

# The Impact of Internal Work Environment on the Retention of Healthcare Providers at Turaif General Hospital

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**Abstract:** This study attempted to identify the impact of internal work environment on the retention of healthcare providers at Turaif General Hospital in the Kingdom of Saudi Arabia. In particular, the study aimed to identify the dimensions of work circumstances, compensation, and relationship with colleagues, professional growth, and the level of healthcare providers' retention. In order to achieve the study goals, the researcher used the descriptive analytical approach. The researcher used the questionnaire as the study tool. The study population comprised all the healthcare providers at Turaif General Hospital. Questionnaires were distributed to the entire study sample that consisted of 220 individuals. The number of questionnaires valid for study was 183 questionnaires. The research findings were as follows: the participants' estimate of the work circumstances dimension was high (3.64), the participants' estimate of the compensation dimension was moderate (3.32), the participants' estimate of the relationship with colleagues dimension was high (3.62), the participants' estimate of the professional growth dimension was weak (2.39), and the participants' estimate of healthcare providers' retention level was intermediate (2.75). Accordingly, the researcher's major recommendations are: the need to create the right atmosphere for personnel in hospitals, the interest of the hospital to provide the appropriate conditions for the staff in terms of the physical and moral aspects for building the work adjustment in the staff, and conducting training courses and educational lectures for personnel in hospitals on how to cope with the work pressures.

**Key words:** internal work environment; job retention; healthcare providers; professional growth; Turaif Public Hospital

**JEL code:** I1

## 1. Introduction

The internal work environment is one of the main challenges that any organization face in determining the future strategies and overall objectives regardless of its activities, scope of work or culture. The work environment is reflected on the morale of the employees. As the individual interacts with the circumstances surrounding him in general, he can usually adjust his behavior according to the environment in which he lives. Persons inside the organizations are influenced by the environment in which they work (Maryam, 2012).

According to Shafei (2010), the internal work environment includes several factors, some of which have

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different effects on the employees inside the organizations. Therefore, the impact of the work environment on employees arises from of a particular factor or set of separate factors. Some of these factors may have a dominant effect while others have a less influential power.

Working pressures, peer relationships, and the general psychological atmosphere in which the individuals work are key influences in the work environment (Decker, 2010). Work pressure has become, whether the pressure of work or psychological pressure in the work environment, a feature of the present era. The employees face severe pressures such as economic and social changes and disturbances in human relations both at the individual and the societal level. These changes cannot be easily tolerated by any individual and can lead to behavioral disturbances that may be severe and persist for a long time (Waeli, 2010).

The study of the internal work environment in which health practitioners acts as a window to identify the forces that cause the pressures, to determine whether these forces are related to the nature of the profession or the nature of health system and to identify the other influencing factors. Also, this helps determine the negative reflection on health practitioners and the ways to address such threats in order to create the appropriate conditions for such practitioners and provide the suitable work environment for a better professional performance.

Working in the health sector is one of the occupations that involve a lot of hardships or pressures due to the multiple situations in which the nurse cannot provide any service or support whether to the patient or to any of his relatives (Nyal, 2011, p.110). The health sector is a vital sector in our societies where there are a large number of health workers in the public and private sectors and the nature of work in the healthcare domain is characterized by a set of interrelated relationships that affect the achievement of psychological compatibility and professional satisfaction (Salam, 2016).

The health sector in the Kingdom of Saudi Arabia is one of the vital sectors that are subject to change and influence because of its utmost importance to society and the safety of its members. This sectors plays a vital role in the overall development process. The health sector in the Kingdom of Saudi Arabia faces many problems related to human resources, the most important of which are job leakage and job dissatisfaction. A lot of the Saudi health professional quit their positions in the health care institutions. The study of Al-Halil (2011) and Al-Harbi (2010) indicated that there is a high employee turnover rate in the Saudi health sector due to the lack of satisfaction of compensation, benefits, training and working environment systems in the Saudi hospitals.

Since the healthcare providers are the basis in providing health services and since that the internal work environment contributes to determining the healthcare providers' retention or turnover, it is believed that this issue should be given a deep research in order to know more about the impact of the internal work environment on the retention of healthcare providers in Turaif General Hospital.

### **1.1 Research Problem**

The challenges are growing day by day in health institutions in Saudi Arabia due to increased demand for health services. Thus, the staff of these hospitals, whether they are physicians, nurses or technicians, face psychological pressures that make them very challenging and affect their employee retention. In order for the hospital staff to perform their task in a distinct way, they must work in a work environment that cares for their different needs and desires.

As the healthcare providers at Turaif General Hospital are the important element and the key resources of this big medical facility, the researcher believes that the internal work environment at Turaif General Hospital is one of the important means to retain the employees and maintain the excellence of this medical institution and to continue provide health care service in the highest level of quality.

## **1.2 Objectives of the Study**

The present study aims to identify:

- 1) The impact of working conditions on the retention of healthcare providers at Turaif General Hospital.
- 2) The impact of compensation on the retention of healthcare providers at Turaif General Hospital.
- 3) The impact of the relationship with colleagues on the retention of healthcare providers at Turaif General Hospital.
- 4) The impact of professional growth on the retention of healthcare providers at Turaif General Hospital.

