

The Impact of the Work Environment on the Performance of Paramedics in the Saudi Red Crescent Authority in the Makkah Region

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ABSTRACT

The study aimed to investigate The Impact of the Work Environment on the Performance of Paramedics in the Saudi Red Crescent Authority in the Makkah Region. The research utilized a descriptive analytical methodology to achieve its objectives. The study population comprised all employees of the Saudi Red Crescent Authority in the Makkah region. The sample included 186 paramedics (technicians, emergency specialists, and administrators). A questionnaire was used as the data collection tool. Based on the findings, the study identified several key results. There is positive strong significant relationship between the training dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region. There is positive moderate significant relationship between (incentives - technological empowerment - nature of work conditions - participation in decision-making) dimensions of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region. For (Training - Incentives - Technological Empowerment - Nature Working Conditions - Participation Decision Making) there are no significant difference in the responses according to educational level, job title, years of experience. In light of these results, the study recommends: Implement a comprehensive training and development program to ensure paramedics stay updated with the latest medical advancements, emergency response techniques, and equipment usage. Incorporate simulation-based training exercises to provide paramedics with realistic scenarios and opportunities to practice their skills in a controlled environment. Ensure that paramedics receive fair and competitive compensation that reflects their level of responsibility, experience, and performance. Foster a culture of employee involvement by seeking input and feedback from paramedics on work processes, policies, and decision-making.

Keywords: Work Environment – Performance – Paramedics - Saudi Red Crescent Authority - Makkah Region.

INTRODUCTION

The healthcare sector is one of the most vital sectors due to the large number of healthcare workers. The nature of the work environment in the healthcare sector is characterized by a complex set of relationships that influence the performance of healthcare workers in general and paramedics and emergency technicians in particular. Individuals interact with their surroundings and are influenced by the environment in which they work. This indicates the importance of the shared responsibility between the individual and their surrounding circumstances. The nature of the organizational work environment in the healthcare sector is characterized by a complex set of relationships that affect psychological compatibility and job satisfaction. The higher the level of compatibility and job satisfaction, the higher the performance, and consequently, the quality of services provided by paramedics is improved, thus achieving the ultimate goal of the institutions for the Red Crescent Authority.

Therefore, the importance of the work environment in modern organizations is increasing, as it is realized that understanding the work environment is the optimal way to identify the indicators that directly affect the behavior and performance of employees. This is considered the primary means of improving and developing job performance and increasing productivity by meeting the psychological, social, and material needs of employees (Ali & Qadam, 2022).

Employee performance is a cornerstone of organizational success. Even minor fluctuations in employee performance can significantly impact an organization's overall effectiveness. Exceptional employee performance is a catalyst for exceptional organizational outcomes. To achieve organizational goals, it is imperative to implement strategies that foster a conducive work environment. The work environment significantly influences employee behavior, impacting both efficiency and effectiveness (Bushiri, 2017).

Furthermore, the work environment is considered a fundamental and vital factor in managing and organizing institutional productivity. It encompasses the physical location of the establishment and the resources available to employees to carry out their tasks and achieve profits. The environment also includes external factors that affect the institution, such as competitors and the local community. Therefore, all these factors must be considered when establishing and operating any institution to ensure the continuity of work and achieve market success (Al-Maaitah & Abu Zeid, 2021).

The environment encompasses both physical and non-physical factors that influence human behavior. The work environment, specifically, refers to the surroundings in which individuals work to achieve organizational objectives. This includes tangible elements such as tools, systems, structures, and procedures, as well as intangible factors that can positively or negatively impact employee performance (Satyvendra, 2019).

Work environment conditions significantly influence employee performance and the quality of their work. The nature of the work environment can impact employees' motivation to acquire new skills and capabilities, as well as their overall performance and productivity levels (Shammout, 2022).

Employee performance is a multifaceted construct that plays a pivotal role in achieving organizational goals. It represents the extent to which employees effectively contribute to the attainment of planned objectives. A positive and engaging workplace environment is essential for retaining existing employees and attracting new talent. Organizations that prioritize creating such environments foster a sense of pride and belonging among their workforce, ultimately leading to enhanced performance and organizational success (Ahmad & Khan, 2019). The previous discussion highlights the significant impact of the work environment on employee performance, which raises concerns about the overall success of organizations. The evidence suggests that unresolved or unidentified issues within the workplace negatively affect employee performance, leading to inefficiency, dissatisfaction, and demotivation. These factors ultimately hinder organizational success. Therefore, this study aims to analyze the factors influencing the workplace environment and examine their effects on employees' performance.

Study problem

Contemporary organizations strive to achieve their primary objectives for which they were established and work diligently to attain high performance levels. To achieve this goal, organizations provide all the necessary resources and capabilities, including physical, human, and informational resources, and create a suitable, ideal, and supportive work environment that is considered a vital foundation for organizational success. High performance levels can be achieved by providing a suitable work environment that supports organizational success (Hamadi, 2018).

Global developments have driven organizations to focus on understanding the work environment and applying modern management principles such as delegation of authority, employee involvement in decision-making, and a focus on specialization, professionalism, and job creativity to improve performance and create a sustainable competitive advantage (Mohamed & Mubarak, 2021).

