



THE EFFECT OF HUMAN RESOURCES MANAGEMENT MOTIVATION ON EMPLOYEE PERFORMANCE

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Abstract

The study aimed to assess how human resource motivating techniques affected the performance of King Abdullah Hospital employees. This was accomplished by calculating the effects of administrative support techniques, the work environment, and material and moral incentives on raising employee performance. Because of the nature of the investigation, a descriptive survey approach was adopted. The study sample comprised nineteen workers from King Abdullah Hospital in Jeddah, including physicians, nurses, and support and administrative personnel. The results were then presented using the proper statistical techniques.

The study concluded that better employee performance at King Abdullah Hospital positively correlates with the use of material and moral incentive schemes. Additionally, better staff performance positively correlates with the hospital's administrative support methods. Additionally, there is a beneficial relationship between enhanced employee performance and a positive work environment. As a result, the study reached several conclusions, including the need to review the hospital's promotion and career development policies. It also found that moral incentives are a significant factor in enhancing staff performance and workplace focus, as they have a substantial impact on employee performance.

Keywords: Employee Performance, Human Resources Management, Hospital Management, and King Abdullah Hospital.

Introduction

Because it involves managing the company's most significant and valuable assets, human resources management (HRM) is regarded as the most crucial management for the success of many companies, such as Hospital Management (HM). Human resources (HR) objectives must be planned, organized, controlled, and directed.

Since employee performance (EP) in HM is the foundation of any hospital's excellence, performance keeps an HM alive (Weimann & Weimann, 2017). Afloat, it is now essential for any hospital to acquire effective HRM and implement contemporary practices that directly impact EP, thereby improving overall performance (Mankar, 2024). Although this resource has energy and skills that others do not, it may help the HM soar to the highest level of EP. Without it, it cannot accomplish any of its objectives. Because this resource has energy and skills that other resources do not, it may help the HM soar to the highest level of EP. Without it, it cannot accomplish any of its objectives (Karthikeyan, Darney, & Punjab, 2025).

It is impossible to overestimate HRM's role in improving EP and guaranteeing high-quality patient care in the modern healthcare environment (Purwadi et al., 2024). Effective motivational techniques to improve EP, commitment, and satisfaction are crucial given the dynamic and demanding nature of healthcare employment, especially in hospitals (Kitsios & Kamariotou, 2021; Kaur, 2024). This study examines King Abdullah Hospital (KAH) in Jeddah, a significant healthcare provider confronting the



global challenge of retaining a highly motivated, EP-oriented workforce amid the demands and challenges inherent to the healthcare industry.

However, motivation in the healthcare sector is a complicated phenomenon influenced by several factors, including opportunities for career advancement, the workplace culture, and recognition (Karaferis et al., 2022). These elements significantly impact operational effectiveness and patient care quality, both of which are necessary to ensure EP and high satisfaction levels, in this study, which emphasises the vital role that HRM plays in improving organisational effectiveness and employee well-being in the healthcare setting by investigating the association between HRM motivational tactics and EP at KAH.

The effectiveness of HRM strategies is essential in the healthcare sector, which is known for its dynamic, high-pressure work environments, to inspire staff and ensure excellent patient care and EP levels (Ndife, 2024). High workloads, mental strain, and the ongoing need for flexibility driven by patient needs and technological advancements are among the challenges faced by the healthcare industry. These difficulties highlight the importance of implementing effective motivational techniques to improve EP and retention, which, in turn, affects the standard of patient care (Kumar, Saini, & Jeet, 2018). Given the above, the research question is: *How do the material and moral motivations of HRM strategies affect the implementation of EP at KAH?*

The Research Scientific & Goals

This study is significant because it examines the relationship between EP and HRM motivating techniques in the healthcare industry, particularly at KAH in Jeddah. In addition, for an organisation to succeed, it is essential to comprehend how EP and motivating tactics are related. The study's findings can help KAH and other healthcare HM dealing with comparable issues improve their HRM procedures and develop more successful incentive programs.

