



A SCIENTIFIC PAPER TITLED: THE IMPACT OF MOTIVATION ON THE PRODUCTIVITY LEVEL OF HEALTHCARE STAFF IN GOVERNMENT HOSPITALS IN RIYADH.

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Abstract

The study aimed to investigate the impact of motivation on the productivity of healthcare professionals in government hospitals in Riyadh. The study utilized a descriptive-analytical approach to achieve its objectives. The population of the current study comprised all healthcare workers in government healthcare institutions in Riyadh. Researchers relied on simple random sampling from the study population, with a sample size of 112 healthcare professionals in government healthcare institutions in Riyadh. The study used a questionnaire to collect data. In light of this, the study reached several conclusions, the most important of which was the presence of a statistically significant positive relationship between motivation and the level of productivity of healthcare professionals, with a Pearson correlation coefficient value of 0.575, which was statistically significant at a significance level of 0.05. Based on the results, the study recommends that government hospitals in Riyadh improve their financial incentive systems for healthcare professionals, such as increasing financial rewards and providing additional benefits to encourage outstanding performance. A standardized system for granting financial incentives based on individual competence and performance should be developed. Government hospitals in Riyadh should also enhance morale motivation for healthcare professionals by offering incentive programs such as celebrating achievements, providing certificates of appreciation, and creating a positive work environment.

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Introduction

Motivation is considered a vital investment for most organizations, as it requires tangible returns to elicit full engagement from all participants. Motivation policies are based on the idea that effort and productivity increase when individuals feel they are making progress towards their specific goals. Therefore, effective motivation policies need to offer a variety of products and services that cater to the interests and needs of diverse participants. Additionally, successful policies require careful development of reward mechanisms to ensure the continued enthusiasm of participants in working towards achieving new goals after receiving the reward.

There are several means and methods to motivate performance improvement in the healthcare sector, designed to enhance and encourage individuals to improve their performance and outcomes. These methods may include financial and non-financial rewards, directed towards patients, individual service providers, or institutions. One such model is the pay-for-performance system, where performance is compared among beneficiaries based on a set of performance indicators, and beneficiaries who achieve a high level of performance are financially rewarded. This system aims primarily to identify outstanding performers and reward them, with the goal of encouraging beneficiaries to improve their performance. This model has been implemented in several countries, for various target groups and in different contexts. Initial indicators suggest varied effects of this system on performance (Abduljawad & Al-Assaf, 2011).

Healthcare institutions are particularly in need of providing high-quality services, given the importance of these services to various members of society, and legislative regulations commit to providing healthcare services at the highest quality levels for patients. The significant emphasis on quality in the healthcare field is evident through various efforts by different healthcare institutions to introduce new management methods aimed at developing and improving the quality of healthcare services, and increasing the productivity of workers (Al-Shahrani & Al-Sayyed, 2022).

Improving service quality has become a significant challenge for employees working in institutions striving to remain competitive in the market and meet the expectations and satisfaction of service recipients. The healthcare sector is particularly important among clinical and non-clinical services due to its nature and essence, as healthcare workers generally need to develop and implement quality improvement plans to ensure success. Quality is a

crucial factor that gives healthcare institutions a sustainable competitive advantage and contributes to patient satisfaction, ultimately leading to increased referrals, service demand, and hospital reputation (Izadi et al., 2017).

Therefore, it is important to undertake financial reforms in the healthcare sector, including transitioning to different types of budgeting and performance-based incentives, and assisting in ensuring that funding mechanisms determine the necessary motivational policy to improve the performance of workers and consequently improve their productivity and the quality of healthcare services (Piatti-Fünfkirchen & Schneider, 2014).

This is confirmed by the results of the study by Al-Shahrani & Al-Sayyed (2022), which found a statistically significant positive relationship between providing incentives to employees and the quality of healthcare services provided to patients. The study also recommended the necessity of adopting a fair system of incentives and promotions through career progression, and focusing on increasing the wages of healthcare workers to improve their performance; and revising the mechanism of the salary and bonus system to develop it in line with the expectations of employees in government hospitals in Saudi Arabia.