Furthermore, the work environment is a fundamental and vital factor in managing and organizing the productivity of institutions in general, and healthcare institutions in particular. This environment encompasses important elements such as the physical location of the facility and the resources available to employees to

perform their tasks. Additionally, the environment includes external factors that affect the institution. For this reason, all of these factors must be considered when establishing and operating any institution, with the aim of ensuring its sustainability and achieving success in the market (Al-Thabetiet al., 2023).

The Saudi Red Crescent Authority is one of the most critical sectors due to the large number of employees in this field, its importance, and the nature of its work environment, which is characterized by a complex network of relationships that significantly impact the psychological well-being and job satisfaction of employees, as well as work pressures. As the level of satisfaction and well-being of paramedics and emergency technicians increases, so does the performance of paramedics and the quality of healthcare services provided. Consequently, patient satisfaction can be achieved, which is the ultimate goal of the Saudi Red Crescent Authority.

The study Hafeez et al. (2019) also confirmed that Organizations must maintain a better environment in order to enhance employee productivity as, employee performance and workplace environment have direct and positive relationship, employee's productivity and physical as well as behavioral environment are linked through employee health. And The physical and mental health of paramedics is a critical factor in ensuring optimal performance within the demanding healthcare environment. Occupational stressors inherent to their role have been demonstrated to have detrimental effects on their well-being, ultimately impacting their ability to effectively execute their duties (Betts & et al., 2024). And Al-Mutairi and Al-Hazmi's study (2023) recommended the need to provide a suitable work environment within healthcare institutions, which can help employees perform their various tasks efficiently and effectively.

Suwati, Minarsih, and Gagah(2016) and Satyvendra (2019) have noted that for many individuals, the primary purpose of employment extends beyond financial gain to include personal satisfaction and comfort within the workplace. Employee performance is significantly influenced by various factors, including working conditions, motivation levels, support, and leadership.

Employee performance is an important determinant of organizational productivity. However, the impact of workplace environmental factors on employee health and well-being often remains overlooked. A diverse range of conditions can negatively influence employees' perceptions of their work environment, leading to chronic stress and adverse health outcomes. To optimize employee performance and overall organizational success, it is imperative to identify and address workplace environmental factors that contribute to these negative effects (Shammout, 2022).

The work environment plays a crucial role in fostering employee satisfaction and motivation. Organizations should prioritize creating a positive work environment by carefully considering factors such as office location, design, policies, and procedures. This can enhance employee motivation, leading to increased productivity and optimized performance in achieving organizational objectives (Awan & Tahir, 2015).

Based on the researchers' experience and their work as paramedics and emergency technicians, particularly in the context of the pressures they face during the Hajj and Umrah seasons in the Makkah region, it is crucial to assess their performance levels within such a high-pressure work environment. This study aims to understand the impact of the work environment on the performance of paramedics and emergency technicians. The objective is to enhance the quality of healthcare services in line with the Saudi Vision 2030 and the health sector transformation program. Therefore, the primary research question is:

What is the impact of the work environment on the performance of paramedics in the Red Crescent Authority in the Makkah Al-Mukarramah region?

Research Questions

- What is the current state of the work environment as perceived by paramedics working for the Saudi Red Crescent Authority in the Makkah region?
- What is the performance level of paramedics working for the Saudi Red Crescent Authority in the Makkah region?
- What is the impact of the dimensions of the work environment (training, incentives, technological empowerment, nature of work conditions, and participation in decision-making) on the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region?

Research Objectives

- To identify the current state of the work environment as perceived by paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- To identify the performance level of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- To determine the impact of the dimensions of the work environment (training, incentives, technological empowerment, nature of work conditions, and participation in decision-making) on the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.

Research Hypotheses

- There is a statistically significant relationship ($\alpha \leq 0.05$) between the training dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- There is a statistically significant relationship ($\alpha \leq 0.05$) between the incentives dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- There is a statistically significant relationship ($\alpha \leq 0.05$) between the technological empowerment dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- There is a statistically significant relationship ($\alpha \leq 0.05$) between the nature of work conditions dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- There is a statistically significant relationship ($\alpha \leq 0.05$) between the participation in decision-making dimension of the work environment and the performance of employees in Saudi government institutions, as perceived by employees in the Ministry of Interior.
- There are statistically significant differences in the responses of the study sample regarding the impact of the work environment on the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region, in favor of the variables (educational level, job title, years of experience).

LITERATURE REVIEW

The study Wasnury(2014) aimed to investigate the combined and individual effects of workplace discipline and environment on the performance of non-nursing paramedics at Arifin Achmad Hospital, Pekanbaru. A quantitative research design was employed, involving a survey of 53 non-nursing paramedics out of a total population of 111. Data analysis utilized descriptive statistics and multiple linear regression analysis using SPSS version 17.00. The results indicated that both workplace discipline and environment have a significant simultaneous effect on paramedic performance, accounting for 4% of the variance in performance. Furthermore, individual analysis revealed that both variables significantly influence performance when considered separately.

This study Nadeem &Ahmad (2017) aimed to investigate the relationship between workplace environment factors and employee performance within the manufacturing industry. Physical work environment, supervisor support, employee willingness, and job aids were examined as independent variables, while employee performance served as the dependent variable. Data was collected from 352 employees in the manufacturing sector of Sunder Industrial Estate, Lahore, using a validated questionnaire. Correlation and regression analyses were employed to analyze the data. The results indicate a positive correlation and significant influence of all independent variables on employee performance. However, the physical work environment emerged as a particularly impactful factor, suggesting its potential to influence employee performance levels.

