study's topic, and in light of the study's data and objectives, the researchers constructed the study instrument (questionnaire). This questionnaire consisted of several questions to be answered by the study sample to achieve the desired results of the study. The final questionnaire comprised three parts. The following outlines how it was constructed and the procedures followed to ensure its validity and reliability.

Study Instrument:
The researchers chose to use a questionnaire as the data collection tool due to its suitability for the study's objectives, methodology, and target population, enabling the researchers to answer the study's questions. The questionnaire is considered one of the most important and reliable data collection methods.

Validity of the Study Instrument:
To verify the internal consistency validity of the questionnaire, Pearson's correlation coefficient was calculated to determine the correlation degree of each statement within the questionnaire with the total score of the axis to which the statement belongs. The following tables show the correlation coefficients for each axis, including the statements.

Table 2: Pearson's Correlation Coefficients for Statements of the First Axis with the Total Score of the Axis

The first axis: The reality of the work environment in the hospitals of Riyadh city.									
No. phrase	The correlation coefficient with the axis.	No. phrase	The correlation coefficient with the axis.	No. phrase	The correlation coefficient with the axis.	No. phrase	The correlation coefficient with the axis.	No. phrase	The correlation coefficient with the axis.
1	**0.540	1	**0.792	1	**0.819	1	**0.772	1	**0.540
2	**0.627	2	**0.751	2	**0.760	2	**0.722	2	**0.751
3	**0.507	3	**0.805	3	**0.707	3	**0.804	3	**0.707
4	**0.704	4	**0.670	4	**0.730	4	**0.548	5	**0.674
5	**0.721	5	**0.674	5	**0.711	5	**0.655	2	**0.760

Significant at the 0.01 level or less**

Table (2), it is evident that the correlation coefficients for each phrase with its respective factor are positive and statistically significant at the 0.01 level or less. The correlation coefficients ranged between 0.507 and 0.805, indicating good correlation coefficients. This suggests the internal consistency of the first factor's phrases and their suitability for measuring what they were designed to measure. It also indicates high and sufficient validity indicators that can be relied upon in the application of the current study tool.

Table (3): Pearson correlation coefficients for phrases of the first factor with the total score of the factor

The level of quality of healthcare services in the hospitals of Riyadh city.					
No. phrase	The correlation coefficient with the axis.	No. phrase	The correlation coefficient with the axis.	No. phrase	The correlation coefficient with the axis.
1	0.714**	8	0.865**	15	0.854**
3	0.799**	9	0.835**	16	0.714**
3	0.799**	10	0.736**	17	0.799**
4	0.801**	11	0.875**	18	0.817**
5	0.789**	12	0.854**	19	0.854**
6	0.817**	13	0.799**	20	0.789**
7	0.780**	14	0.817**		

Significant at the 0.01 level or less**

From Table (3), it is evident that the correlation coefficients for each phrase with its respective factor are positive and statistically significant at the 0.01 level or less. This indicates the internal consistency of the first factor's phrases and their suitability for measuring what they were designed to measure.

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A) Tool Reliability:

The reliability of the study tool was ensured by using Cronbach's Alpha coefficient (α). Table (3) presents the values of Cronbach's Alpha coefficients for each factor of the questionnaire

Table (4): Cronbach's Alpha coefficients for measuring the reliability of the study tool

Survey dimensions	No. phrase	Axis Reliability
The current status of the work environment in Riyadh hospitals.	25	0.916
The quality of healthcare services in Riyadh hospitals.	20	0.898
Overall reliability	45	0.927

Results from Table (4) indicate a high overall reliability coefficient of 0.967, suggesting that the questionnaire possesses a high level of stability that can be relied upon in the field application of the study.

Data Collection Methods:

Two sources were relied upon for collecting data related to the research:

1. Secondary Sources: Utilizing books, journals, scientific papers, internet sources, and previous studies related to the study topic.
2. Primary Sources: Employing a questionnaire prepared specifically for gathering data from the sample individuals.

Study Management Scale:

A Likert five-point scale was utilized to obtain responses from the study sample individuals, according to the following agreement ratings: strongly agree, agree, neutral, disagree, and strongly disagree. This scale was quantified by assigning each phrase from the above statements a value, as follows: strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2 points), and strongly disagree (1 point).