Motivation policy is one of the fundamental principles governing the rules and provisions of these policies, as motivation has become one of the assisting factors in advancing and developing work. If factors that provide benefit and stability for the individual are found, this in turn reflects on the productivity of the individual, leading to high levels of performance, and the drive to find a good return for those incentives develops work and elevates it to high levels of quality (Marni & Al-Maskari, 2019).

Material and moral motivation is of great importance in the healthcare sector, as it contributes to raising the morale of workers in hospitals and meeting their needs and desires. It also contributes to restructuring the policies of healthcare institutions to match the needs of the workers, enabling them to control their behaviors and develop their skills. This contributes to achieving the interests of the workers and the institution, ensuring their job satisfaction with their performance, ultimately leading to improving the level of service and achieving the goals of the institution (Bazbaz & Abu Al-Haj, 2019).

The lack of appropriate material and moral motivation may negatively affect the productivity of workers, reflecting on their future performance and reducing opportunities to achieve the

organization's goals. The importance of material motivation in enhancing the performance of employees in general is evident, and its importance and nature vary depending on personal factors such as gender, age, job position, standard of living, and education level. In addition, incentives vary between organizations based on their activity, so healthcare centers should study the needs of each employee to motivate them effectively and enhance their achievements (Abu Hameed, 2020). Therefore, the importance of the study lies in understanding the impact of motivation on the productivity of healthcare staff in government hospitals in Riyadh.

Problem of Study:

Material and moral motivation are considered essential factors relied upon by modern institutions to enhance their performance and achieve their goals. The management of these institutions continues to seek innovative ways to make these incentives inspiring to employees and encourage them to contribute to the success of the institution by meeting their needs and aspirations. This enhances their readiness to provide products or services efficiently and effectively, thereby increasing productivity, profits, and contributing to growth and development (Tajani, 2022).

The importance of incentives is evident in the urgent need to motivate employees and stimulate their desire and enthusiasm for work, as it contributes to enhancing motivation, enthusiasm, and readiness to work effectively, which positively reflects on overall performance and increased productivity. Incentives also promote interaction between the employee and the organization, motivating employees to achieve the organization's goals with competence and efficiency. Incentives also help avoid employees feeling frustrated and create a conducive atmosphere, motivating them to persevere and work efficiently. Incentives are a fundamental factor that should be available in any organized effort seeking to achieve outstanding performance and have a significant impact on improving the productivity of employees in general (Marni & Al-Masri, 2019).

Therefore, motivation is important in enhancing employee productivity, as motivation is a key factor in encouraging efforts and increasing production. Motivation is also a form of appreciation by the institution for the efforts of employees, often associated with financial rewards, but can also take moral forms. Financial motivation, especially, enhances efficiency and helps achieve work goals with high efficiency. For this reason, administrators seek to design incentive systems that match the

effort exerted and enhance satisfaction and belonging to the institution. By appreciating the incentives provided, whether material or moral, improvement in performance efficiency and productivity can be achieved (Dwaihy & Mohammed, 2018).

This was confirmed by the results of the study by Marni and Al-Masri (2019), which indicated a statistically significant positive impact of motivation on the performance of employees in the health sector in the Emirate of Abu Dhabi. The study recommended linking the actual expenditure of incentives with the level of performance so that distinctions are made between employees according to their performance level.

Hospitals make great efforts to achieve the specific goals in their strategic plans, striving to maintain and improve their performance levels. This challenge is particularly complex due to the internal and external environment complexities of the health system and increasing competition in the healthcare services sector, especially with the rapid advancements in medical technologies, communication, and technology. Health institutions, as healthcare providers, need to rely on comprehensive and sustainable management methods to emphasize their strong reputation and prestigious status. They are the main providers of almost free medical services to citizens and need to improve the productivity of employees and enhance the quality of services to meet societal expectations. This is aimed at enhancing their competitive position in the face of continuous challenges and the evolution of the healthcare environment (Bani Issa & Al-Shubail, 2019).