This study Shammout (2022) aimed to investigate the relationship between employee performance and work environment at Investo Global. A quantitative research design was employed, involving a survey of 92 employees selected from a target population of 120 using a random sampling technique. Data collection utilized a structured questionnaire adapted from previous research, and analysis was conducted using SPSS. Pearson's correlation analysis was employed to examine the relationship between various work environment factors (employee benefits, supervisor and coworker support, training and development, adequate workload, and physical work environment) and employee performance. The findings revealed a significant and positive relationship between all factors and employee performance, with employee benefits emerging as the most influential variable.

This study Zhenjing et al. (2022) aimed to investigate the influence of workplace environment on employee task performance, with a focus on the mediating roles of employee commitment and achievement-striving ability. Cross-sectional data were collected from academic staff using a convenience sampling approach. A total of 420 questionnaires were distributed, and 314 usable responses were obtained for analysis. Structural equation modeling (SEM) was employed using Smart PLS 3 to evaluate measurement and structural models. The results demonstrated a positive relationship between workplace environment and employee performance, mediated by employee commitment and achievement-striving ability. These findings highlight the importance of fostering a positive work environment to enhance employee performance through its impact on employee commitment and motivation.

This study Al-Thabeti et al. (2023) aimed to investigate the influence of various work environment factors on nurse performance in Saudi government hospitals. Factors examined included training, incentives, technological empowerment, work nature, conditions, and participation in decision-making. A descriptive-analytical approach was employed to survey 112 nurses from hospitals in Riyadh, Jeddah, and Al-Qunfudhah. The findings revealed a significant impact of work environment dimensions on nurse performance, with an R-square value of 0.898, explaining 89.8% of the variance. A predictive model for nurse performance based on overall work environment

scores was validated. The study recommends enhancing hospital management strategies, particularly by investing in modern technology and medical equipment to improve job performance.

METHODOLOGY

Given the nature of the current study topic (The Impact of the Work Environment on the Performance of Paramedics in the Saudi Red Crescent Authority in the Makkah Region). To achieve the study objectives, the researcher used the descriptive method, which is: the type of research by which all members of the research community or a large sample of it are questioned; with the aim of describing the phenomenon being studied in terms of its nature and degree of existence. (Al-Assaf, 2016, p. 211).

Study Community

The current study community consists of all Paramedics in the Saudi Red Crescent Authority in the Makkah Region

Study Sample

The origin of scientific research is to be conducted on all members of the research community; because this is more likely to confirm the results, but the researcher resorts to choosing a sample of them if this is not possible due to their large number, for example" (Al-Assaf, 2003, p. 96); therefore, the researcher chose a random sample, where the sample amounted to (186) Paramedics in the Saudi Red Crescent Authority in the Makkah Region

Study tool:

Based on the nature of the data and the methodology followed in the study, the researcher found that the most appropriate tool to achieve the objectives of this study is (the questionnaire). The study tool was built by referring to the literature and previous studies related to the subject of the study, The Impact of the Work Environment on the Performance of Paramedics in the Saudi Red Crescent Authority in the Makkah Region. The researcher designed the initial questionnaire and distributed it to the study sample to find out the data that this tool seeks to collect. The validity and reliability procedures for this tool were verified. The following is a detailed explanation of how to prepare the tool and the procedures taken by the researcher to verify the validity and reliability of the tool.

Validation of questionnaire

The validity of the study tool means ensuring that it measures what it was prepared to measure. It also means that the questionnaire includes all the elements that enter into the analysis on the one hand, and the clarity of its expressions on the other hand, so that it is understandable to everyone who uses it. The researcher verified the validity of the study tool through:

Honesty of arbitrators:

The face validity method was used, with the aim of ensuring the validity of the questionnaire and its suitability for research purposes, by presenting it to a group of academic and specialist arbitrators, and asking them to express an opinion regarding the extent of the validity and validity of each paragraph of the questionnaire and its suitability for measuring what it was designed to measure, and introducing Necessary amendments, whether by deletion, addition or reformulation. The arbitrators presented suggested amendments to the study tool, and the researcher took those observations into account, made the necessary amendments that were agreed upon by the majority of arbitrators, and then relied on the questionnaire in its final form.

Internal consistency validity

Through internal consistency, we know the extent to which each paragraph of the questionnaire is consistent with the axis/dimension to which this paragraph belongs. To calculate the validity of the internal consistency of the study tool, the Pearson correlation coefficient was calculated (Pearson Correlation Coefficient), through which the correlation coefficients were calculated between the score of each item and the total score of the dimension (the average score of the items of the dimension) to which the item belongs. The following tables show the validity of the internal consistency.