## **1.3 Hypotheses of the Study**

- 1) There is a statistically significant relationship between working conditions and retention of healthcare providers at Turaif General Hospital.
- 2) There is a statistically significant relationship between the compensation and retention of healthcare providers at Turaif General Hospital.
- 3) There is a statistically significant relationship between the relationship with officials and colleagues and retention of healthcare providers at Turaif General Hospital.
- 4) There is a statistically significant relationship between professional growth and retention of healthcare providers at Turaif General Hospital.

## **1.4 Research Variables**

(A) Independent variables: Internal work environment:

- working conditions
- Compensation
- Relationship with colleagues and officials
- Professional growth

(B) Dependent variable:

Retention of healthcare providers.

## **2. Literature Review**

### **2.1 The Internal Work Environment**

The internal work environment represents the internal characteristics of the organization, including regulations, procedures, salaries, penalties, etc. Al Waeli (2010, p. 7) defined it as “the internal factors and characteristics of the organization in which the employee works such as regulations, work procedures, salaries, sanctions, material and moral incentives, prevailing relationships in the work environment, type of work and working conditions”.

The internal working environment is influenced by the systems, procedures, leadership styles, communications and technology used. Khaza'la defined it as “the techniques used in work, procedures, systems, work groups, communication patterns, and the dominant leadership style”. (Khaza'la, 2012, p. 12).

The internal work environment affects the elements of the administrative process by bringing in an enhanced or rejective environment. Darwish defined it as “the values and trends within the administrative organizations and their impact on the organizational behavior of the employees and on the overall administrative process”. (Jamal, 2013, p. 35).

The internal work environment is not limited to systems, procedures, communications, leadership style and

human resources management policy, but it includes the physical environment. Mashan (2013, p. 4) defined it as “the physical components available at the workplace in terms of noise, temperature, lighting and design of offices and supporting tools”.

There are other researchers who made a link between the physical conditions of work and the nature of the job when talking of the working environment. Al-Nagar defined it, in this regard, as “the material conditions of work surrounding the human being as ventilation and lighting and means of security and safety and office conditions, as well as the nature and of the position occupied by the person and its extent in causing work stress. There are some jobs that, by their nature, lead to work pressures such as those that require public contact, those that do not allow for promotion, progress and professional growth, or those that include the responsibility of managing individuals or that are linked to specific work rotation dates” (Al-Nagar, 2012, p. 295).

## **2.2 Employee Retention**

Employee retention means “the ability of an organization to retain its staff” (Maher, 2016, p. 7). Employee retention also refers to “the efforts by organizations to maintain their own workforce” (Al-Qarouti, 2010, p. 12). Employee retention is, therefore, a strategy not an outcome. Distinguished staff and poorly performing staff can be sorted out and efforts must be directed towards distinguished staff who have positive contributions to the organization.

Employee turnover is one of the problems faced by organizations which can be due to many reasons such as weak morals of the staff, absence of a clear career path, lack of appreciation and poor relations between employees and managers. Poor satisfaction and commitment to the organization can make the employee think of leaving the job and considering other opportunities (Al-Fadil, 2012).

The retention of the competent employees to continue in their excellent performance is the responsibility of the direct supervisor and the senior management. The direct supervisor and the senior management must be aware of all the circumstances and variables surrounding the internal and external work environment and they must recognize the potentials of the subordinates in order to explore strengths and weaknesses of each employee.

## **2.3 Incentive System**

The issue of work incentives has been a prominent issue since the beginning of the interest in the search for individuals to work efficiently which ensures the effective achievement of the objectives of the organization. Incentives show the importance of the good work environment through its ability to provide a suitable and purposeful work environment to increase the efficiency of performance and enhance the employee motivation.

Al-Qariuti (2010, p. 2) defined incentives as “a set of factors or influences that cause the individual to do more in the performance of the work and refrain from making mistakes”.

Zaqout (2013, p. 6) defined it as “the method, means or instrument that provides the individual satisfaction required in varying degrees for his missing needs”.

In order to achieve the objective of establishing a system of incentives, it is necessary to consider a set of conditions that must be met, the most important of these are (Abu-Alros, 2004):

- The extent to which the motivation is compatible with the motivation of the individual. If the incentives given to the staff are consistent with their desires and needs in terms of quantity and quality, this increases the efficiency of the incentive system. Any shortage in motivation will lead to a lack of satisfaction.
- The incentives to connect the individual with organization and interact with it by deepening the concept of linking the incentive to good performance.

- These incentives should be accompanied by the economic, social, psychological and cultural changes that the country undergoes and that may affect the behavior of the employees.
- The incentive system should be clear to all employees so that everyone has a clear idea of the incentive system in the organization in which they work.
- These incentives are closely linked to the mental or physical efforts of the employee to achieve minimum performance and productivity.

#### **2.4 Employee Relations Management**

Employee relationships that among the issue that are not given the sufficient interest within the organizations. Just as the company needs external marketing, it also needs internal marketing. The company always needs to go to internal dialogues with employees so that it can know the satisfaction of employees and to be able to communicate effectively with them, thus raising the efficiency of production.