This was confirmed by the results of the study by Al-Qadi (2018), which suggested that the concept of incentives can be used to motivate employees in hospitals, as this is of great importance in improving the performance and productivity of employees in various functional roles. Also, the results of the study by Al-Shahri and Al-Sayed (2022) confirmed the presence of a statistically significant positive correlation between providing incentives to employees and the quality of healthcare services provided to patients at Asir Central Hospital.

Given the importance of financial and moral motivation in enhancing and increasing the productivity of employees, and in achieving the goals of Vision 2030 of the Kingdom in restructuring the health sector, which aims to enhance its status, enhance the quality and efficiency of healthcare services, increase safe health coverage, and improve the productivity of healthcare personnel, it appears that success in

achieving these goals depends on following a comprehensive system of financial and moral motivation. In order to enhance employee satisfaction and thus increase their productivity, the problem of the study can be summarized in the following main question:

What is the impact of motivation on the productivity of healthcare staff in government hospitals in Riyadh?

Study Questions:

- What is the reality of material motivation in government hospitals in Riyadh from the perspective of healthcare staff?
- What is the reality of moral motivation in government hospitals in Riyadh from the perspective of healthcare staff?
- What is the level of productivity of healthcare staff in government hospitals in Riyadh from the perspective of healthcare staff?
- Is there a statistically significant relationship between motivation and the level of productivity of healthcare staff in hospitals in Riyadh?

Study Objectives:

- To identify the reality of material motivation in government hospitals in Riyadh from the perspective of healthcare staff.
- To identify the reality of moral motivation in government hospitals in Riyadh from the perspective of healthcare staff.
- To identify the level of productivity of healthcare staff in government hospitals in Riyadh from the perspective of healthcare staff.
- To identify the impact of motivation on the productivity of healthcare staff in government hospitals in Riyadh from the perspective of healthcare staff.

Study Significance:

The significance of the study is evident in the following points:

1. Theoretical significance:

- Identifying the impact of financial and moral motivation on the productivity of healthcare staff in government hospitals in Riyadh.
- Revealing the relationship between motivation and the productivity of healthcare staff in government hospitals in Riyadh.
- Adding an important topic to the scientific library, contributing to enhancing the efficiency of the healthcare system in the Kingdom, which is the impact of motivation on the productivity

of healthcare staff in government hospitals in Riyadh.

2. Practical significance:

- Presenting the results and the actual reality of motivation in the healthcare sector in the Kingdom to the relevant authorities and the Ministry of Health.
- Providing suggestions to enhance the productivity and efficiency of healthcare staff in government hospitals in the Kingdom, through the development of policies and attention to financial and moral motivation in the healthcare system.

Study Limitations:

- Geographical limitations: The study will be conducted in the Kingdom of Saudi Arabia at Prince Mohammed bin Abdulaziz Hospital in Riyadh.
- Time limitations: The study will be conducted in 2023.
- Human limitations: The study will be conducted on a sample of healthcare staff at Prince Mohammed bin Abdulaziz Hospital in Riyadh.
- Subject limitations: The study is limited to investigating "the impact of motivation on the productivity of healthcare staff in government hospitals in Riyadh".

Study Terminology:

- Motivation: "What drives employees either financially or materially to work towards increasing their performance rates directly or indirectly, where bonuses, job security, and social insurance are all material incentives, and salary is one of the most important material incentives that employees must achieve behind their work" (Harbouk, 2022, p. 9).
- Employee productivity: It is the implementation of an employee's tasks and responsibilities assigned to him by the organization or hospital with the highest standards of quality in execution patiently (Frawanah et al., 2016, p. 112).

Study Population:

The study population is defined as "all individuals of the community on which the researcher seeks to conduct the study, meaning that every individual, unit, or element within that community is considered a part of the components of that community" (Obaidat et al., 2002). The current study population consists of all employees in government healthcare institutions in Riyadh city.