Table 1: Internal Consistency Results

| | | |
|-----------------|---------------------------------------|-----|
| n = 186 | Pearson Correlation Coefficient | sig |
| Training | | |

| | | |
|--|--------------------|------|
| 1- Training is considered a strategic option in the Red Crescent Authority for preparing its cadres. | .801 ^{**} | .000 |
| 2- The Red Crescent Authority is distinguished by its involvement of employees in training courses aimed at developing their skills and knowledge. | .976 ^{**} | .000 |
| 3- The Red Crescent Authority seeks to enhance the orientation towards group training. | .949 ^{**} | .000 |
| 4- The Red Crescent Authority works to provide training opportunities for all employees in various departments and faculties. | .779 ^{**} | .000 |
| 5- The Red Crescent Authority links the career path with the training path. | .894 ^{**} | .000 |
| Incentives | | |
| 1- Incentives and rewards in the Red Crescent Authority are characterized by feasibility and effectiveness. | .891 ^{**} | .000 |
| 2- The incentives and rewards system in the Red Crescent Authority is characterized by fairness and quality, which contributes to improving performance. | .930 ^{**} | .000 |
| 3- The incentive system in the Red Crescent Authority is directly linked to performance results. | .908 ^{**} | .000 |
| 4- An employee in the Red Crescent Authority is rewarded when they present ideas that effectively serve the work. | .897 ^{**} | .000 |
| 5- My salary is high compared to the salaries of employees holding the same qualifications in other government institutions. | .697 ^{**} | .000 |
| Technological Empowerment | | |
| 1- The Red Crescent Authority seeks to keep pace with the technological development related to its work. | .889 ^{**} | .000 |
| 2- The Red Crescent Authority follows distinguished strategic plans to employ modern technology in work. | .893 ^{**} | .000 |
| 3- The Red Crescent Authority is concerned with adopting contemporary technology to achieve the best performance levels. | .912 ^{**} | .000 |
| 4- The Red Crescent Authority works continuously to identify technological needs. | .918 ^{**} | |
| 5- The Red Crescent Authority has qualified human cadres with high skills in using technology. | .908 ^{**} | .000 |
| Nature and Working Conditions | | |
| 1- The Red Crescent Authority is committed to providing all the necessary needs for employees to accomplish their work. | .826 ^{**} | .000 |
| 2- The furniture, equipment, and devices are compatible with the nature of work in the Red Crescent Authority. | .959 ^{**} | .000 |
| 3- The Red Crescent Authority works to provide the necessary insurance for employees in case of accidents at work. | .938 ^{**} | .000 |
| 4- Employees in the Red Crescent Authority feel comfortable with the work environment. | .948 ^{**} | .000 |
| 5- The Red Crescent Authority ensures the provision of security and safety conditions for all employees. | .919 ^{**} | .000 |
| Participation in Decision-Making | | |
| 1- The Red Crescent Authority involves employees in making decisions related to their departments. | .921 ^{**} | .000 |

| | | |
|---|--------------------|------|
| 2- The Red Crescent Authority respects the opinions of subordinates. | .973 ^{**} | .000 |
| 3- The Red Crescent Authority involves subordinates in decision-making in an effective manner. | .956 ^{**} | .000 |
| 4- The Red Crescent Authority appreciates the opinions and suggestions of employees. | .985 ^{**} | .000 |
| 5- Administrative decisions in the Red Crescent Authority are made in a participatory manner. | .939 ^{**} | .000 |
| performance of paramedics working at the Saudi Red Crescent Authority in the Makkah region | | |
| 1- I consistently execute my duties at the Saudi Red Crescent Authority with precision and high quality. | .829 ^{**} | .000 |
| 2- I actively contribute by proposing innovative initiatives and suggestions for improvement. | .828 ^{**} | .000 |
| 3- I possess a comprehensive understanding of the requirements for the tasks I undertake. | .726 ^{**} | .000 |
| 4- I dedicate my utmost efforts to completing the assigned tasks. | .720 ^{**} | .000 |
| 5- My role at the Saudi Red Crescent Authority constitutes a significant part of my life. | .797 ^{**} | .000 |
| 6- I accomplish the assigned tasks within the specified timeframes with the highest levels of efficiency and productivity. | .876 ^{**} | .000 |
| 7- The current working conditions facilitate my effective performance. | .531 ^{**} | .000 |
| 8- I possess the ability to be creative and drive work development. | .887 ^{**} | .000 |
| 9- I strive for self-development and acquiring new experiences to enhance my professional performance and increase my efficiency in completing tasks. | .852 ^{**} | .000 |
| 10- I stay updated on changes and developments in my field. | .916 ^{**} | .000 |
| 11- I have a complete knowledge and understanding of the nature of my job and the tasks assigned to me. | .824 ^{**} | .000 |
| 12- I am capable of overcoming challenges and resolving problems encountered during task completion. | .828 ^{**} | .000 |

It is clear from the previous table that the Pearson correlation coefficient values for each item for each dimensions with the total score of the dimensions; Positive and statistically significant at the significance level (0.01), where the values of the correlation coefficients ranged from (0.531) as a minimum to (0.985) as a maximum. This indicates the presence of internal consistency in the items of each dimensions, and their suitability for measuring what they were designed to measure.

2.1 Reliability of the questionnaire

Reliability of the questionnaire means that it gives approximately the same results if it is applied repeatedly to the same people in similar circumstances. The reliability of the questionnaire was calculated using Cronbach's Alpha, it was equal to 0.977. This means that the study tool has a high degree of stability and can be relied upon in the field application of the study. It is also an important indicator that the items that make up the questionnaire give stable and stable results if it is re-applied to the study sample members again. Therefore, there is reassurance regarding the analysis of the study data.

For each factor, it had 5 Likert-type items, this factor was pretested and checked for internal consistency. Accordingly, all the items were found to qualify internal consistencies table 2 shows the values of Cronbach's Alpha coefficient (α) of each factors. Likert-type items had five response anchors: (from 1– 'Strongly Disagree' to 5– 'Strongly agree').