Many organizations have a dedicated staff relations department that deals with everything related to the employees of the organization as well as their counterparts in the affiliated organizations, and is responsible for the functions of this department, the work assigned to it, its procedures, promotions, leave and contracts of the employees (Abuzeid, 2010).

The stability of an employee's career depends on the extent of his or her positive relationships in the work environment or private life. Many employees appreciate the value of technical intelligence, but they do not know the value of social intelligence. Overall, the quality of any relationship is reflected in the productivity of the person, whether positive or negative. In the view of mutual benefit theory, in order for relationships to remain strong between the employees, both sides of the relationship must benefit equally from this relationship. When one side obtains greater benefits from the other, serious signs of disconnection begin (Hamid, 2011).

#### **2.5 Previous Studies**

The following are some Arabic and foreign studies that dealt with the study variables. After reviewing these studies, there is a general comment on them.

The study of Zahrani (2015), titled "Determinants of job retention and its effect on the retention of the employees in Organizations: An empirical study on Prince Sultan Medical Military City", aimed at identifying the impact of job retention determinants on the retention of the employees at Prince Sultan Medical Military City. To achieve the objectives of the study, the researcher used the descriptive analytical approach and used the questionnaire to collect the data from the study sample. The study population consisted of all employees at Prince Sultan Medical Military City in Riyadh. The sample consisted of 450 employees at the hospital. The number of questionnaires valid for the study was 400 questionnaires. The study concluded that there is a statistically significant relationship between the determinants of employee retention and the retention of employees in Prince Sultan Medical Military City. The researcher recommended the need to provide material and moral incentives that contribute to the retention of hospital staff in a competitive manner.

Tangthong et al. (2014) conducted a study, titled "Human Resource Management Practices and the retention of employees in Thailand", which aimed to identify the impact of human resources practices in terms of benefits and compensation, incentives and management system and training and development on the retention of the employees in foreign direct investment companies in the industrial sector in Thailand. To achieve the objectives of the study, the researchers used the descriptive approach and developed a conceptual model consisting of two independent variables, an intermediate variable and a dependent variable. The researchers used the questionnaire to collect data from the study sample. The study sample consisted of 400 managers and leaders in the foreign

direct investment sector in the main industrial area of Thailand. The study found that there is a positive impact of HR practices such as benefits and compensation system, incentives and management system and training and development on the employee retention of foreign direct investment companies in the industrial sector in Thailand. It was also found that there is a positive relationship between human resources practices and the performance of the companies. The study recommended the need to pay attention to the training, development, motivation and compensation processes in a manner that contributes to the retention of the employees of the organization.

Bahrami et al. (2013) conducted a study, titled “The relationship between organizational climate and mental health of hospital staff”, aimed to assess the relationship between organizational climate and mental health of hospital staff. The researchers used the analytical approach and used the CL-90R mental health questionnaire in 3 Iranian hospitals. The study sample consisted of 120 individuals and the data were analyzed through the SPSS program. The study found a negative relationship between the organizational climate and the mental health of the staff in the areas of depression and anxiety. The study recommended the need to improve the organizational climate as a means of improving the mental health of the hospital staff.

The study of Al Naqbi (2012), titled “The relationship between HR practices and staff retention in public organizations: an exploratory study in UAE”, attempted to identify HR practices and other factors such as job satisfaction, organizational commitment, leadership style and their impact on staff retention in public organizations in United Arab Emirates. The researcher used the quantitative and qualitative approach and used the semi-structured interviews for collecting data from the study sample. The researcher also used the questionnaire tool and distributed 154 questionnaires on human resource managers as a target sample for research. Interviews were held with 8 HR managers in a number of public organizations in the UAE. The study found that the factors that affect the satisfaction of employees and the retention of employees in the organization are job security, job description and work tasks. The results also revealed the need for decentralization and reduction of the hierarchy in the workplace as well as the activation of the principles of empowerment and accountability in the organization. The results of the interviews also revealed that the work environment needs to be developed by focusing on the development of employee culture and attention to working conditions such as office space. The participants expressed that many organizations lack the compensation system such as airline tickets, housing allowance, telephone allowance, etc. The study recommended working on the culture of work environment and emphasizing the principles of employee empowering and establishing a system of compensation and benefits.

Ayaru (2012) in a study, titled “the impact of human resource management practices on the employee retention in the Industrial Zone of Kulm”, aimed at studying the relationship between human resource management practices and employee retention, especially, the compensation practices, benefits and rewards, performance assessment, training and professional development and environment the work. To achieve these objectives, the researcher used the analytical descriptive method and the used of the questionnaire to collect the data from the sample of the study. The study sample consisted of 200 employees at Kulm industrial area in Malaysia. The study found a positive and significant relationship between all HR practices and staff retention. The study also found that the employees in the Kulm industrial zone in Malaysia believe that the system of compensation, benefits and the working environment plays a big role in achieving their job satisfaction and increasing their loyalty to the place they work in. The study recommended the need to build a human resources management plan based on the needs of the employees.

