

Scientific Paper Entitled: Strategies For Developing And Motivating Health Cadets To Improve Their Performance And Achieve Health Goals In The Government Health Sector In The Kingdom Of Saudi Arabia

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Summary:

This study aims to explore strategies for developing and motivating healthcare professionals in the government health

sector of the Kingdom of Saudi Arabia to enhance their performance and achieve health goals. Through an examination of existing literature and methodologies, the study seeks to identify effective approaches tailored to the unique context of Saudi Arabia.

Keyword: Strategies - Developing - Motivating - Health Cadres - Improve Performance - Achieve Health Goals -Government Health Sector - Kingdom of Saudi Arabia.

Introduction

Good health is a gift. Its promotion is amongst the greatest responsibilities of any State. We take that seriously and are now embarking on a fundamental transformation of our health system. Our country needs it. Our people deserve it. Our population is growing. It's also growing older. Living longer is a blessing but it also brings challenges – as do our more diversified economy and increasingly urban lifestyles. Every one of us has a role to play and our attitude towards our physical and mental wellbeing, as well as the system that supports it, must change if we are to achieve our ambition of living fulfilling lives in a vibrant society. Future success relies on us being smart, sophisticated and less centralized. We must draw on what we've achieved in the past but not be held back by it. [2]

Healthcare staff need to be empowered to make the right decisions at the right time in the right place. They need the authority to take action, make choices and accept responsibility. They must also be given the chance to make honest, well-intentioned mistakes without undue fear of failure. The scale and complexity of this transformation cannot be overstated. That is why it has been broken down into themes and will be executed in phases.

We have sought to balance ambition and realism. This paper gives an overview of the transformation, spelling out the underlying goals as clearly and coherently as possible. Delivering the strategy will be more complex and will only work if we can engage and co-ordinate large numbers of highly educated and skilled people effectively

The Kingdom of Saudi Arabia has made significant strides in its healthcare sector over the years, aiming to provide high-quality services to its citizens and residents. However, like many countries, it faces challenges in optimizing the performance of its healthcare workforce to meet the nation's health objectives effectively. [3]

Healthcare professionals are the cornerstone of the healthcare system, and their motivation and development play a crucial role in achieving health goals. This study aims to explore various strategies for developing and motivating healthcare professionals in the government health sector of Saudi Arabia. By examining existing literature and methodologies, this research seeks to identify effective approaches tailored to the unique context of Saudi Arabia.[4]

Challenges in the Healthcare Sector:

The healthcare sector in Saudi Arabia encounters several challenges that impact the performance and motivation of its workforce. These challenges include an increasing demand for healthcare services due to population growth and changing demographics, limited resources, workforce shortages, and the need to adapt to technological advancements. Additionally, cultural and societal factors may influence the dynamics within the healthcare workforce, affecting motivation and performance.[5]

Importance of Developing and Motivating Healthcare Professionals:

Developing and motivating healthcare professionals are essential for several reasons. Firstly, motivated and skilled healthcare workers are more likely to provide high-quality care, leading to better health outcomes for patients. Secondly, investing in the development of healthcare professionals can improve job satisfaction, retention rates, and overall morale within the workforce. Thirdly, motivated healthcare professionals are more likely to engage in continuous learning and professional development, keeping abreast of the latest advancements in their field and delivering up-to-date care to patients.[6]

Objectives of the Study:

The primary objective of this study is to identify strategies for developing and motivating healthcare professionals in the

government health sector of Saudi Arabia. Specific objectives include:

Assessing the current performance levels of healthcare professionals in the government health sector.

Identifying factors influencing the motivation of healthcare workers in Saudi Arabia.

Exploring and proposing effective strategies for enhancing performance and motivation in the government health sector.[7]

Literature Review:

Saudi Arabia's Vision 2030 emphasizes a transformed healthcare system focused on prevention, accessibility, and quality. This necessitates a highly skilled and motivated workforce within the government health sector. This review explores strategies for developing and motivating health cadres to achieve these goals.