Table 2: Reliability of the questionnaire

| Factors | Number of items | Cronbach's alpha |
|----------|-----------------|------------------|
| Training | 5 | 0.933 |

| | | |
|--|----|-------|
| Incentives | 5 | .931 |
| Technological Empowerment | 5 | 0.954 |
| Nature and Working Conditions | 5 | 0.958 |
| Participation in Decision-Making | 5 | 0.981 |
| performance of paramedics working at the Saudi Red Crescent Authority in the Makkah region | 12 | .932 |
| Total questionnaire | 37 | 0.977 |

It is clear from above table in Cronbach's Alpha coefficient (α) of each factors is very high where it ranged from 0.931 to 0.981

Study implementation procedures

The questionnaire was sent to Paramedics in the Saudi Red Crescent Authority in the Makkah Region, where the researcher converted the questionnaire to electronic in order to collect the largest possible amount of the study sample, where the researcher distributed the questionnaire and after examining it, the researcher obtained (186) questionnaires valid for statistical analysis, after which the data was entered and processed statistically by computer using the (SPSS) program, and then the researcher analyzed the data and extracted the results.

Statistical processing methods

To achieve the objectives of the study and analyze the data that was collected, many appropriate statistical methods were used using the Statistical Package For Social Sciences program, abbreviated as (SPSS28), after the data was coded and entered into the computer.

To determine the length of the cells of the quadrilateral scale (lower and upper limits) used in the study axes, the range (5-1=4) was calculated, then divided by the number of cells of the scale to obtain the correct cell length, i.e. (4/5= 0.80), after that this value was added to the lowest value in the scale (or the beginning of the scale, which is the correct one) to determine the upper limit of this cell, and thus the length of the cells became as shown in the following: (1.00 - 1.80) Strongly disagree, (1.80 – 2.60) disagree, (2.60 - 3.40) neutral, (3.40- 4.20) agree, (4.20-5) Strongly agree.

RESULTS

Table 3: Characteristics of the study participants

| Characteristics | N = 186 | Frequency | Percentage |
|--------------------|-------------------|-----------|------------|
| educational degree | diploma | 144 | 77.4 |
| | Bachelor's | 42 | 22.6 |
| Profession | Technician | 150 | 80.6 |
| | Specialist | 36 | 19.4 |
| Seniority at work | Less than 3 years | 24 | 12.9 |
| | 4 - 10 | 30 | 16.1 |
| | 11-15 | 72 | 38.7 |
| | 15+ | 60 | 32.3 |

The study studied 186 individuals, 77.4% had diploma degree, 22.6% had Bachelor's degree, 80.6% were Technician, 19.4% were Specialist. 38.7% had 11- 15 years work, 32.3% had more than 15 years work, 16.1% had 4-10 years work, and 12.9% had less than 3 years work (Table 3).

reality of the work environment from the perspective of paramedics working at the Saudi Red Crescent Authority in the Makkah region

For factor 1: Training, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypotheses tests of items's responses is neutral on average The value (3) using the One Sample T-Test. Table(4) shows the results.

Table 4: Training

| N = 186 | Mean | Standard deviation | Relative weight | T-value | Sig | Agreement degree | Rank |
|--|------|--------------------|-----------------|---------|------|------------------|------|
| 1- Training is considered a strategic option in the Red Crescent Authority for preparing its cadres. | 4.26 | 0.76 | 85.16 | 22.50 | .000 | Strongly agree | 1 |
| 2- The Red Crescent Authority is distinguished by its involvement of employees in training courses aimed at developing their skills and knowledge. | 4.10 | 0.82 | 81.94 | 18.25 | .000 | agree | 3 |
| 3- The Red Crescent Authority seeks to enhance the orientation towards group training. | 4.13 | 0.80 | 82.58 | 19.37 | .000 | agree | 2 |
| 4- The Red Crescent Authority works to provide training opportunities for all employees in various departments and faculties. | 3.74 | 1.05 | 74.84 | 9.65 | .000 | agree | 5 |
| 5- The Red Crescent Authority links the career path with the training path. | 4.00 | 1.05 | 80.00 | 12.99 | .000 | agree | 4 |
| Mean of factor1 | 4.13 | 0.80 | 82.58 | 19.37 | .000 | agree | |

The average of the sample members' answers to the "training" dimension was (4.13 out of 5) with a relative weight of 82.58%, which indicates a high level of approval by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was: The paragraph that states, "Training is considered a strategic option in the Red Crescent Authority for preparing its cadres." came in first place in terms of approval by the sample members, with a relative weight of 85.16%.

While the item that received the lowest degree of support from the sample members was: The paragraph that states, "The Red Crescent Authority works to provide training opportunities for all employees in various departments and faculties." ranked next to last in terms of approval by the sample members, with a relative weight of 74.84%.

For factor 2: Incentives, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypotheses tests of items' responses is neutral on average. The value (3) using the One Sample T-Test. Table(5) shows the results.