Study Sample:

The researchers relied on applying the simple random sampling method from the study population. The study sample consisted of 112 healthcare professionals working in government healthcare institutions in Riyadh city.

Characteristics of the Study Sample:

The following is a presentation of the personal and demographic characteristics of the study sample:

Several key variables were identified to describe the individuals of the study sample, including age, gender, occupation, educational level, and years of experience. These variables have significant implications for the study results, as they reflect the educational background of the study sample individuals and help establish the foundations upon which various analyses related to the study are built. The details are as follows:

Table (1): Distribution of the Study Sample Individuals According to Primary Data.

	Age	Frequency	Percentage
Age	18-25 years	12	10.7
	26-35 years	35	31.3
	36-50 years	55	49.1
	Over 50 years	10	8.9
Gender	Male	75	67
	Female	37	33
Occupation	Doctor	26	23.2
	Specialist	37	33
	Pharmacist	20	17.9
	Technician	26	23.2
	Health Assistant	13	11.6
Educational Level	Intermediate Qualification	23	20.5
	Higher Qualification	74	66.1
	Postgraduate (Master's, PhD)	15	13.4
Years of Experience	Less than 3 years	13	11.6
	4-10 years	66	58.9
	11-15 years	18	16.1
	More than 15 years	15	13.4

Findings from the study revealed that 49.1% of the total study sample were aged between 36-50 years, while 67% of the total study sample were males. It also became apparent that 33% represented the largest category in terms of job title, being specialists. Moreover, the majority of the study sample had a high educational qualification. Finally, it was evident that the largest portion of the study sample had 4-10 years of experience, comprising 58.9%.

Development of the Study Tool:

After reviewing the literature and previous studies related to the current study's topic, and considering the study's data, questions, and objectives, the researchers constructed the tool (questionnaire). This was achieved by presenting some questions to be answered by the study sample individuals to reach the desired results of the study's topic. The final questionnaire consisted of three parts. The following is an overview of how it was constructed

and the procedures followed to ensure its validity and reliability.

Study Tool:

The researchers relied on using the questionnaire as a data collection tool, considering its suitability for the study's objectives, methodology, and population, to answer its questions. The questionnaire is considered one of the most important means of collecting structured data and information, known for its reliability and stability.

Internal Consistency Validity of the Study Tool:

To verify the internal consistency validity of the questionnaire, Pearson's Correlation Coefficient was calculated. This was done to determine the correlation coefficient of each Phrase within the questionnaire with the total score of the axis to which the Phrase belongs. The following tables illustrate the correlation coefficients for each axis, including the Phrases.

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

The reality of financial incentives in Riyadh hospitals		The reality of moral incentives in Riyadh hospitals		The level of productivity of healthcare personnel in Riyadh hospitals	
No. phrases.	Correlation Coefficient with the Axi	No. phrases.	Correlation Coefficient with the Axi	No. phrases.	Correlation Coefficient with the Axi
1	0.491**	1	0.731**	1	0.714**
2	0.601**	2	0.838**	2	0.766**
3	0.612**	3	0.850**	3	0.799**
4	0.739**	4	0.853**	4	0.801**
5	0.860**	5	0.869**	5	0.789**
6	0.705**	6	0.715**	6	0.817**
7	0.712**	7	0.850**	7	0.780**
8	0.869**	8	0.786**	8	0.865**
9	0.815**	9	0.812**	9	0.835**
10	0.756**	10	0.736**	10	0.736**
				11	0.875**
				12	0.854**

**Significant at the 0.01 level or less

Table (2) shows that the correlation coefficients of each Phrase with its dimension are positive and statistically significant at the 0.01 level or less. This indicates the validity of internal consistency among the Phrases of the first axis and their suitability for measuring what they were intended to measure.

A) Reliability of the Study Tool:

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 axis of the questionnaire, indicating the tool's reliability.