To determine the length of categories in the Likert five-point scale, the range was calculated by subtracting the upper limit from the lower limit (5 - 1 = 4). Then, this range was divided by the highest value in the scale (4 ÷ 5 = 0.80). This resulting value was then added to the lowest value in the scale (1) to determine the upper limit of this category. The length of categories is illustrated in the following table:

Table (5): Division of categories in the Likert five-point scale (boundaries of response means)

No	category	category limits	
		From	To
1	Strongly Agree	4.21	5.00
2	Agree	3.41	4.20
3	Neutral	2.64	3.40

4	Disagree	1.81	2.60
5	Strongly Disagree	1.00	1.80

The range was used to obtain an objective judgment on the averages of the responses of the study sample individuals after they were statistically processed.

Analysis Methods:

To achieve the objectives of the study and analyze the collected data, various statistical methods were employed using the Statistical Package for Social Sciences (SPSS). These methods included frequencies and percentages to identify the characteristics of the study sample individuals and determine their responses to the main statements included in the study tool.

The mean, standard deviation, Pearson correlation coefficient, and Cronbach's alpha were calculated to assess the level of agreement and reliability of the study instrument. The mean and standard deviation were particularly useful for understanding the variation in responses of the study sample individuals regarding the main statements, which aided in ranking the statements based on their mean scores.

Presentation and Discussion of Study Results:

This section of the chapter presents a detailed analysis of the results obtained in the current study. It addresses the research questions using appropriate statistical analyses and interprets these results in light of theoretical frameworks and previous studies. The presentation and discussion proceed as follows:

1. Answering the First Question: What is the working environment like in Saudi government institutions from the perspective of employees in the Ministry of Interior?

To understand the working environment in Saudi government institutions from the perspective of employees in the Ministry of Interior, frequencies, percentages, means, standard deviations, and rankings were calculated for the responses of the study sample individuals regarding the aspects of the working environment.

Table (6) Perceptions of Researchers Regarding the Dimensions of the Work Environment

No.	phrase	**mean**	**Standard deviation**	**Degree of agreement**
The first dimension: Training		**4.05**	**0.78**	
2	The hospital excels in involving employees in training courses to develop their skills and knowledge.	4.20	0.82	Agree
1	The hospital considers training as a strategic option for preparing innovative human resources.	4.14	0.94	Agree
3	The hospital aims to emphasize collective training.	4.04	0.94	Agree
4	The hospital works on providing training opportunities for all employees in various departments and colleges.	3.97	1.01	Agree
5	The hospital works on linking the career path with the training path.	3.90	1.02	Agree
The second dimension: Incentives		3.47	1	
1	The incentives and rewards at the hospital are characterized by effectiveness and efficiency.	3.74	1.17	Agree
3	The incentive system at the hospital is directly linked to performance outcomes.	3.56	1.21	Agree
4	Employees at the hospital are rewarded when they contribute good ideas that benefit the work.	3.52	1.19	Agree
2	The incentive and reward system at the hospital is fair, effective, and leads to performance improvement.	3.50	1.21	Agree
5	My salary is higher compared to the salaries of employees with similar qualifications in other government institutions.	3.03	1.20	إلى حد ما
The third dimension: Technological empowerment		4.01	0.84	
3	The hospital prioritizes contemporary technology to achieve optimal performance levels.	4.05	0.95	Agree

2	The hospital follows distinguished strategic plans to leverage modern technology in its operations.	4.03	0.93	Agree
1	The hospital continuously adapts to technological advancements relevant to its operations.	4.02	0.94	Agree
4	The hospital consistently identifies technology needs and requirements.	4.02	0.95	Agree
5	The hospital possesses highly skilled human resources proficient in utilizing technology.	3.95	0.98	Agree
The fourth dimension: Nature and conditions of work		3.78	0.79	
5	The hospital provides safe and secure conditions for all employees.	4.06	0.85	Agree
1	The hospital ensures all necessary resources are provided for employees to carry out their duties.	3.83	0.95	Agree
4	Employees at the hospital feel comfortable with their workplace.	3.78	0.97	Agree
2	The office furniture at the hospital is suitable for the nature of the work.	3.71	0.99	Agree
3	The hospital works on providing necessary insurance coverage for employees in case of workplace accidents.	3.55	1.17	Agree
The fifth dimension: Participation in decision-making		3.61	0.91	
2	The hospital respects the opinions of its subordinates.	3.82	0.95	Agree
3	The hospital involves its subordinates in decision-making in an apparent manner.	3.63	1.01	Agree
4	The hospital values the opinions and suggestions of its employees.	3.62	1.02	Agree
1	The hospital engages employees in making decisions related to their respective departments.	3.59	1.05	Agree
5	Administrative decisions at the hospital are taken collaboratively.	3.41	1.13	Agree
Overall		3.78	0.75	

Based on the above results, it is evident that the study participants agree on the level of the work environment in Saudi government institutions from the perspective of healthcare personnel in the hospital, with an average agreement level of 3.78, indicating agreement and with a mean deviation of 0.75.