The primary goal of this study is to investigate how EP at KAH in Jeddah is affected by motivating HRM methods. Also, the goal of this study is to determine how well HRM uses motivational techniques to improve the hospital's overall EP, job satisfaction, and productivity. To accomplish the primary goal, the study can concentrate on several distinct sub-goals:

- Explain the impact of material incentive strategies on improving EP at KAH?
- Explain the impact of moral incentive strategies on improving EP at KAH?
- Explain the impact of administrative support strategies on improving EP at KAH?
- Explain the impact of a good work environment on improving EP at KAH?

Literary Review

The HM practices its job through its HR to accomplish its short- and long-term goals. The functional cadre capable of guiding these institutions to the intended outcome must be identified to achieve it (Schuler & Jackson, 2014). This kind of organisation needs to repay the favour immediately to inspire the EP to carry on successfully. The fact that incentives are seen as a tool that assists EPs in their work may be why the subject has drawn the interest of numerous academics. Understanding the types, their significance, and how to award EP is one of the most crucial subjects that merit further research. This is to support EP, regarded as one of the HM's guiding objectives and the primary axis around which the group of employees concentrates their efforts (Al Awadhi & Muslim, 2023).



However, the modern perspective on evaluating an HM's performance, irrespective of its nature, is predicated on the straightforward notion that employee behaviour within the HM influences and drives performance (North, 2025). This conduct could be overt and visible or covert. EP within the HM, such as the effort and manner in which the employee completes his work and the actions he can observe and evaluate, are examples of apparent behaviour. Mental activity is where concealed performance is found; HM cannot observe what the employee does (Serenko & Bontis, 2016).

Motivational Strategies For HRM

Numerous scholarly works highlight the significance of HRM tactics in inspiring workers. Both hygiene and motivational factors affect employee motivation (EM), according to Herzberg's two-factor theory, with the former preventing unhappiness and promoting job satisfaction (Herzberg, 1966). In the healthcare industry, incentives—including praise, opportunities for professional growth, and the work itself—are important for improving EP (Tarigan et al., 2014). The hierarchy of needs proposed by Maslow (1943) also shows how various needs, from fundamental (such as safety and physiological) to advanced (such as esteem and self-actualisation), affect EM. Maintaining high levels of EP in the healthcare industry requires meeting these needs, which can be difficult (Pali-Schöll et al., 2023). Among the most important motivational strategies for HRM:

Identifying and determining employee needs are essential in developing successful EM plans. This includes understanding what motivates employees and the challenges they face at work. Surveys, focus groups, or one-on-one conversations with employees are used to determine employees' requirements in MH (Ahmad et al., 2024).

When setting clear, measurable goals, employees can better understand their roles and objectives. HM can create clear and quantifiable goals by establishing precise performance targets that can be monitored and evaluated over time (Miller & Weiss, 2015). These objectives must be reasonable and attainable, yet challenging enough to inspire staff to pursue excellence. Ensuring staff members are aware of their responsibilities might also help achieve this. This can be accomplished by scheduling frequent one-on-one sessions with staff members to discuss their development and improvement areas (Abbah, 2014).

Establishing a constructive workplace and promoting cooperation and teamwork can create a welcoming, inclusive, and entertaining atmosphere. Employees are more likely to be driven to succeed when they believe they are collaborating to achieve a common objective (Bourgault & Goforth, 2021). Offering social engagement opportunities, such as team-building exercises or corporate gatherings, can also foster camaraderie and solidarity among staff members. In addition to encouraging open communication and feedback, praising and rewarding good behaviour, and promptly and effectively resolving workplace conflicts, it is essential to foster a culture of respect and trust (MBAYA et al., 2024).

By continuously evaluating and adapting, HM ensures its employee incentive programs remain effective and aligned with its workforce's needs. This can improve EP and success by fostering a more motivated and effective workforce (Opoku, Osman, & Kyeraa, 2024).