Table (3): Cronbach's Alpha Coefficients for Assessing the Reliability of the Study Tool

The survey axes are:	No. phrases.	The reliability of the axis.
The current status of financial incentives in hospitals in Riyadh city.	10	0.916
The current status of non-financial incentives in hospitals in Riyadh city.	10	0.968
The productivity level of healthcare staff in hospitals in Riyadh city.	12	0.898
Overall consistency.	32	0.927

Table (3) indicates that the overall reliability coefficient is high, reaching (0.927), indicating 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: By referring to books, journals, scientific papers, internet websites, and previous studies related to the subject of the study.
2. Primary Sources: By relying on a questionnaire prepared to collect data from the sample individuals.

Study Management Scale:

A five-point Likert scale was used to obtain responses from the study sample individuals, according to the following agreement ratings: (Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree). The scale was quantified by assigning each Phrase a score as follows: Strongly Agree (5 points), Agree (4 points), Neutral (3 points), Disagree (2 points), Strongly Disagree (1 point).

To determine the length of the categories in the Likert scale, the range was calculated by subtracting the maximum limit from the minimum limit ($5 - 1 = 4$). Then, this range was divided by the highest value on the scale ($4 \div 5 = 0.80$). Next, this value was added to the lowest value on the scale (1) to determine the upper limit of this

category. Thus, the length of the categories became as illustrated in the following table:

Table (4): Division of Categories in the Five-Point Likert 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

Statistical Processing Methods:

To achieve the objectives of the study and analyze the collected data, several appropriate statistical methods were used utilizing 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 Phrases included in the study tool.

Mean (Average), Standard Deviation were used to determine the extent of the study sample individuals' responses to the main Phrases. This helps in ranking the Phrases according to the highest average. Pearson's correlation coefficient

and Cronbach's Alpha coefficient were also utilized in the analysis.

Study Results, Discussion

Answer to the First Question: What is the reality of material motivation in the hospitals of Riyadh city? To identify the reality of material motivation in the hospitals of Riyadh city, frequencies, percentages, means, standard deviations, and rankings were calculated for the responses of the study sample individuals regarding the Phrases about the reality of material motivation in the hospitals of Riyadh city. The results are as follows:

Table 5: Responses of the Study Sample Individuals Regarding the Phrases of the First Axis Ranked Descendingly According to Agreement Averages

No.	Phrases	The Arithmetic Mean	Standard Deviation	Rank
4	The hospital provides allowances for accommodation and transportation for medical staff.	4.46	0.89	1
5	Financial bonuses are offered for overtime work at the hospital.	4.36	0.89	2
6	The hospital offers social incentives for employees upon marriage or childbirth.	4.26	0.96	3
7	The hospital facilitates loan processes and advances for employees with easy terms.	4.26	1.06	4
8	The hospital promotes outstanding performance among medical staff.	4.19	1.04	5
1	Annual bonuses appropriate to service are provided by the hospital.	4.16	1.07	6
2	Monthly financial incentives are disbursed by the hospital for excellence in work.	4.15	1.05	7
10	Salaries provided by the hospital are commensurate with job nature.	4.09	1.01	8
3	Monthly infectious disease allowances are offered by the hospital.	4.08	1.16	9
9	The hospital provides a system for periodic bonuses to enhance work efficiency.	4.02	1.12	10
	Overall average for the axis	4.2	0.81	

In Table 5, it is evident that the response of the study sample individuals towards the role of material motivation in enhancing the productivity of healthcare personnel in Riyadh hospitals was largely agreeable, with an average score of 4.20 out of 5.00. This average falls within the fourth category of the five-point Likert scale (ranging from 3.61 to 4.21), indicating agreement with the Phrases of the axis.

The results in Table 5 reveal variability in the agreement among the study sample individuals regarding the Phrases about the role of material motivation in enhancing the productivity of healthcare personnel in government hospitals in Riyadh. From the perspective of healthcare personnel, the mean scores ranged from 4.46 to 4.02, indicating strong agreement.

- The Phrase ranked first in terms of strong agreement among the study sample individuals was: "The hospital provides allowances for accommodation and transportation for medical staff," with an average score of 4.46 out of 5.
- Ranked second was the Phrase: "The hospital offers financial rewards for overtime work," with an average score of 4.36 out of 5.
- The Phrase ranked penultimate in terms of strong agreement was: "The hospital provides monthly infection allowances," with an average score of 4.08 out of 5.