Veld (2012) in a study, titled “human resource management, strategic climate and impact on hospital personnel”, aimed at identifying the relationship between the strategic impact of human resources management

and the performance of hospital staff. The study also aimed to identify the types of strategic climate in hospitals. To achieve the objectives of the study, the researcher used the analytical descriptive approach and used the questionnaire to collect the data from the study sample. The sample consisted of 4 large hospitals and included 2068 individuals in these hospitals. The results of the study found that there are many types of strategic climate (climate of equality, climate of security, climate of creativity). The study also concluded that the concepts of the employees about the human resources system contribute to building their perceptions of the strategic climate in the hospital and thus the impact on the performance of employees. The study recommended the need to provide a strategic environment in hospitals that helps staff respond to the strategic objectives of the organization.

Doughan et al. (2015) in a study, titled "Planning the Dental Workforce in Lebanon 2015", aimed to assist decision makers and policy makers in Lebanon to strategically plan for the provision of dental personnel in line with the guidelines of the National Dental Health Plan which has been in use since 1995. The researchers used the descriptive analytical approach on a number of 200 officials in the Ministry of Health. One of the main findings of the study was that the current situation calls for an urgent need to closely monitor the supply and demand of dental services. The study also recommended the establishment of a monitoring and evaluation system to assist decision-makers in formulating the best policies and strategies to improve the oral health of the Lebanese population.

The Dussault & Dubois (2013) in study, titled "the workforce in health policy: the critical component of health policy", tried to discuss the problems facing health policy development in poor and developing countries. The study was based on the theoretical approach. One of the most important findings of the study is the lack of clear policies for the development of health workforce and this has created an imbalance which threatens the ability of health care systems to achieve its goals. The workforce in the health sector have certain advantages that cannot be neglected. Health organizations also face external pressures that cannot be effectively met without adequate workforce adjustments. The study also reached a number of recommendations, the most important of which are the necessity of developing the workforce as an essential part of the health policy development process. The study pointed out the need to put the labor force problems on the political agenda in order to clarify policies and objectives and set clear priorities for the health workforce in the region as well as to create a public orientation towards all these goals.

Based on the above mentioned studies, it is shown that the studies have addressed the work environment from different perspectives. The current study differs from the Veld study (2012) since Veld focuses on the relationship between human resource management and the strategic climate, while the present study focuses on the internal work environment and the retention of healthcare providers. The current study also differs from Tangthong (2014) and Al Naqbi (2013) which deals with workplace practices in non-healthcare sectors, while the current study focuses on the health sector in Turaif General Hospital. The current study is similar to the two studies by addressing the variable of employee retention.

The current study is similar to Dussault & Dubois (2013) who discussed the elements of the work environment in the health sector without addressing the employee retention variable. Dussault & Dubois focus on the public and private sectors, while the current study focuses on the public health sector. Furthermore, this study is similar to Doughan et al. (2015) by addressing the work environment planning in healthcare. Doughan et al (2015) focus on dentistry while the present study focuses on the health field in general.

On the other hand, the current study is similar to the study of Bahrami et al. (2013) and Ayaru (2012) and Zahrani (2015) in addressing the elements of the internal environment only, but these studies differ with this study

as the current study extends to discuss the relationship between the internal work environment and retention of healthcare providers.

Based on the above, the current study, to the researcher's best knowledge, is a pioneer study in linking the variables of the internal work environment and retention of healthcare providers in the health sector in the Kingdom of Saudi Arabia. Thus, this study seeks to bridge an academic gap by investigating an understudied issue.

### **3. Methodology**

#### **3.1. Research Approach**

This research is based on the descriptive analytical approach. The description in its comprehensive sense is "to obtain information related to the current state of the phenomenon under study in order to determine the nature of this phenomenon and to identify the interrelationship in the occurrence of this phenomenon, its description, perception and analysis of the variables affecting the emergence and growth" (Morsi, 2010, p. 9). The descriptive approach is based on the study of reality and expressing in a qualitative or quantitative manner. While the qualitative approach describes the phenomenon and demonstrates its characteristics, the quantitative approach describes the phenomenon in numbers and explains its size or volume and degrees of correlation with other phenomena.

#### **3.2 Population and Sample**

The research population consisted of all healthcare providers at Turaif Public Hospital in the Kingdom of Saudi Arabia in the second semester of the academic year (2018-2019). The study population consists approximately of 220 healthcare providers. The study sample consists of all the population members.

#### **3.3 Research Instrument**

The questionnaire was used to collect data and to answer the research questions. A questionnaire is a necessary data collection tool consisting of a set of questions directed at the research sample in order to collect data about the studied topic. It is in the form of a number of questions to identify the views of the sample of the study on the effect of the internal work environment on the retention of healthcare providers.

Below is a description of the research questionnaire.

The questionnaire consisted of two main parts:

Part one: This is about the personal information of the sample

(Age - Gender - Education - Job /Specialization - Number of years of experience in the hospital)

Part two: The impact of the internal work environment on the retention of healthcare providers. This section consists of five sub-sections:

- The first section: It is about the nature and working conditions and consists of 13 items.
- The second section: It is related to salary and promotion and consists of 9 items.
- The third section: It is about the relationship with officials and workmates and consists of 12 items.
- The fourth section: It is about professional growth and consists of 8 items.
- The fifth section: It is about the retention of healthcare providers and consists of 8 items.