Table 5: moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region

| N = 186 | Mean | Standard deviation | Relative weight | T-value | Sig | Agreement degree | Rank |
|--|------|--------------------|-----------------|---------|------|------------------|------|
| 1- Incentives and rewards in the Red Crescent Authority are characterized by feasibility and effectiveness. | 3.52 | 1.42 | 70.32 | 4.97 | .000 | agree | 1 |
| 2- The incentives and rewards system in the Red Crescent Authority is characterized by fairness and quality, which contributes to improving performance. | 3.19 | 1.33 | 63.87 | 1.98 | .049 | neutral | 4 |
| 3- The incentive system in the Red Crescent Authority is directly linked to performance results. | 3.26 | 1.35 | 65.16 | 2.61 | .010 | neutral | 3 |
| 4- An employee in the Red Crescent Authority is rewarded when they present ideas that effectively serve the work. | 3.19 | 1.38 | 63.87 | 1.91 | .058 | neutral | 5 |

| | | | | | | | |
|--|-------------|-------------|--------------|-------------|-------------|----------------|---|
| 5- My salary is high compared to the salaries of employees holding the same qualifications in other government institutions. | 3.42 | 1.27 | 68.39 | 4.51 | .000 | agree | 2 |
| Mean of factor2 | 3.32 | 1.21 | 66.45 | 3.65 | .000 | neutral | |

The average of the sample members' answers to the "Incentives" was (3.32 out of 5) with a relative weight of 66.45%, which indicates neutral by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, "Incentives and rewards in the Red Crescent Authority are characterized by feasibility and effectiveness." came in first place in terms of approval by the sample members, with a relative weight of 70.32%.

While the item that received the lowest degree of support from the sample members was the paragraph that states, "An employee in the Red Crescent Authority is rewarded when they present ideas that effectively serve the work" ranked next to last in terms of approval by the sample members, with a relative weight of 63.87%.

For factor3: **Technological Empowerment**, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypotheses tests of items' responses is neutral on average. The value (3) using the One Sample T-Test. Table(6) shows the results.

Table 6: Technological Empowerment

| N = 186 | Mean | Standard deviation | Relative weight | T-value | Sig | Agreement degree | Rank |
|--|-------------|--------------------|-----------------|--------------|-------------|------------------|------|
| 1- The Red Crescent Authority seeks to keep pace with the technological development related to its work. | 3.97 | 0.83 | 79.35 | 16.01 | .000 | agree | 1 |
| 2- The Red Crescent Authority follows distinguished strategic plans to employ modern technology in work. | 3.84 | 0.89 | 76.77 | 12.91 | .000 | agree | 5 |
| 3- The Red Crescent Authority is concerned with adopting contemporary technology to achieve the best performance levels. | 3.87 | 0.87 | 77.42 | 13.61 | .000 | agree | 2 |
| 4- The Red Crescent Authority works continuously to identify technological needs. | 3.87 | 0.91 | 77.42 | 13.07 | .000 | agree | 3 |
| 5- The Red Crescent Authority has qualified human cadres with high skills in using technology. | 3.84 | 0.96 | 76.77 | 11.96 | .000 | agree | 4 |
| Mean of factor 3 | 3.87 | 0.84 | 77.42 | 14.23 | .000 | agree | |

The average of the sample members' answers to the "Technological Empowerment" was (3.87 out of 5) with a relative weight of 77.42%, which indicates agreement by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, "The Red Crescent Authority seeks to keep pace with the technological development related to its work." came in first place in terms of approval by the sample members, with a relative weight of 79.35%.

While the item that received the lowest degree of support from the sample members was the paragraph that states, "The Red Crescent Authority follows distinguished strategic plans to employ modern technology in work." in terms of approval by the sample members, with a relative weight 76.77%.

For factor3: **Nature and Working Conditions**, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypotheses tests of items' responses is neutral on average. The value (3) using the One Sample T-Test. Table(6) shows the results.

Table 6: Nature and Working Conditions

| N = 186 | Mean | Standard deviation | Relative weight | T-value | Sig | Agreement degree | Rank |
|---|-------------|--------------------|-----------------|--------------|--------------|------------------|------|
| 1- The Red Crescent Authority is committed to providing all the necessary needs for employees to accomplish their work. | 3.35 | 1.41 | 67.00 | 3.44 | 0.001 | neutral | 1 |
| 2- The furniture, equipment, and devices are compatible with the nature of work in the Red Crescent Authority. | 3.1 | 1.51 | 62.00 | 0.87 | 0.385 | neutral | 3 |
| 3- The Red Crescent Authority works to provide the necessary insurance for employees in case of accidents at work. | 3 | 1.61 | 60.00 | 0.00 | 1 | neutral | 4 |
| 4- Employees in the Red Crescent Authority feel comfortable with the work environment. | 2.94 | 1.53 | 58.80 | -.58 | 0.565 | neutral | 5 |
| 5- The Red Crescent Authority ensures the provision of security and safety conditions for all employees. | 3.29 | 1.38 | 65.80 | 2.88 | 0.004 | neutral | 2 |
| Mean of factor 4 | 3.16 | 1.374 | 63.20 | 1.601 | 0.111 | neutral | |

The average of the sample members' answers to the "Nature and Working Conditions" was (3.16 out of 5) with a relative weight of 63.20%, which indicates neutral opinion by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, "The Red Crescent Authority is committed to providing all the necessary needs for employees to accomplish their work.." came in first place in terms of approval by the sample members, with a relative weight of 67%. While the item that received the lowest degree of support from the sample members was the paragraph that states, "Employees in the Red Crescent Authority feel comfortable with the work environment.." in terms of approval by the sample members, with a relative weight 58.80%.

For factor3: Participation in Decision-Making, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypothese tests of items's responses is neutral on average The value (3) using the One Sample T-Test. Table(6) shows the results.