Furthermore, there is variability in the study participants' agreement regarding the dimension of the work environment level in Saudi government institutions from the perspective of hospital employees. Their agreement ranged between (4.20 to 3.03), falling within the fourth and third categories of the five-point scale, indicating agreement to some extent with the study tool. This demonstrates the variation in the study participants' agreement on the level of the work environment in Saudi government institutions, ranked in descending order according to the participants' agreement as follows:

First Dimension: Training

The results show that the statement "The hospital stands out in involving employees in training courses to develop their skills and knowledge" received the highest agreement rate from the study participants, ranking first with an average score of (4.20) and a standard deviation of (0.82).

While the statement "The hospital considers training as a strategic option to prepare innovative human resources" ranked second with an average score of (4.14) and a standard deviation of (0.94).

The last ranked statement was "The hospital works to link the career path with the training path" in terms of the study participants' agreement, with an average score of (3.90) and a standard deviation of (1.02).

Second Dimension: Incentives

Similarly, the statement "The incentives and rewards at the hospital are characterized by effectiveness and efficiency" received the highest agreement rate from the study participants, ranking first with an average score of (4.05) and a standard deviation of (0.95).

While the statement "The hospital's incentive system is directly linked to performance results"

ranked second with an average score of (3.56) and a standard deviation of (1.21).
The statement "My salary is higher compared to the salaries of employees holding the same qualifications in other government institutions" ranked last in terms of the study participants' agreement, with an average score of (3.03) and a standard deviation of (1.20).

Third Dimension: Technological Empowerment
Regarding this dimension, the statement "The hospital is interested in contemporary technology to achieve better performance levels" received the highest agreement rate from the study participants, ranking first with an average score of (4.05) and a standard deviation of (0.95).
While the statement "The hospital follows distinguished strategic plans to employ modern technology in work" ranked second with an average score of (4.03) and a standard deviation of (0.93).
The statement "The hospital has qualified human resources with high skills in using technology" ranked last in terms of the study participants' agreement, with an average score of (3.95) and a standard deviation of (0.98).

Fourth Dimension: Nature and Conditions of Work
The statement "The hospital provides safe and secure conditions for all employees" received the highest agreement rate from the study participants, ranking first with an average score of (4.06) and a standard deviation of (0.85).
While the statement "The hospital provides all the necessary requirements for employees to complete their work" ranked second with an average score of (3.83) and a standard deviation of (0.95).
The statement "The hospital works to provide insurance necessary for employees in case of work-related accidents" ranked last in terms of the study participants' agreement, with an average score of (3.55) and a standard deviation of (1.17).

Fifth Dimension: Participation in Decision Making
The statement "The hospital respects the opinions of subordinates" received the highest agreement rate from the study participants, ranking first with an average score of (3.82) and a standard deviation of (0.95).
While the statement "The hospital involves subordinates in decision-making in an apparent manner" ranked second with an average score of (3.63) and a standard deviation of (1.01).
The statement "Administrative decisions at the hospital are taken collaboratively" ranked last in terms of the study participants' agreement, with an average score of (3.41) and a standard deviation of (1.13).

Results of the Second Question: What is the level of quality of health services in government hospitals in Riyadh from the perspective of healthcare personnel in government hospitals in Riyadh:
To determine the level of improvement in the quality of health services in government hospitals in Riyadh from the perspective of healthcare personnel in government hospitals in Riyadh, the frequencies, percentages, mean scores, standard deviations, and ranks were calculated for the responses of the study participants to the statements related to the dimension of improving the quality of health services in government hospitals in Riyadh from the perspective of healthcare personnel in government hospitals in Riyadh. The results are presented in the following table:

Table (7) Responses of Study Participants to Statements of the Second Dimension Ranked Descendingly According to Agreement Means