The five-digit Likert scale was used to respond to the questions and the answer to each item were 5 options, from 1-5, where "5" means a strong agreement and "1" means strong disagreement.

#### **3.4 Validity of the Questionnaire**

The validity of the questionnaire is to measure the suitability of the questionnaire to its purposes. The



researcher achieved the validity of the questionnaire by means of the validity of the arbitrators. The researcher presented the questionnaire to a group of arbitrators. The researcher responded to the opinions of the arbitrators and made the necessary deletions and amendments in the light of the submitted remarks.

### 3.5 Reliability of the Questionnaire

Reliability means that the questionnaire will give the same results if the questionnaire is redistributed more than once under the same conditions. In other words, the reliability of the questionnaire means stability in the results of the questionnaire and that the findings do not change significantly if it is redistributed to the sample several times over time. The researcher verified the reliability of the questionnaire using the split-half method.

The questionnaire items were divided into two parts of odd and even numbered questions. The correlation coefficient between the scores of the odd questions and the even question scores was then calculated. The coefficient of correlation with Spearman Brown was calculated as follows:

**Table 1 Split Half Method for Reliability**

S	Section	Correlation coefficient	Amended correlation coefficient
1	Work nature and conditions	0.647	0.789
2	Salary and promotion	0.741	0.921
3	Relations with officials and workmates	0.852	0.843
4	Professional growth	0.753	0.854
5	Retention of healthcare providers	0.621	0.711

The results shown in Table 1 indicate that the Spearman Brown correlation coefficient is acceptable and statistically significant.

### 3.6 Statistical Treatment

In order to answer the questions of the study, the statistical data collected through the questionnaire was processed statistically using the SPSS program. The following statistical methods were used: the frequency, percentages, the standard deviations, the split half method to determine the reliability of the questionnaire, the relative weight for each item of the questionnaire, and Chi-square ( $\chi^2$ ) to clarify the differences between the responses.

## 4. Results and Discussion

This part presents an analysis of the collected data and the results of the study based on the questionnaire distributed on the research sample. Also, the below part presents the discussion of results and the statistical analysis.

### 4.1 Characteristics of the Research Sample

The findings of the first part of the questionnaire are shown in the below table. These results relate to the demographics and job variables of the research sample.

Table 2 shows that the distribution of respondents in terms of their demographics and job variables. With regard to the *gender* variable, it is shown that 73.77% of the respondents are males. In other words, the majority of the sample are males. The female sample was 26.23%, representing less than one-third of the sample. With regard to the age variable, the findings show that the percentage of the sample less than 25 years (5.4%), the percentage of those aged 25 to less than 35 years is 43%, the percentage of those aged 35 to 45 is 42%, and the percentage of those aged over 45 is 9.3% of the total sample.

**Table 2 Characteristics of the Research Sample**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	135	73.77%
Female	48	26.23%
<b>Total</b>	<b>183</b>	<b>100%</b>
<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 25 years	10	5.4%
From 25 to less than 35 years	79	43%
From 35 to less than 45 years	77	42%
More than 45 years	17	9.3%
<b>Total</b>	<b>183</b>	<b>100%</b>
<b>Years of Experience</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 25 years	45	24.5%
From 5 to less than 15 years	87	47.5%
From 15 to less than 25 years	43	23.5%
From 25 to 40 years	8	4.3%
<b>Total</b>	<b>183</b>	<b>100%</b>
<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	61	33.3%
Bachelor	84	45.9%
Master	29	15.8%
Doctorate	9	4.9%
<b>Total</b>	<b>183</b>	<b>100%</b>
<b>Job/specialization</b>	<b>Frequency</b>	<b>Percentage</b>
Physician	37	20%
Nursing	60	32.7%
Technician	33	18%
Specialist	53	29%
<b>Total</b>	<b>183</b>	<b>100%</b>

As for the years of experience variable, it is shown that the proportion of respondents who have a service period of less than five years is 24.5%, the percentage of those who served in the hospital from 5 years to less than 15 years is about 47.5% of the total number of sample, the percentage of those who served in the hospital from 15 to less than 25 years is 23.5% of the total sample, and the those who have from 25 to 40 years of experience is 4.3% of the total sample.

In terms of the education variable, the percentage of those who hold a diploma is 33.3%, the percentage of the respondents who have a bachelor degree is 45.9%, the number of those who a master degree is 15.8%, and the percentage of holders of doctorate is 4.9%. As for the job/specialization variable, the percentage of the respondents who are physicians is 20%, the number of those who are nurses is 32.7%, and the percentage of those who are technicians are 18%, and those who are specialists are 29%.

#### **4.2 Results of the First Section**

The first section of the questionnaire is about the work conditions variable. Table 3 shows the responses of the participants to the items of this section.

Table 3 shows the responses of the participants on working conditions. In general, the mean of all the items (working conditions) is 3.64 and the significance level is 0.000, indicating that the participants perceive working conditions as high.