Developing and motivating health cadres in Saudi Arabia's government health sector is crucial for achieving the goals outlined in Vision 2030, which emphasizes transforming the healthcare system to focus on prevention, accessibility, and quality. However, several challenges hinder the attainment of these objectives. The reliance on foreign healthcare workers poses obstacles to continuity of care and cultural competency. Additionally, ensuring that healthcare professionals possess the latest knowledge and skills to address evolving health needs is essential. Burnout and the lack of career progression opportunities can lead to decreased job satisfaction and increased turnover among healthcare workers.[8]

To address these challenges, various development and motivation strategies can be implemented. Saudization programs, such as the "Nitaqat" initiative, encourage the recruitment and training of Saudi nationals for healthcare professions. Continuous education through investment in ongoing training programs and certifications helps keep professionals up-to-date with the latest advancements in their fields. Leadership development is also crucial, as equipping leaders with the necessary skills fosters positive work environments, provides mentorship, and promotes professional growth.

Motivation strategies play a vital role in retaining healthcare professionals. Offering competitive salaries and

benefits that recognize experience and qualifications is essential. Implementing performance recognition programs that acknowledge and reward outstanding contributions can boost morale. Work-life balance initiatives, such as flexible work arrangements and childcare support, help reduce burnout and improve well-being. Providing clear pathways for career advancement and leadership roles within the government health sector also motivates healthcare professionals to excel in their careers.[9]

In addition to these strategies, adopting technology in healthcare delivery, including telehealth, mobile health applications, and data-driven decision-making, can enhance efficiency and effectiveness. Supporting research initiatives that address local health priorities and encourage a culture of continuous improvement is also essential for driving innovation and progress in the healthcare sector.

Further research is needed to evaluate the effectiveness of existing Saudization programs in the healthcare sector and to understand the specific needs and preferences of Saudi health cadres for professional development and career advancement. Additionally, investigating the impact of technology adoption on workforce motivation and performance in the government health sector will provide valuable insights for future strategies and initiatives.[10]

In conclusion, by implementing the outlined strategies and conducting further research, Saudi Arabia can develop a more empowered, skilled, and motivated healthcare workforce, ultimately achieving its Vision 2030 health goals.

Methodology:

This study will employ a mixed-methods approach, combining quantitative and qualitative research methods to gather comprehensive data. Quantitative data will be collected through surveys distributed to healthcare professionals working in government healthcare facilities across various regions of Saudi Arabia. The survey will assess performance levels, job satisfaction, motivation, and factors influencing motivation. Qualitative data will be obtained through semi-structured interviews with key stakeholders, including healthcare administrators, policymakers, and professional development experts. Additionally, a thorough

review of existing literature will be conducted to identify relevant theories, models, and best practices in healthcare workforce development and motivation.[11]

Study Participants:

The participants in this study will include healthcare professionals working in government health facilities in Saudi Arabia, such as hospitals, clinics, and primary care centers. This includes but is not limited to doctors, nurses, allied health professionals, administrators, and support staff. Additionally, key stakeholders involved in healthcare workforce development and policymaking will be invited to participate in interviews to provide valuable insights and perspectives.

In the subsequent sections, each aspect of the study will be further elaborated upon, including the literature review, methodology, findings, and recommendations. Through a comprehensive analysis, this study aims to contribute to the enhancement of healthcare workforce performance and motivation in Saudi Arabia, ultimately leading to improved healthcare delivery and better health outcomes for the population.[12]

Results

Validity and Reliability Tests:

Internal Consistency Reliability Calculation:

The study tool was constructed, and after being shown to a panel of knowledgeable and experienced arbitrators to confirm its apparent validity, Pearson's Coefficient Correlation was calculated to confirm the validity of the internal consistency between each goal's statement and the belonging axis' overall score. The questionnaire was administered to a pilot sample of 40 healthcare staff to confirm internal reliability, with researchers calculating correlation coefficients to assess the internal validity of the study tool, as the following tables show:

Table (1): Correlation coefficients of each item in the total score of Healthcare Professional Development

Statement number	r
1	.0749**
2	.0901**
3	.0874**

4	.0698**
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p value <0.001 : **

Table (2): Correlation coefficients of each item in the total score of Healthcare Workforce Development

Statement number	r
1	.0778**
2	.0547**
3	.0654**
4	.0674**

p value <0.001 : **

Table (3): Correlation coefficients of each item in the total score of Training

Statement number	r
1	.0849**
2	.0651**
3	.0904**
4	.0758**

p value <0.001 : **

It is clear from the previous table that all of the statements are significant at the 0.01 level, as the values of the dimensional correlation coefficients ranged between (0.547 - 0.904), which are good correlation coefficients, indicating high internal consistency coefficients as well. It indicates high validity indicators that can be trusted in applying the current study tool.