No	Phrases:	Average	Standard deviation	Rank
1	The transportation facilities provided for patients are of high quality.	3.66	1.23	3
2	The physical conditions within the hospital are designed to be appealing and comfortable for patients.	3.83	1.07	2
3	The hospital is equipped with modern medical equipment to ensure effective treatment.	4.04	0.90	1
Tangible		3.84	1.07	
1	Healthcare services are consistently delivered on time as per scheduled appointments.	4.03	1.01	2
2	Procedures are meticulously followed according to established guidelines.	3.89	1.03	3
3	Hospital employees demonstrate confidence and competence in their roles.	3.82	1.16	4

4	Patient records are meticulously maintained with accuracy, ensuring confidentiality.	4.04	0.90	1
Reliability		3.95	1.03	
1	Services are promptly executed, emphasizing efficiency and timeliness.	4.04	0.90	1
2	Service durations are clearly communicated and adhered to.	3.88	1.05	3
3	Employees display a willingness to assist patients and safeguard their rights.	3.89	1.03	2
Responsiveness		3.94	0.99	
1	Patients are reassured of receiving quality care.	4.06	0.99	2
2	Patients are treated with courtesy and respect at all times.	4.00	0.89	4
3	Patients are provided with comprehensive information about their treatment and condition.	4.21	0.97	1
4	Patient inquiries are addressed satisfactorily, instilling confidence.	4.04	0.90	3
5	Empathy is demonstrated towards patients' concerns and needs.	3.23	1.27	5
Assurance		3.91	1.00	
1	The hospital's scheduling accommodates patients' preferences whenever possible.	4.1	0.97	3
2	Individualized care is provided to each patient, addressing their unique needs.	3.42	1.27	5
3	Patients receive thorough consultation and support as expected.	4.04	0.90	2
4	Patient complaints are taken seriously and addressed promptly.	4.21	0.97	1
5	Individual requests and preferences are understood and respected.	3.88	1.05	4
Empathy		3.89	1.03	

Based on the results shown in Table (7), it is evident that there is variability in the agreement among the study participants regarding the dimensions of the level of improvement in the quality of healthcare services in government hospitals in Riyadh from the perspective of healthcare professionals working in these hospitals. The participants' agreement ranged from (3.42 to 4.21), falling into the fourth and fifth categories of the five-point scale, indicating moderate to strong agreement with the study tool. This indicates consistency in the agreement among the study participants regarding the dimensions of the level of improvement in the quality of healthcare services in government hospitals in Riyadh from the perspective of healthcare professionals in these hospitals. These dimensions were ranked in descending order according to the participants' agreement as follows:

First: Tangibility:

- The statement "Modern medical equipment is available in the hospital" ranked first among tangibility aspects in terms of participants' agreement, with a mean score of (4.04).
- The statement "Physical conditions are suitable and attractive for patients" ranked second among tangibility aspects in terms of participants' agreement, with a mean score of (3.83).
- The statement "Transport facilities for patients are good" ranked last among tangibility aspects in terms of participants' agreement, with a mean score of (3.66).

Second: Reliability:

- The statement "Patient records are maintained accurately, ensuring the confidentiality of information" ranked first among reliability aspects in terms of participants' agreement, with a mean score of (4.04).
- The statement "Healthcare services are provided on time" ranked second among reliability aspects in terms of participants' agreement, with a mean score of (4.03).
- The statement "Required procedures are strictly followed according to specified instructions" ranked third among reliability aspects in terms of participants' agreement, with a mean score of (3.89).
- The statement "Hospital staff demonstrate confidence and competence in their work" ranked last among reliability aspects in terms of participants' agreement, with a mean score of (3.82).

Third: Responsiveness:

- The statement "Services are executed quickly, emphasizing efficiency and timeliness" ranked first among responsiveness aspects in terms of

participants' agreement, with a mean score of (4.04).
- The statement "Employees show willingness to assist patients and protect their rights" ranked second among responsiveness aspects in terms of participants' agreement, with a mean score of (3.89).
- The statement "Service duration is clearly explained and adhered to" ranked last among responsiveness aspects in terms of participants' agreement, with a mean score of (3.88).

Fourth: Assurance:
- The statement "Patients receive comprehensive information about their treatment and condition" ranked first among assurance aspects in terms of participants' agreement, with a mean score of (4.21).
- The statement "Patients are assured of receiving high-quality care" ranked second among assurance aspects in terms of participants' agreement, with a mean score of (4.06).
- The statement "Queries from patients are responded to promptly, increasing their confidence" ranked third among assurance aspects in terms of participants' agreement, with a mean score of (4.04).
- The statement "Patients are treated with friendliness and respect at all times" ranked fourth among assurance aspects in terms of participants' agreement, with a mean score of (4.00).
- The statement "Compassion is expressed towards patients' fears and needs" ranked last among assurance aspects in terms of participants' agreement, with a mean score of (3.23).