**Table 3 Analysis of Section One (Work Conditions)**

Items	Mean	Relative Weight	Chi-Square $\chi^2$	DF	Sig.
The work duties required of me are specific and clear.	4.21	77.23	2.488	2	0.000
I feel independent at work.	4.23	77.44	2.327	2	0.000
I think that the facilities and equipment inside the hospital are available.	4.36	78.33	2.075	2	0.000
I think that the number of employees in the department is appropriate.	3.11	74.11	9.772*	2	0.007
I am proud of my profession in the hospital.	3.06	73.96	*3.125	2	0.028
I feel uncomfortable in the workplace.	3.80	76.02	12.384**	2	0.000
It suits me the required number of work hours.	3.88	76.33	14.368**	2	0.000
I feel comfortable of the break times during daily work.	3.62	74.11	*11.354	2	0.034
The regular and sickness leave system is convenient.	3.66	74.23	**21.658	2	0.000
The likelihood of getting infected during work is low due to safety and security measures such as vaccinations.	2.66	67.02	9.008	2	0.000
I find myself constrained by regulations and instructions that I deem inappropriate.	3.87	73.33	0.069**	2	0.000
Work conditions are appropriate in terms of ventilation, heat, noise.	3.24	74.11	3.594**	2	0.000
The services provided to staff in this hospital are adequate and appropriate in terms of services (eating - drinking - entertainment).	3.65	78.23	*16.391	2	0.012
<b>Total Mean</b>	<b>3.64</b>				

\*Significant at less than 0.05, \*\*Significant at less than 0.01

The results show that the highest scores: I think that the facilities and equipment inside the hospital are available (4.36), the ability to work independently (4.23), the required work duties are clear and clear (4.21), as well as the number of hours worked (3.88).

On the other hand, the items that received the mean are “the probability of being injured during work is low due to the availability of safety and security conditions such as vaccinations” with a mean 2.66, “I am proud of my profession in the hospital” with a mean 3.06, “I think that the number of employees in the department is appropriate” with a mean 3.11, as well as “appropriate working conditions in terms of ventilation, heat, noise” with a mean of 3.24.

It is clear from the previous results that the participants largely approve the working conditions since the hospital provides mechanisms to serve the nature and conditions of work such as clarity of duties and tasks, independence in work, availability of facilities and devices in the hospital and the appropriate number of working hours for employees. This finding is in line with what Waeli (2010) and Zaqout (2013) who have pointed out that providing the required conditions in the work environment in terms of job aspects such as determining job responsibilities and roles and achieving an appropriate amount of employee freedom contributes significantly to the professional compatibility of employees and contributes to raising their mental health.

#### 4.3 Results of the Second Section

The second section of the questionnaire is about the salary and promotion variable. Table 4 shows the

responses of the participants to the items of this section.

Table 4 shows the responses of the participants to the compensation. In general, the mean of all the items (compensation) is 3.32 and the significance level is 0.000.

**Table 4 Analysis of Section Two (Salary & Promotion)**

Items	Mean	Relative weight	Chi-square $\chi^2$	DF	Sig.
I work in another job due to low salary.	3.06	73.96	*3.125	2	0.028
I'm thinking of leaving work and looking for another job.	3.75	75.23	15.861**	2	0.000
The hospital does not provide me with transportation or transportation allowances when I delay at work.	3.88	76.33	14.368**	2	0.000
My monthly salary compared to the salaries of my colleagues in private hospitals is not appropriate.	3.21	76.98	**6.050	2	0.000
The hospital has an effective payroll control system.	3.02	74.23	10.394**	2	0.000
The chances of promotion and career advancement in my work are good.	3.22	71.66	*16.861	2	0.005
Future security (loans, housing, and social security) is appropriate and good.	3.16	71.33	**0.995	2	0.000
Deductions and discounts are few and their system is clear.	3.05	71.11	3.125**	2	0.000
My salary is commensurate with the importance of the work I do.	3.56	72.23	13.141**	2	0.000
<b>Total Mean</b>	<b>.332</b>				

\*Significant at less than 0.05, \*\*Significant at less than 0.01

The results of the study show that the highest mean scores are: “the hospital does not provide me with transportation or transportation allowances when I delay at work” with a mean 3.88, “I think of leaving the job and looking for another job” (3.75), “my salary matches with the value of the work I do” with a mean 3.56, “my monthly salary compared to the salaries of my colleagues in private hospitals is not appropriate” with a mean 3.21. The lowest mean scores are “the hospital has an effective payroll adjustment system” with a mean of 3.02, “I work in another job due to low salary” with a mean 3.06, “future security (loans, housing, Social) is appropriate and good” with a mean 3.16. This result is consistent with the findings of Al-Zahrani (2015) and Al Fadel (2012) that the system of salary and promotion is one of the most important determinants of professional compatibility among employees.

#### 4.4 Results of the Third Section

The third section of the questionnaire is about the relations with officials and workmates variable. Table 5 shows the responses of the participants to the items of this section.