- Lastly, the Phrase ranked last in terms of agreement was: "The hospital provides a system of periodic bonuses to enhance work efficiency," with an average score of 4.02 out of 5.

From the above results, it is apparent that the most prominent Phrases regarding the role of material motivation in enhancing the productivity of healthcare personnel include hospitals providing allowances for housing and transportation, offering financial rewards for overtime work, providing social bonuses for marriage and children, facilitating loan and credit processes, and promoting outstanding medical personnel in their duties.

Secondly, the answer to the second question: What is the reality of moral motivation in Riyadh hospitals from the perspective of healthcare personnel in Riyadh healthcare institutions?

To determine the reality of moral motivation in Riyadh hospitals from the perspective of healthcare personnel in Riyadh healthcare institutions, frequencies, percentages, means, standard deviations, and rankings were calculated for the responses of the study sample individuals regarding the Phrases about the reality of moral motivation in Riyadh hospitals. The results are as follows:

Table 6: Responses of the study sample individuals regarding the Phrases of the second axis ranked in descending order according to the mean agreement scores.

No.	Phrases	The Arithmetic Mean	Standard Deviation	Rank
1	I feel appreciated by my superiors at the hospital for my efforts.	4.61	0.66	1
5	My superiors trust my abilities and grant me authority and delegation to carry out various tasks in the hospital.	4.47	0.73	2
6	My superiors provide me with opportunities to participate in relevant decision-making.	4.44	0.75	3
7	The hospital offers opportunities for participation in training courses and workshops.	4.44	0.77	4
8	My superior's express gratitude and appreciation when goals are achieved and tasks are successfully completed.	4.39	0.89	5
4	Outstanding healthcare professionals are awarded certificates of appreciation for their efforts in the hospital.	4.38	0.94	6
2	I feel financial and job stability in the hospital.	4.32	0.78	7
10	Various aspects of my performance are enhanced by morale-boosting incentives.	4.32	0.98	8

3	I receive awards and recognition for my efforts in the hospital.	4.31	0.90	9
9	My work at the hospital improves my social standing and helps me stand out in society.	4.29	0.97	10
Overall average for the axis		4.39	0.61	

In Table 6, it is evident that the response of the study sample individuals regarding the morale motivation in Riyadh hospitals from the perspective of healthcare workers in Riyadh's healthcare institutions came with a degree of agreement, with an average score of 4.39 out of 5.00. This average falls within the fifth category of the five-point Likert scale (ranging from 4.21 to 5.00), indicating a strong agreement with the Phrases of the axis.

The results in Table 6 indicate that the study sample individuals strongly agree with all Phrases regarding the morale motivation in Riyadh hospitals from the perspective of healthcare workers in government hospitals in Riyadh. These Phrases were arranged in descending order based on the study sample individuals' agreement as follows:

- Phrase number (1) "I feel appreciated by my superiors in the hospital for my work efforts" ranked first in terms of strong agreement by the study sample individuals, with a mean score of 4.61 out of 5.
- Phrase number (5) "My superiors trust my capabilities and grant me authority and delegation to carry out various tasks in the hospital" ranked second in terms of strong agreement by the study sample individuals, with a mean score of 4.47 out of 5.
- Phrase number (3) "I receive rewards and recognition for my efforts in the hospital" ranked

second to last in terms of strong agreement by the study sample individuals, with a mean score of 4.31 out of 5.

- Phrase number (9) "My work in the hospital improves my social status and helps me stand out in society" ranked last in terms of strong agreement by the study sample individuals, with a mean score of 4.29 out of 5.

From the above results, it is evident that the morale motivation in Riyadh hospitals involves feeling appreciated by superiors, receiving trust and delegation of tasks, receiving rewards and recognition, and improving social status through work accomplishments.