Table 6: Participation in Decision-Making

| N = 186 | Mean | Standard deviation | Relative weight | T-value | Sig | Agreement degree | Rank |
|--|------|--------------------|-----------------|---------|------|------------------|------|
| 1- The Red Crescent Authority involves employees in making decisions related to their departments. | 3.00 | 1.30 | 60.00 | 0.00 | 1.00 | neutral | 5 |
| 2- The Red Crescent Authority respects the opinions of subordinates. | 3.16 | 1.44 | 63.23 | 1.53 | .129 | neutral | 1 |
| 3- The Red Crescent Authority involves subordinates in decision-making in an effective manner. | 3.16 | 1.44 | 63.23 | 1.53 | .129 | neutral | 2 |
| 4- The Red Crescent Authority appreciates the opinions and suggestions of employees. | 3.10 | 1.31 | 61.94 | 1.01 | .314 | neutral | 3 |
| 5- Administrative decisions in the Red Crescent Authority are made in a participatory manner. | 3.00 | 1.32 | 60.00 | 0.00 | 1.00 | neutral | 4 |

| | | | | | | | |
|-------------------------|-------------|-------------|--------------|-------------|-------------|----------------|--|
| Mean of factor 5 | 3.03 | 1.38 | 60.65 | 0.32 | .751 | neutral | |
|-------------------------|-------------|-------------|--------------|-------------|-------------|----------------|--|

The average of the sample members' answers to the "Participation in Decision-Making" was (3.03out of 5) with a relative weight of 60.65%, which indicates neutral opinion by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, "The Red Crescent Authority respects the opinions of subordinates.." came in first place in terms of approval by the sample members, with a relative weight of 63.23%.

While the item that received the lowest degree of support from the sample members was the paragraph that states, "The Red Crescent Authority involves employees in making decisions related to their departments.." in terms of approval by the sample members, with a relative weight 60%.

For performance of paramedics working at the Saudi Red Crescent Authority in the Makkah region

Table 6: Technological Empowerment

| N = 186 | Mean | Standard deviation | Relative weight | T-value | Sig | Agreement degree | Rank |
|---|-------------|--------------------|-----------------|--------------|-------------|-----------------------|------|
| 1- I consistently execute my duties at the Saudi Red Crescent Authority with precision and high quality. | 4.39 | 0.66 | 87.74 | 28.74 | .000 | Strongly agree | 5 |
| 2- I actively contribute by proposing innovative initiatives and suggestions for improvement. | 4.13 | 0.84 | 82.58 | 18.45 | .000 | Strongly agree | 11 |
| 3- I possess a comprehensive understanding of the requirements for the tasks I undertake. | 4.45 | 0.67 | 89.03 | 29.73 | .000 | Strongly agree | 3 |
| 4- I dedicate my utmost efforts to completing the assigned tasks. | 4.68 | 0.53 | 93.55 | 42.89 | .000 | Strongly agree | 1 |
| 5- My role at the Saudi Red Crescent Authority constitutes a significant part of my life. | 4.48 | 0.76 | 89.68 | 26.68 | .000 | Strongly agree | 2 |
| 6- I accomplish the assigned tasks within the specified timeframes with the highest levels of efficiency and productivity. | 4.45 | 0.67 | 89.03 | 29.73 | .000 | Strongly agree | 4 |
| 7- The current working conditions facilitate my effective performance. | 3.26 | 1.39 | 65.16 | 2.52 | 0.012 | Strongly agree | 12 |
| 8- I possess the ability to be creative and drive work development. | 4.29 | 0.77 | 85.81 | 22.79 | .000 | Strongly agree | 7 |
| 9- I strive for self-development and acquiring new experiences to enhance my professional performance and increase my efficiency in completing tasks. | 4.26 | 0.76 | 85.16 | 22.50 | .000 | Strongly agree | 10 |
| 10- I stay updated on changes and developments in my field. | 4.32 | 0.69 | 86.45 | 26.06 | .000 | Strongly agree | 6 |
| 11- I have a complete knowledge and understanding of the nature of my job and the tasks assigned to me. | 4.29 | 0.68 | 85.81 | 25.76 | .000 | Strongly agree | 8 |
| 12- I am capable of overcoming challenges and resolving problems encountered during task completion. | 4.29 | 0.73 | 85.81 | 24.14 | .000 | Strongly agree | 9 |
| Mean of dimension | 4.27 | 0.60 | 85.48 | 29.09 | .000 | Strongly agree | |

The average of the sample members' answers to the "performance of paramedics working at the Saudi Red Crescent Authority in the Makkah region" was (4.27out of 5) with a relative weight of 85.48%, which indicates high level of approval by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, "I dedicate my utmost efforts to completing

the assigned tasks.” came in first place in terms of approval by the sample members, with a relative weight of 93.45%.

While the item that received the lowest degree of support from the sample members was the paragraph that states, “The current working conditions facilitate my effective performance.” in terms of approval by the sample members, with a relative weight 65.13%.