Reliability of the study tool:

As for measuring the reliability of the questionnaire, we used Cronbach's alpha coefficient, and the following table shows the reliability axes of the study tool as follows:

Table (4): Cronbach's alpha coefficient reliability coefficient for the total score of the questionnaire

	No. of statements	Cronbach's alpha
Healthcare Professional Development	4	.0874
Healthcare Workforce Development	4	0.854

Healthcare Employee Training	4	.0789
Total score	12	.0898

The table showed that Cronbach's alpha reliability coefficient for Healthcare Professional Development was (0.874) and Healthcare Workforce Development was (0.854) and Training was (0.789) and the total score of the questionnaire was (0.898), which is a high-reliability coefficient suitable for the study.

Application Method of the Study Tool:

Prior to entering the study data into the computer for statistical analysis, the researchers examined it after gathering it. They then analyzed it, put it into the relevant tables, and made connections to earlier research. Five points were awarded for different responses: strongly disagree (1 point), disagree (2 points), agree (4 points), and agree (3 points). The range ($5-1=4$) was computed and divided by the number of questionnaire cells to give the correct cell length ($4/5=0.80$), which was then utilized to establish the length of the pentavalent scale cells used in the study Phrases. The upper limit of the cell was then calculated by adding this number to the scale's lowest value, which is one, or the scale's beginning.

The following table illustrates the method for correcting the Likert pentavalent scale.

Table (5): Method for correcting the scale.

Scale	The weight	The average arithmetic mean value ranges
Strongly Disagree	1	From 1 to less than 1.80
Disagree	2	From 1.81 to less than 2.60
Neutral	3	From 2.61 to less than 3.40
Agree	4	From 3.41 to 4.20
Strongly agree	5	From 4.21 to 5.

Table (6): Socio demographic characteristics of the studied participants

		Cases (n=700)
Sex		
Male	340	48.57
Female	360	51.42
Marital status		
Single	286	40.85
Married	339	48.42
Absolute	6	10.71
Job		
doctor	188	26.85
pharmaceutical	190	27.14
specialist	129	18.42
Technical	119	17
nurse	45	6.42
Age		
<30	194	(61.4)
30–39	89	(28.2)
40–49	32	(10.1)
≥50	1	(0.3)
Experience (Years)		
<10	200	28.57
10–19	350	50
≥20	150	21.42
Education level		
Diploma	286	40.85
Bachelor	339	48.42
Post Graduated	6	10.71