Thirdly: Answering the third question: What is the level of productivity of healthcare personnel in Riyadh hospitals from the perspective of healthcare workers in Riyadh's healthcare institutions?

To determine the level of productivity of healthcare personnel in Riyadh hospitals from the perspective of healthcare workers in government hospitals in Riyadh, the frequencies, percentages, mean scores, standard deviations, and rankings of responses from the study sample individuals on Phrases regarding the level of productivity of healthcare personnel in government hospitals in Riyadh from the perspective of healthcare workers in government hospitals in Riyadh were calculated. The results are as follows:

Table 7: Responses of the study sample individuals regarding the Phrases of the third axis ranked in descending order according to the mean agreement scores.

No.	Phrases	The Arithmetic Mean	Standard Deviation	Rank
1	I have the abilities, skills, and experiences necessary to efficiently and effectively perform my job tasks with high quality.	4.57	0.74	1
4	I am willing to work outside official working hours if necessary, and I am prepared and ready for it.	4.52	0.72	2
5	I seek to solve any problems that may arise during work at the hospital.	4.50	0.75	3
10	I always strive for self-improvement and acquiring new experiences to enhance my performance and reach the highest levels of efficiency.	4.48	0.65	4

2	I carry out my tasks at the hospital according to the highest global quality standards.	4.48	0.71	5
7	I communicate effectively with patients and colleagues at the hospital and demonstrate an ability for good communication.	4.43	0.82	6
6	I can handle responsibility and act upon it effectively.	4.41	0.84	7
3	I manage my tasks at the hospital according to nationally approved quality standards.	4.40	0.83	8
12	Performance evaluation system helps in determining the financial and moral incentive system.	4.39	0.85	9
11	Good incentives increase my desire to achieve more and improve my performance.	4.37	0.79	10
9	I complete all assigned tasks on time and with the highest level of efficiency.	4.31	0.77	11
8	I adhere to the rules, procedures, and policies in place at the hospital.	4.29	0.89	12
Overall average		4.43	0.78	

In Table 7, it is evident that the study sample individuals strongly agree on the level of productivity of healthcare personnel in government hospitals in Riyadh from the perspective of healthcare workers in government hospitals in Riyadh, with an average score of 4.43 out of 5.00. This average falls within the fifth category of the five-point Likert scale (ranging from 4.21 to 5.00), indicating strong agreement with the study tool. The results in Table 7 indicate that the study sample individuals strongly agree with all Phrases regarding the axis of the level of productivity of healthcare personnel in government hospitals in Riyadh from the perspective of healthcare workers in government hospitals in Riyadh, which were arranged in descending order based on the study sample individuals' agreement as follows:

- Phrase number (1) "I possess the necessary abilities, skills, and experience to complete my work tasks with efficiency and high quality" ranked first in terms of strong agreement by the study sample individuals, with a mean score of 4.57 out of 5.
- Phrase number (4) "I am willing to work outside official working hours if necessary, and I am prepared and ready for it" ranked second in terms of strong agreement by the study sample individuals, with a mean score of 4.52 out of 5.
- Phrase number (9) "I complete all assigned tasks on time and with the highest level of efficiency" ranked second to last in terms of strong agreement by the study sample individuals, with a mean score of 4.31 out of 5.

- Phrase number (8) "I adhere to the rules, procedures, and policies in place at the hospital" ranked last in terms of strong agreement by the study sample individuals, with a mean score of 4.29 out of 5.

From the above results, it is evident that the most prominent level of efficiency of healthcare personnel performance in Riyadh hospitals from the perspective of workers in healthcare institutions in Riyadh involves possessing the necessary abilities, skills, and experience to complete work tasks with high quality and efficiency, being willing to work outside official hours if necessary, having sufficient experience to solve problems encountered during work in the hospital, engaging in self-development and acquiring new experiences, and working to improve performance for achieving the highest efficiency in completing work tasks, adhering to the highest international quality standards.

Fourthly: Results of the fourth question: Is there a statistically significant relationship between motivation and the level of productivity of healthcare personnel in Riyadh hospitals?