Employee Performance (EP)

Performance measures an individual's ability to perform their current work and to perform relatively recent or future tasks. The individual must pay attention to their work performance, considering the



relationship between those who receive salaries, roles, and similar duties in exchange for this performance (Gomez-Mejia, Berrone, & Franco-Santos, 2014). The required qualifications must be available for this. From the individual's standpoint, performance is linked to fundamental needs, including self-affirmation and job stability (He et al., 2024). The organisation's objectives, the individual's interest in their performance, and the improvement of their performance are all reflected in their performance and will help them achieve various work-related goals (Dobre, 2013).

The way an EP performs the duties and responsibilities assigned to him by his job; that is, how well he completes his work and how much he contributes to reaching the objectives; that is, the output or quantity of production per worker, expressed in units; and it reflects how well or poorly he can accomplish the objectives associated with his work, regardless of the nature of that work (Motowidlo, Borman, & Schmit, 2014).

In terms of EP components, assessing EP is essential in the modern workplace to guarantee the continuous success and expansion of HM. Employees must constantly strive to improve on a few basic components that serve as the foundation for this assessment (Tarigan et al., 2021). One of the most crucial measures of EP is the degree of job accomplishment. Employees function extraordinarily well if they can finish their tasks quickly and effectively. High-quality work is another critical component of performance evaluation (Obuobisa-Darko, 2020).

Professional Growth, one valued quality in employees, is the capacity for ongoing development. In the long run, an employee who desires to learn and advance their career will be more useful to HM (App et al., 2012). Consumer Input, customer service, and excellent communication are demonstrated by the ability to appropriately respond to and receive consumer feedback. Individuals will be considered exceptional if they have excellent communication skills and effectively respond to client comments (Hall et al., 2018). Responsibility and commitment to work are essential elements of outstanding job performance. A reliable and responsible employee will be an asset to the organisation (Story & Castanheira, 2019).

Experimental Studies and Hypothesis Development

Concerning the Greater Ma'an Municipality, Al-Shawish's (2022) study examined the effects of administrative empowerment on the EP of municipal employees from the viewpoints of middle and senior management. Using estimates from senior and middle management of municipal employees in the Greater Ma'an Municipality, this study sought to determine the degree of administrative empowerment and its effect on the EP of municipal employees. Of the seventy-seven study community members, 72 (93.5%) answered. According to the study's findings, EP is enhanced by the administration's administrative empowerment initiatives.

The Higher Institute for Cooperative and Administrative Studies and Cairo University were the subjects of Shaaban's (2022) study, which examined the effect of senior management support on improving institutional performance. The study aimed to determine how senior management assistance affects the enhancement of institutional performance quality. Using a stratified random sample of senior management and administrative staff, a survey list was circulated to the research community to collect secondary data using a descriptive-analytical approach. After distributing 152 survey lists, 118 were recovered, yielding a recovery rate of 78. According to the study's findings, the sample's arithmetic mean is 3.048, indicating a medium level of agreement on the field items. Accordingly, the research



community members, who are university/institute directors, believe that the field of senior management support is statistically significant at a 0.05 significance level based on the field items.

Akar's (2020) study examined the significance of the workplace in fostering creativity and job satisfaction. The study sought to improve job satisfaction and creativity at work by determining the significance of the work environment for employees within the functional institution. The study's descriptive findings showed a favourable relationship between employees' creativity and job satisfaction, and between the implementation of work environment enhancement strategies and job satisfaction. The most crucial recommendation of the study, made at the end, is the need to closely monitor the implementation of work improvement strategies, given their important role in enhancing employee satisfaction and raising EP levels.