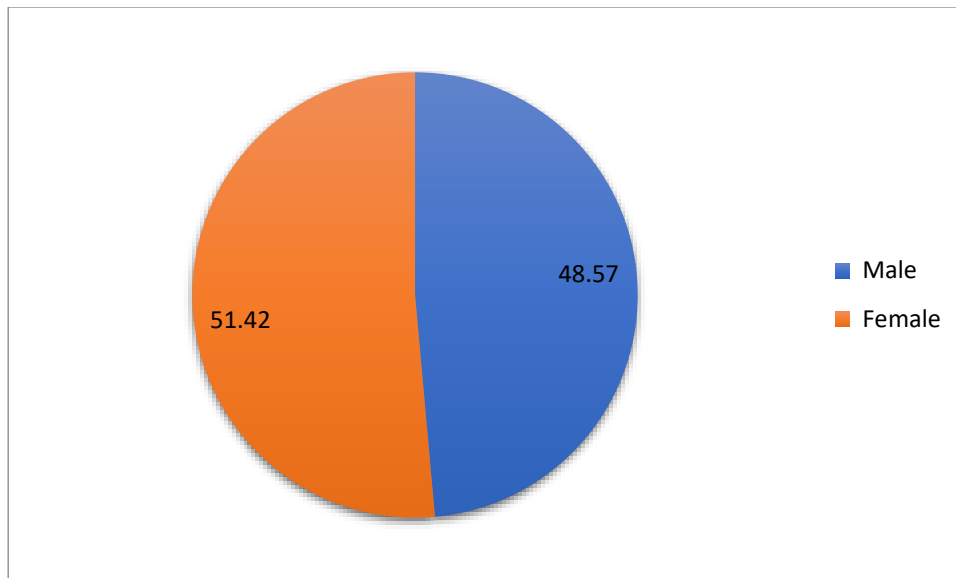


Fig (1): gander distribution among the studied participants

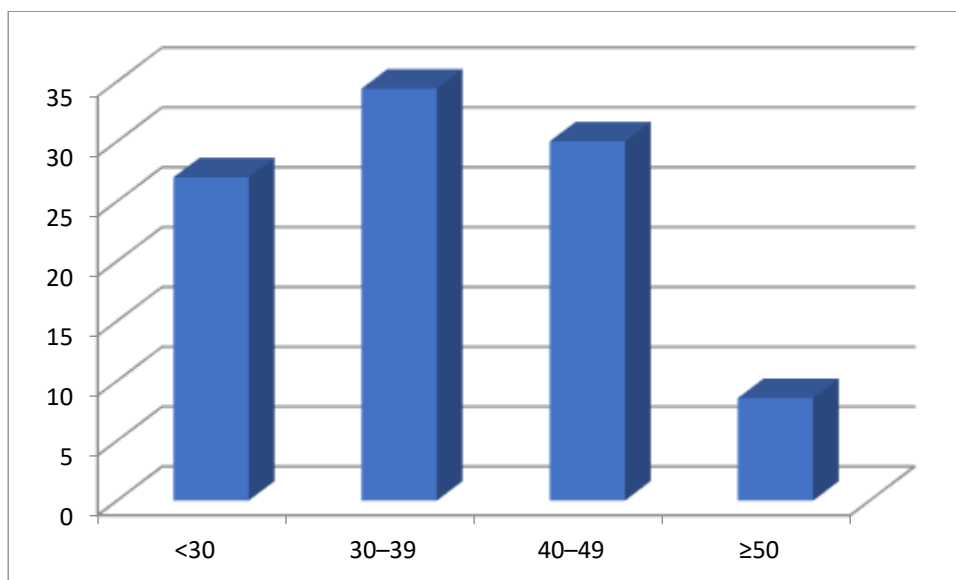


Fig (2): age distribution among the studied participants

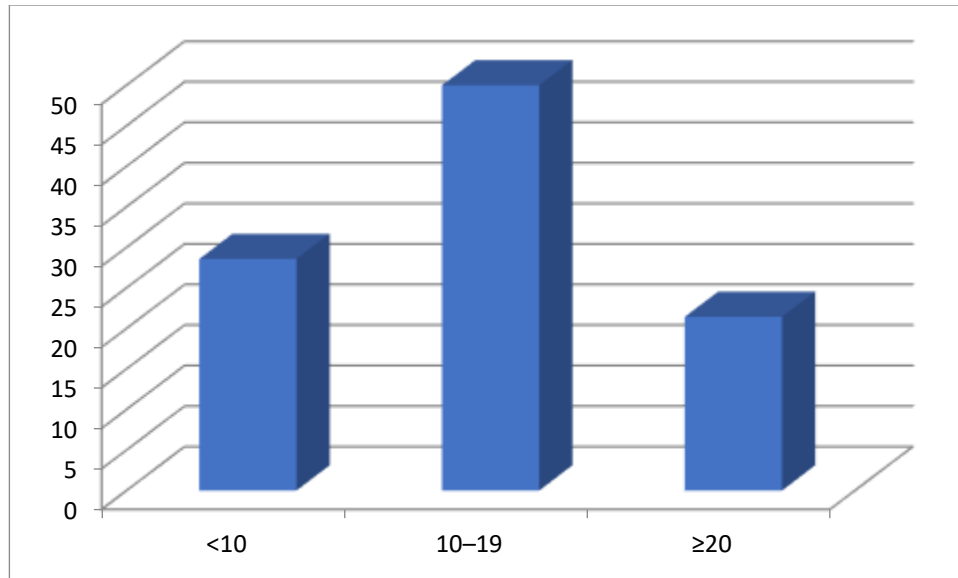


Fig (3): year of experience among the studied participants

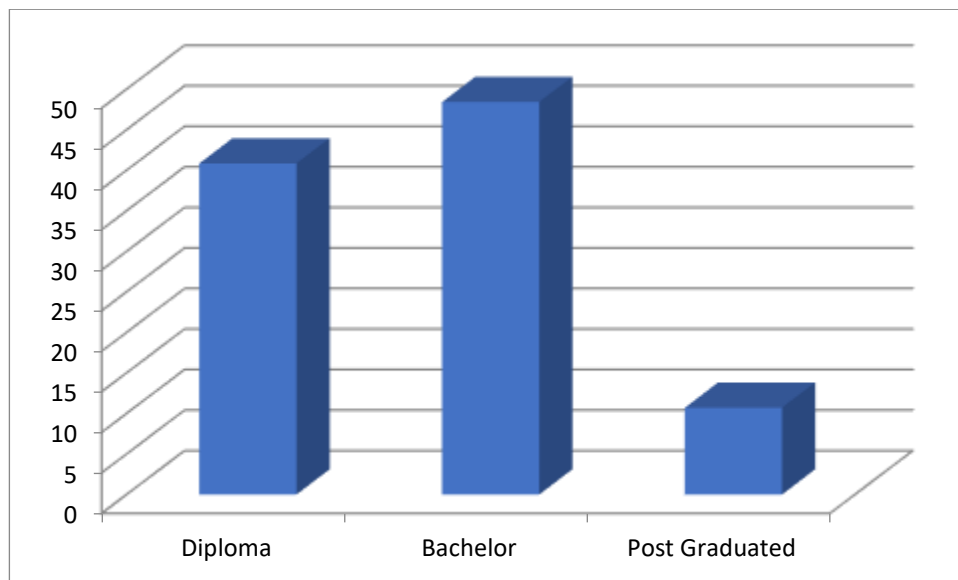


Fig (4): educational level distribution among the studied participants

Table(1)shows that 51.42% of the respondents were female. Approximately 53.2% of the participants had an age less than 39 years old. Most of the participants' working experiences were from 10 -19 (50%), and only 21.4% had more than 20 years of experience. Near to half of the participants had a diploma-level education (40.85%), and 10.7% had postgraduate degrees.

Secondly: Strategies for developing and motivating health

First question: What are current performance levels of healthcare professionals in the government health sector?

Table (7): response of the studied participants regarding to Healthcare Professional Development

.No	Healthcare Professional Development	Cases (n=700)			
		Mean	SD	Category	Rank
1-	it's vital to conduct a needs assessment of the healthcare professionals and Determine their strengths, weaknesses, areas of expertise, and where they need improvement.	.457	0.77	Strongly Agree	1
2-	One way to foster professional growth in healthcare professionals is by matching staff with experienced mentors or coaches. Mentors and coaches can provide feedback, guidance, and support to help employees develop the necessary skills and expertise.	.365	0.85	Agree	4
3-	Certification programs are important for healthcare professionals to demonstrate their qualifications and competencies required to perform their roles effectively.	.432	0.80	Strongly Agree	3
4-	Healthcare organizations should set specific and attainable goals for their	.454	1.17	Strongly agree	2

	employees. Create a clear roadmap of training programs, workshops, seminars, and other opportunities so healthcare professionals can see their progress and growth.				
Total score		.427	0.71	Strongly Agree	

Table (7) showed the response of the studied participants as regard to current performance levels of healthcare professionals in the government health sector.

It was found that the majority strongly agree with statement (1): it's vital to conduct a needs assessment of the healthcare professionals and Determine their strengths, weaknesses, areas of expertise, and where they need improvement and it came in the first rank with a mean value of 4.57

Statement (4): healthcare organizations should set specific and attainable goals for their employees. Create a clear roadmap of training programs, workshops, seminars, and other opportunities so healthcare professionals can see their progress and growth came in the second rank with a mean value of 4.54.