Table 5 shows the responses of the participants to the relationship with officials and workmates. In general, the mean of all items (the relationship with officials and workmates) is 3.62 and the significance level is 0.000. This indicates that the sample of the study perceive this section as high.

The results of the study show that the highest mean scores are: “I obey my principals in all what is required of me to work” with a mean of 4.23, “Instructions issued by the management are clear and unambiguous” with a mean of 4.21, “the management encourages hospital staff to improve their performance” with a mean 4.21, “human relations between me and other hospital staff are good” with a mean 4.12, “I feel that officials are able to guide me in technical aspects of work” with a mean 3.99, “cooperation and coordination between me and my colleagues at work is made constantly” with a mean 3.87, “my colleagues accept my suggestions for action” with a mean 3.65.

**Table 5 Analysis of Section Three (Relations with Officials and Workmates)**

Items	Mean	Relative weight	Chi-square $\chi^2$	DF	Sig.
Cooperation and coordination between me and my workmates in the work is made constantly.	3.87	73.33	0.069**	2	0.000
I exchange information and experiences with my colleagues.	3.24	74.11	3.594**	2	0.000
Human relations between me and other hospital staff are good.	4.12	79.22	9.006**	2	0.001
Management encourages the hospital staff to improve their performance.	4.21	77.21	*21.756	2	0.022
My colleagues accept my suggestions for action.	3.65	78.23	*16.391	2	0.012
I feel that the officials are able to guide me in the technical aspects of the work.	3.99	77.11	**9.501	2	0.000
I feel that they are fairly and objectively responsible in their dealings with me.	3.21	76.98	**6.050	2	0.000
The direct manager cooperates with me to better serve the patient.	3.02	74.23	10.394**	2	0.000
Officials appreciate my outstanding performance at work.	3.22	71.66	*16.861	2	0.004
The officials respect my views and professional suggestions.	3.16	71.33	**0.995	2	0.000
The officials involve the employees in decision-making.	3.62	78.96	9.772	2	0.000
The instructions issued by the management are clear and unambiguous.	4.21	77.23	2.488	2	0.000
<b>Total Mean</b>	<b>3.62</b>				

\*Significant at less than 0.05, \*\*Significant at less than 0.01

On the other hand, the items that obtained the lowest mean are: “the direct manager cooperates with me to better serve the patient” with a mean 3.02, “the officials respect my professional views and suggestions” with a mean 3.16, and “I feel that they are fairly and objectively responsible in their dealings with me” with a mean 3.21.

It is clear from the previous finding that the participants perceive that the relationship with officials and workmates is good. This is demonstrated by the obedience of the managers in the work and the clarity of the instructions issued by the administration. This result is in line with the findings of the Zahrani (2015) and Mariam (2012) that relationships within the working environment, whether with colleagues or managers, are among the most important aspects of professional compatibility. However, this result is different from the findings of Waeli (2010) which indicated low employee participation in the decision making process and the lack of appreciation of the performance of staff in many governmental organizations.

#### 4.5 Results of the Fourth Section

The fourth section of the questionnaire is about the professional growth variable. Table 6 shows the responses of the participants to the items of this section.

Table 6 shows the responses of the participants to the professional growth. In general, the mean of all items (professional growth) is 2.39 and the significance level is 0.000 indicating that the participants perceive professional growth as low.

The previous results show that the mean of “the hospital offers good opportunities for professional growth” is 2.91, the mean of “I get acknowledged of everything new in medical domains” is 2.89, the mean of “computers are available to store information related to my work” is 2.56, the mean of “the hospital management organizes monthly scientific meetings” is 2.36, and the mean for the other items of this section is less than 2.23. This indicates the professional growth is weak in the hospital.

**Table 6 Analysis of Section Four (Professional Growth)**

Items	Mean	Relative weight	Chi-square $\chi^2$	DF	Sig.
The hospital offers good opportunities for professional growth.	2.91	72.22	6.488**	2	0.000
I get acknowledged of everything new in medical domains.	2.89	70.36	11.989*	2	0.030
Availability of scientific references and journals related to my work.	2.23	77.44	2.327	2	0.000
The hospital management organizes monthly scientific meetings.	2.36	78.33	2.075	2	0.000
The hospital staff exchange experiences with other hospitals	2.11	74.11	9.772*	2	0.047
Employees have the opportunity to complete their higher education.	2.06	73.96	*3.125	2	0.028
The hospital provides me with training sessions to increase medical knowledge.	2.01	74.23	13.683	2	0.003
Computers are available to store information related to my work.	2.56	72.23	13.141**	2	0.000
<b>Total Mean</b>	<b>2.39</b>				

\*Significant at less than 0.05, \*\*Significant at less than 0.01

The previous results show that there is a lack of attention to the dimension of professional growth in the hospital in terms of providing good opportunities for professional growth and providing training courses to increase the medical knowledge of the hospital staff as well as exchange of experiences with other hospitals. This finding is in line with the findings of Mariam (2012) and Al-Shafei (2010) who reported the weakness of training programs and the exchange of experience in many health organizations as well as the weakness of work-related medical information systems.