Fifth: Empathy:
- The statement "Patient complaints are taken seriously and dealt with promptly" ranked first among empathy aspects in terms of participants' agreement, with a mean score of (4.21).
- The statement "Patients receive comprehensive consultation and support as expected" ranked second among empathy aspects in terms of participants' agreement, with a mean score of (4.21).
- The statement "The hospital schedule is tailored to patients' preferences if possible" ranked third among empathy aspects in terms of participants' agreement, with a mean score of (4.21).
- The statement "Individual requests and preferences are understood and respected" ranked fourth among empathy aspects in terms of participants' agreement, with a mean score of (4.21).
- The statement "Individual care is provided for each patient, considering their unique needs" ranked last among empathy aspects in terms of participants' agreement, with a mean score of (3.23).

Answer to the Third question: What is the relationship between the work environment and the quality of healthcare services in government hospitals in Riyadh?

To answer the question regarding the relationship between the work environment and the improvement of the quality of healthcare services in government hospitals in Riyadh from the perspective of healthcare professionals in these hospitals, the researchers used the Pearson correlation coefficient to clarify the relationship between the variables. The results are as follows:

Table (8) Pearson Correlation Coefficients Results to Clarify the Relationship Between the Work Environment and the Quality of Healthcare Services in Government Hospitals in Riyadh.

Work environment	Quality of healthcare services in government hospitals in Riyadh	
The overall level of the work environment	Pearson correlation coefficient)	The significance level
	0.898**	**0.0**1

At a significance level of (0.01), the results indicated a positive correlation coefficient of (0.898) with statistical significance between the overall degree of work environment and the quality of healthcare services in government hospitals in Riyadh. This result interprets the impact of the work environment on the quality of healthcare services in government hospitals in Riyadh.

Study Results:

Results of the First Question: What is the status of the work environment in government hospitals in Riyadh from the perspective of healthcare professionals?

There is variability in the agreement of the study participants regarding the level of the work environment in Saudi government institutions from the perspective of employees working in the Ministry of Interior. The averages of their agreement on the statements ranged from (4.20 to

3.03), which fall into the fourth and third categories of the five-point scale indicating (agree to some extent) on the study tool, illustrating the variation in agreement among the study participants regarding the level of the work environment in Saudi government institutions.

Results of the Second Question: What is the level of improvement in the quality of healthcare services in government hospitals in Riyadh from the perspective of healthcare professionals?

There is variability in the agreement of the study participants regarding the dimensions of the level of improvement in the quality of healthcare services in government hospitals in Riyadh from the perspective of healthcare professionals in Riyadh. Their agreement ranged from (3.42 to 4.21), falling into the fourth and fifth categories of the five-point scale indicating (agree and strongly agree) on the study tool, indicating consensus among the study participants regarding the dimensions of the level of improvement in the quality of healthcare services in government hospitals in Riyadh.

Results of the Third Question: What is the relationship between the work environment and the quality of healthcare services in government hospitals in Riyadh?

There is a positive correlation coefficient of (0.898) with statistical significance at a significance level of (0.01) between the overall degree of the work environment and the quality of healthcare services in government hospitals in Riyadh.

Recommendations:

In light of the results, the study recommends the following:

- There is a need to improve the work environment in government hospitals by providing necessary support for employees and enhancing the quality of infrastructure and facilities.
- Efforts should be directed towards enhancing effective communication between management and healthcare professionals and providing training and development programs to enhance staff competency and well-being.
- It is essential to implement new policies and procedures to improve the quality of healthcare services in government hospitals in Riyadh, such as improving healthcare delivery processes and enhancing coordination between different departments.
- Investment in medical technology should be encouraged, and medical equipment and technology used in hospitals should be updated to improve the quality of services provided.
- Encouraging collaboration between healthcare management, healthcare professionals, and other government entities to develop comprehensive strategies aimed at enhancing the work environment and the quality of healthcare services in government hospitals in Riyadh.
- The role of monitoring and follow-up by relevant authorities should be strengthened to ensure the implementation of the proposed recommendations and monitor the improvement of the quality of healthcare services and the work environment in government hospitals in Riyadh.
- More studies and research should be conducted to understand the relationship between the work environment and the quality of healthcare services more deeply by focusing on other possible factors that may influence this relationship.

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