Statement (3): Certification programs are important for healthcare professionals to demonstrate their qualifications and competencies required to perform their roles effectively came in the third rank with a mean value of 4.32.

Statement (2): One way to foster professional growth in healthcare professionals is by matching staff with experienced mentors or coaches. Mentors and coaches can provide feedback, guidance, and support to help employees develop the necessary skills and expertise came in the fourth rank with a mean value of 3.65.

Second question: what are factors influencing the motivation of healthcare workers in Saudi Arabia?

Table (8): response of the studied participants regarding to Healthcare Workforce Development

.No	Healthcare Workforce Development	Cases (n=700)			
		Mean	SD	Category	Rank
1-	Highlight the significance of continuous learning and development. Motivate employees to engage in courses, seminars, and conferences that enhance their skills and knowledge.	.466	0.77	Strongly Agree	1
2-	Recognize the contributions and accomplishments of healthcare professionals, fostering their motivation to pursue further learning and growth. Grant certificates and incentives to employees who have successfully completed specific levels of training.	4.04	0.85	Agree	4
3-	Cross-training is a method of training employees to do more than one job within the organization. Cross-training can help healthcare professionals develop new skills, enhance their knowledge, and become more versatile.	.451	0.80	Strongly Agree	2
4-	Promote employee engagement in quality improvement initiatives as a means to facilitate	.441	1.17	Strongly agree	3

	their learning and development.				
Total score		.440	0.71	Strongly Agree	

Table (7) showed the response of the studied participants as regard to factors influencing the motivation of healthcare workers in Saudi Arabia.

It was found that the majority strongly agree with statement (1): Highlight the significance of continuous learning and development. Motivate employees to engage in courses, seminars, and conferences that enhance their skills and knowledge and it came in the first rank with a mean value of 4.66

Statement (2): Cross-training is a method of training employees to do more than one job within the organization. Cross-training can help healthcare professionals develop new skills, enhance their knowledge, and become more versatile came in the second rank with a mean value of 4.51.

Statement (4): Promote employee engagement in quality improvement initiatives as a means to facilitate their learning and development came in the third rank with a mean value of 4.41.

Statement (2): Recognize the contributions and accomplishments of healthcare professionals, fostering their motivation to pursue further learning and growth. Grant certificates and incentives to employees who have successfully completed specific levels of training came in the fourth rank with a mean value of 4.04.

Third question: What are the proposing effective strategies for enhancing performance and motivation in the government health sector?

Table (8): response of the studied participants regarding to training

.No	Training	Cases (n=700)			
		Mean	SD	Category	Rank
1.	Healthcare organizations can take advantage of online courses,	.445	0.77	Strongly Agree	2

	webinars, and certification programs to support healthcare employee development.				
2.	Creating a safe learning environment can reduce anxiety and promote learning retention.	3.77	0.85	Agree	4
3.	Training that uses real-world scenarios can help healthcare professionals develop essential critical thinking and problem-solving skills.	.441	0.80	Strongly Agree	3
4.	Providing regular feedback to healthcare employees is crucial for employee development.	.469	1.17	Strongly agree	1
Total score		.441	0.71	Strongly Agree	

Table (8) showed the response of the studied participants as regard to proposing effective strategies for enhancing performance and motivation in the government health sector.

It was found that the majority strongly agree with statement (4): Providing regular feedback to healthcare employees is crucial for employee development and it came in the first rank with a mean value of 4.67

Statement (1): Healthcare organizations can take advantage of online courses, webinars, and certification programs to support healthcare employee development came in the second rank with a mean value of 4.45.

Statement (3): Training that uses real-world scenarios can help healthcare professionals develop essential critical thinking and problem-solving skills came in the third rank with a mean value of 4.41.

Statement (2): Creating a safe learning environment can reduce anxiety and promote learning retention came in the fourth rank with a mean value of 3.77.