To determine whether there is a statistically significant positive relationship at a significance level of (0.05) between motivation and the level of productivity of healthcare personnel in government hospitals in Riyadh, the researcher used the Pearson correlation coefficient to identify the relationship between the variables. The results are as follows:

Table 8: Pearson correlation coefficient for the relationship between variables.

Motivation	Productivity level of healthcare staff	
	Correlation Value	Significance Level
	0.695**	0.001

The table above shows a statistically significant negative correlation between motivation and the level of productivity of healthcare personnel, with a Pearson correlation coefficient of (0.695). This coefficient is statistically significant at a significance level of (0.05), indicating the impact of motivation on the productivity level of healthcare personnel in government hospitals in Riyadh.

Study Results:

The study yielded several findings, including:

Results of the first question: What is the current state of material motivation in government hospitals in Riyadh from the perspective of healthcare personnel?

The response of the study sample individuals indicated a moderate agreement regarding the reality of material motivation on the efficiency of healthcare personnel, with an average score of (4.20 out of 5.00). This average falls within the fourth category of the five-point Likert scale (ranging from 3.61 to 4.21), indicating agreement with the Phrases on the axis. There is variability in the agreement of the study sample individuals on the Phrases regarding the reality of material motivation on the productivity of healthcare personnel from the perspective of healthcare workers in government hospitals in Riyadh, with average scores ranging from (4.46-4.02), indicating strong agreement.

Results of the second question: What is the current state of moral motivation in government hospitals in Riyadh from the perspective of healthcare personnel?

The response of the study sample individuals indicated a strong agreement regarding the reality of moral motivation in government hospitals in Riyadh from the perspective of healthcare personnel, with an average score of (4.39 out of 5.00). This average falls within the fifth category of the five-point Likert scale (ranging from 4.21 to 5.00), indicating strong agreement. The study sample individuals strongly agreed with all Phrases regarding the axis of the reality of moral motivation in government hospitals in Riyadh from the perspective of healthcare personnel.

Results of the third question: What is the level of productivity of healthcare personnel in

government hospitals in Riyadh from the perspective of healthcare personnel?

The study sample individuals strongly agreed with the level of productivity of personnel in government hospitals in Riyadh from the perspective of healthcare personnel, with an average score of (4.43 out of 5.00). This average falls within the fifth category of the five-point Likert scale (ranging from 4.21 to 5.00), indicating strong agreement. The study sample individuals strongly agreed with all Phrases regarding the axis of the level of productivity of healthcare personnel in government hospitals in Riyadh from the perspective of healthcare personnel.

Results of the fourth question: Is there a statistically significant relationship between motivation and the level of productivity of healthcare personnel in Riyadh hospitals?

There is a statistically significant negative relationship between motivation and the level of productivity of healthcare personnel, with a Pearson correlation coefficient of (0.575), which is statistically significant at a significance level of (0.05).

Study Recommendations:

Based on the obtained results, the researchers recommend the following:

- Government hospitals in Riyadh should improve their systems of material motivation for healthcare personnel, such as increasing financial rewards and providing additional benefits to incentivize outstanding performance.
- A standardized system for granting material incentives should be developed based on individual competence and performance.
- Government hospitals in Riyadh should enhance moral motivation for healthcare personnel by providing incentive programs such as celebrating achievements, presenting certificates of appreciation, and fostering a positive work environment.
- Managers and supervisors should be encouraged to maintain continuous communication with healthcare personnel and provide them with necessary support and encouragement.

- Hospitals should work on improving performance management systems, including regular assessment of healthcare personnel performance and providing training and development to enhance performance.
- Management should encourage active participation of healthcare personnel in decision-making and the development of policies and procedures that affect the work environment and service quality.
- Efforts should be directed towards offering specialized training programs aimed at enhancing the skills and capabilities of healthcare personnel, thereby improving their productivity and performance.
- Attention should be given to providing training courses focusing on enhancing leadership, communication, and problem-solving skills to enhance performance and boost confidence among healthcare personnel.

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