Diagnose study's hepothses

- There is a statistically significant relationship ($\alpha \leq 0.05$) between the training dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
To asses this relationship, person correlation coeffiecnt is calculated, and the result showed that there is positive strong significant relationship between the training dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region. ($r = 0.716$, $\text{sig} = 0.000$)
- There is a statistically significant relationship ($\alpha \leq 0.05$) between the incentives dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
To asses this relationship, person correlation coeffiecnt is calculated, and the result showed that there is positive moderate significant relationship between the incentives dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region. ($r = 0.575$, $\text{sig} = 0.000$)
- There is a statistically significant relationship ($\alpha \leq 0.05$) between the technological empowerment dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
To asses this relationship, person correlation coeffiecnt is calculated, and the result showed that there is positive moderate significant relationship between the technological empowerment dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region. ($r = 0.494$, $\text{sig} = 0.000$)
- There is a statistically significant relationship ($\alpha \leq 0.05$) between the nature of work conditions dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
To asses this relationship, person correlation coeffiecnt is calculated, and the result showed that there is positive moderate significant relationship between the nature of work conditions dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region. ($r = 0.542$, $\text{sig} = 0.000$)
- There is a statistically significant relationship ($\alpha \leq 0.05$) between the participation in decision-making dimension of the work environment and the performance of employees in Saudi government institutions, as perceived by employees in the Ministry of Interior.
To asses this relationship, person correlation coeffiecnt is calculated, and the result showed that there is positive moderate significant relationship between the participation in decision-making dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region. ($r = 0.529$, $\text{sig} = 0.000$)

There are statistically significant differences in the responses of the study sample regarding the impact of the work environment on the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region, in favor of the variables (educational level, job title, years of experience).

To asses these relationships, two independent samples and ANOVA test are calculated for each factor at each level of variables (educational level, job title, years of experience). The following table show the result of two independent samples and ANOVA significant value

Table 7: Sig Value Of Test

| | Educational level Sig. | Job title Sig. | Years of experience Sig. |
|---------------------------|---------------------------|-------------------|--------------------------------|
| Training | .898 | .753 | .563 |
| Incentives | .000 | .001 | .000 |
| Technological Empowerment | .230 | .009 | .031 |

| | | | |
|-------------------------------|------|------|------|
| Nature Working Conditions | .000 | .000 | .000 |
| Participation Decision Making | .000 | .001 | .000 |
| Performance paramedics | .039 | .131 | .208 |

The results showed that,

- for Training there is no significant difference in the responses according to educational level, job title, years of experience where sig >0.05
- for Incentives there is significant difference in the responses according to educational level, job title, years of experience where where sig <0.05.
- for TechnologicalEmpowerment there is no significant difference in the responses according to educational level where sig> 0.05 , while there is significant difference in the responses according to, job title, years of experience where sig <0.05
- for NatureWorkingConditions there is significant difference in the responses according to educational level, job title, years of experience where sig <0.05
- for ParticipationDecisionMaking there is significant difference in the responses according to educational level, job title, years of experience where sig <0.05
- for performance paramedics there is no significant difference in the responses according to job title, years of experience where sig> 0.05 , while there is significant difference in the responses according to educational level where sig <0.05

CONCLUSION

The study aimed to determine The Impact of the Work Environment on the Performance of Paramedics in the Saudi Red Crescent Authority in the Makkah Region. 186 Paramedics in the Saudi Red Crescent Authority in the Makkah Region

are investigated. The results showed that:

- there is positive strong significant relationship between the training dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region
- there is positive moderate significant relationship between the incentives dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- there is positive moderate significant relationship between the technological empowerment dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- there is positive moderate significant relationship between the nature of work conditions dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- there is positive moderate significant relationship between the participation in decision-making dimension of the work environment and the performance of paramedics working for the Saudi Red Crescent Authority in the Makkah region.
- for Training there is no significant difference in the responses according to educational level, job title, years of experience
- for Incentives there is significant difference in the responses according to educational level, job title, years of experience
- for Technological Empowerment there is no significant difference in the responses according to educational level andthere is significant difference in the responses according to, job title, years of experience
- for Nature WorkingConditions there is significant difference in the responses according to educational level, job title, years of experience
- for Participation _DecisionMakingthere is significant difference in the responses according to educational level, job title, years of experience
- for performance paramedics there is no significant difference in the responses according to job title, years of experience , and there is significant difference in the responses according to educational level.

Study recommendations

Based on the findings of the study, the following recommendations are proposed to enhance the work environment and performance of paramedics at the Saudi Red Crescent Authority in the Makkah region:

1. Implement a comprehensive training and development program to ensure paramedics stay updated with the latest medical advancements, emergency response techniques, and equipment usage.
2. Incorporate simulation-based training exercises to provide paramedics with realistic scenarios and opportunities to practice their skills in a controlled environment.
3. Ensure that paramedics receive fair and competitive compensation that reflects their level of responsibility, experience, and performance.
4. Implement a performance-based incentive system to recognize and reward exceptional contributions and achievements.
5. offering non-monetary rewards, such as recognition certificates, promotions, or opportunities for career advancement, to boost morale and motivation.
6. Provide paramedics with the latest medical equipment and technology to improve efficiency, accuracy, and patient care.
7. Utilize data analytics to identify trends, improve decision-making, and optimize resource allocation.
8. Promote a healthy work-life balance by implementing policies such as flexible working hours, shift rotations, and adequate rest periods.
9. Provide access to stress management resources, counseling services, and support programs to help paramedics cope with the demanding nature of their work.
10. Foster a culture of employee involvement by seeking input and feedback from paramedics on work processes, policies, and decision-making.
11. Empower paramedics to take ownership of their work and contribute to the organization's success.
12. Maintain open and transparent communication channels to ensure that paramedics are informed about organizational goals, changes, and expectations.

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