Recommendations:

1. **Implement Continuous Professional Development (CPD) Programs:** The government health sector should prioritize the implementation of CPD programs tailored to the specific needs of healthcare professionals in Saudi Arabia. These programs should offer opportunities for skill enhancement, knowledge acquisition, and career advancement. Providing access to workshops, conferences, online courses, and mentorship programs can help professionals stay updated with the latest developments in their field and maintain high performance levels.[13]
2. **Promote a Culture of Recognition and Reward:** Recognizing and rewarding healthcare professionals for their contributions and achievements can significantly enhance motivation and performance. The government health sector should establish formal recognition programs that acknowledge outstanding performance, innovative ideas, and significant contributions to patient care and organizational goals. Rewards can range from monetary incentives and promotions to public acknowledgment and awards ceremonies.[14]
3. **Enhance Leadership and Management Training:** Effective leadership and management are essential for creating a supportive work environment that fosters employee motivation and performance. Investing in leadership development programs for managers and supervisors can equip them with the skills and knowledge needed to inspire and empower their teams. Training should focus on communication, conflict resolution, team building, and fostering a culture of trust and collaboration.
4. **Provide Adequate Resources and Infrastructure:** Healthcare professionals require access to adequate resources and infrastructure to perform their jobs effectively. The government health sector should prioritize investment in modern medical equipment, technology systems, and facilities to ensure optimal patient care delivery. Additionally, ensuring adequate staffing levels and reducing workload pressures can prevent burnout and enhance job satisfaction among healthcare professionals.

5. **Promote Work-Life Balance:** Achieving a healthy work-life balance is essential for the well-being and performance of healthcare professionals. The government health sector should implement policies and initiatives that support flexible work arrangements, such as telecommuting, compressed workweeks, and childcare assistance programs. Encouraging employees to take regular breaks, vacations, and sick leave when needed can prevent burnout and improve overall job satisfaction.[15]
6. **Foster a Culture of Learning and Innovation:** Emphasizing a culture of continuous learning and innovation can stimulate creativity, problem-solving, and performance improvement among healthcare professionals. The government health sector should encourage experimentation, idea sharing, and collaboration among staff members. Establishing innovation hubs, research centers, and quality improvement initiatives can provide platforms for healthcare professionals to contribute to advancements in healthcare delivery and achieve organizational goals.[16]
7. **Address Socio-Cultural Factors:** Recognizing and addressing socio-cultural factors that may impact the motivation and performance of healthcare professionals is crucial. This includes addressing gender disparities, cultural norms, and religious beliefs that may influence career aspirations, work attitudes, and job satisfaction. Creating a diverse and inclusive work environment where all employees feel valued and respected can contribute to enhanced motivation and performance.
8. **Regular Feedback and Performance Evaluation:** Providing regular feedback and performance evaluations can help healthcare professionals track their progress, identify areas for improvement, and set goals for personal and professional development. The government health sector should establish formal performance appraisal systems that provide constructive feedback, recognition of achievements, and opportunities for career advancement. Feedback should be specific, timely, and tailored to individual needs and goals.[17]
9. **Collaborate with Academic Institutions:** Collaborating with academic institutions and research organizations can facilitate knowledge exchange, skill development, and

innovation in healthcare delivery. The government health sector should establish partnerships with universities, colleges, and training institutes to develop tailored educational programs, research projects, and internship opportunities for healthcare professionals. This collaboration can help bridge the gap between academic theory and practical application, ensuring that healthcare professionals are equipped with the latest evidence-based practices and skills.[19]

10. Monitor and Evaluate Interventions: Continuous monitoring and evaluation of interventions are essential to assess their effectiveness and identify areas for improvement. The government health sector should establish performance metrics, benchmarks, and key performance indicators (KPIs) to measure the impact of strategies aimed at enhancing the performance and motivation of healthcare professionals. Regular feedback from staff members, patients, and other stakeholders can provide valuable insights into the effectiveness of interventions and inform future decision-making.

By implementing these recommendations, the government health sector of Saudi Arabia can create an enabling environment that empowers healthcare professionals to perform at their best, achieve health goals, and ultimately improve the quality of healthcare delivery for the population.[20]

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