#### 4.6 Results of the Fifth Section

The Fifth section of the questionnaire is about the retention of healthcare providers variable. Table 7 shows the responses of the participants to the items of this section.

Table 7 shows the responses of the participants the retention of healthcare providers. In general, the mean of all items (retention of healthcare providers) is 2.75 and the significance level is 0.000. This indicates that the participants have an average perception of the retention of healthcare providers in the hospital.

**Table 7 Analysis of Section Five (Retention of Healthcare Providers)**

Items	Mean	Relative weight	Chi-square $\chi^2$	DF	Sig.
I think a lot of leaving the hospital.	2.61	79.22	9.006**	2	0.001
I will leave work at the hospital when I have a substitute.	3.21	77.21	*21.756	2	0.022
If I find another job with the same salary, I will not hesitate to leave this hospital.	1.65	78.23	*16.391	2	0.012
I intend to stay in my job for at least three or four years.	3.25	77.11	**9.501	2	0.000
I am happy to work in this hospital because it is much better than others.	3.21	76.98	**6.050	2	0.000
I feel like I'm losing so much more every day at this hospital.	1.02	74.23	10.394**	2	0.000
I seek professional development in order to be promoted in positions in my work.	3.89	71.66	*16.861	2	0.005
I am satisfied of my work at the hospital.	3.16	71.33	**0.995	2	0.000
<b>Total Mean</b>	<b>2.75</b>				

\*Significant at less than 0.05, \*\*Significant at less than 0.01

The results show that the highest mean scores are: "I seek professional development in order to be promoted in positions in my work" (3.89), "I intend to stay in my job for at least three or four years" (3.25), "I am happy to

work in this hospital because it is much better than others” (3.21), “I will leave the hospital work when I have a substitute” (3.21), and “I am satisfied of my work at the hospital” (3.16).

On the other hand, the items that have the lowest mean are “I feel that I lose a lot more every day in this hospital” with a mean 1.02, “If I find another job with the same salary, I will not hesitate to leave this hospital” with a mean 1.65 and “I think a lot about leaving the hospital” with a mean 2.61.

It is clear from the previous results that the respondents have average perceptions with regard to retaining healthcare providers at work in Turaif General Hospital. The respondents also expressed their desire for professional development in the hospital and their intention to stay at work for years to come, their happiness to work in the hospital and their satisfaction of work in the hospital. However, they reported that they may leave work in the hospital if they have a good alternative. This finding is in line with the findings of Al-Dakhour (2014) who concluded that the retention of the employees is related to the work environment of the organization, the elements of professional development, the material and moral incentives, and the relationship between the officials and the employees.

**Table 8 Chi-square Results for the Impact of internal Work Environment on the Retention of Healthcare Providers**

<b>Internal Work Environment</b>	<b>Mean</b>	<b>Chi-square <math>\chi^2</math></b>	<b>DF</b>	<b>Sig.</b>
Work conditions	3.68	*10.006	2	0.002
Salary and promotion (Compensation)	3.45	**22.756	2	0.000
Relations with officials and workmates	3.61	**17.391	2	0.000
Professional growth	2.93	*10.501	2	0.000
Retention of healthcare providers	2.75	*16.324	2	0.000

\*Significant at less than 0.05, \*\*Significant at less than 0.01

From Table 8, it is clear that the internal work environment has an impact on the retention of healthcare providers since the Chi-square values for all the variables are 10.006, 22.756, 17.391, 10.501, and 16.324 and at a significance level less than 0.05.

## **5. Recommendations**

Based on the findings of this study, the researcher recommends the need to create a suitable atmosphere for the hospital staff by providing places of entertainment and rooms for their comfort and that the number of employees matches with the size of the work in the hospital as well as providing a job description for each profession in the hospital. Also, the hospital should provide the appropriate conditions for its employees in terms of material and moral incentives. Furthermore, it is recommended to conduct training courses and teaching lectures for hospital staff in how to confront work pressures and to make them aware of the scientific and psychological methods to overcome such pressures. In addition, it is recommended to expand the guidance and rehabilitation services provided to the hospital staff so that they have a kind of psychological and professional compatibility.

## **6. Conclusion**

The participants agree largely on the nature and conditions of work in the hospital since the hospital provides mechanisms to serve the nature and conditions of work such as clarity of duties and tasks and independence in

work and availability of facilities and devices in the hospital and the appropriate number of working hours for employees. Also, the participants are satisfied of the system of salary and promotion in the hospital in terms of the suitability of the salary for the standard of living and the level of work and workload.

The participants see that the relationship with the officials and colleagues is good. This is manifested by the obedience of the bosses in the work and the clarity of the instructions issued by the management as well as by the management encouraging hospital staff to improve their performance and good human relations between the employees. On the other hand, there is a lack of interest in the dimension of professional growth in the hospital in terms of providing good opportunities for professional growth and providing training courses to increase the medical knowledge of the hospital staff as well as the exchange of experiences with other hospitals. With regard to the healthcare providers retention, the participants expressed their desire for professional development in the hospital, their intention to stay in work for years, their happiness to work in the hospital and their desire to work in the hospital, but they may leave the work in the hospital if they have a good alternative.

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