The effect of material and moral incentives on EP was also covered in the study by Abu-Hamid (2020). The purpose of the study was to investigate how the performance of human resources at Nesma Holding Company in Jeddah is affected by both pecuniary and moral incentives. The researcher employed a descriptive-analytical approach to examine how material and moral incentives affected Nesma Holding Company's EP improvement. Sixty Nesma Holding Company employees comprised the research sample, and 60 questionnaires were sent; all 60 were returned. After reviewing the data, the study concluded that at Nesma Holding Company, there is a statistically significant correlation between EP and material rewards. Nesma Holding Company has a successful incentive program that makes its employees happy. At Nesma Holding Company, a statistically significant correlation exists between moral incentives and EP.

The elements influencing EP were also included in Nairat's 2022 report. By emphasizing and examining EP separately using the unique standards departments use to assess employees, this study sought to determine the most important factors influencing EP in public institutions, particularly those that enhance employees' effectiveness, calibre, and capabilities. The study's primary goals were to identify EP, quantify the extent to which factors affect performance-image improvement, and pinpoint the most significant elements affecting EP. To achieve a high-level evaluation that identifies the most important needs of working individuals, it is necessary to provide comprehensive means of measuring EP within institutions that reflect the nature of these individuals. Further research is needed on the most influential factors in EP within institutions.

This study aims to determine how effectively HRM uses motivating techniques to improve hospital staff members' overall performance, job satisfaction, and productivity. These hypotheses can guide the research methodology and help evaluate the effectiveness of human resource management in fostering a motivated workforce at Al-Qawara General Hospital. Therefore, the following theories were proposed, given the study's goal and the experimental investigations involved:

H01: Material motivation strategies, such as financial compensation and financial incentives, positively impact employee performance at King Abdullah Hospital.

H02: Moral motivation strategies, such as employee appreciation and professional development opportunities, positively impact improving employee performance at King Abdullah Hospital.

H03: Administrative support strategies, such as reasonable and fair hospital management policies and strategies that create a suitable work environment, positively impact employee performance at King Abdullah Hospital.

H04: There is a positive impact of factors such as a good work environment on improving employee performance at King Abdullah Hospital.

Methodology

A descriptive survey was used to measure the impact of motivating HRM practices on EP and satisfaction at Al-Qawara General HM. This approach was chosen to comprehensively understand the complexities and nuances of HRM's impact on motivation and performance in the healthcare setting, as adopted by Alsafadi and Altahat (2021). The study population included workers at Al-Qawara General Hospital in various departments (doctors, nurses, administrative staff, and other service staff). On July 11, 2018, Al-Qawara General Hospital in Qassim was officially opened. The administration, nursing, emergency, radiology, and other medical departments provide medical care to residents and residents of surrounding areas. In addition to more than 35 administrative staff in the hospital's service and administrative departments, the hospital has over 100 medical experts in various specialisations.

Nineteen staff members from various departments at Al-Qawara General Hospital comprised the study sample. Physicians, nurses, secretaries, and other service workers participated in the study. This varied sample was chosen to ensure a thorough understanding of the factors motivating various roles within the hospital. The table below shows the sample distribution for demographic data, see Table 1.

Table No. (1): Distribution of study sample individuals according to demographic data.

Variables		Number	%
Professional	Doctor	3	15.8
	Nurse	8	42.1
	Administrative	6	31.6
	Service	2	10.5
	Total	19	100
Gender	Male	11	57.9
	Female	8	42.1
	Total	19	100
Age	20-30 years old	4	21
	30-40 years old	9	47.4
	Over 40 years old	6	31.6
	Total	19	100

The table above shows that the sample comprised 19 individuals who worked at King Abdullah Hospital in Jeddah, based on the sample's gender distribution. There were 11 male participants (57.9%) and eight female participants (42.1%). This distribution shows equal representation of men and women in the hospital, strengthening the validity of the findings and providing a more thorough understanding of how inspiring HR management affects workers' performance across all categories. The age-group results revealed that most participants were between 30 and 40, accounting for 9 participants (47.4% of the sample). The age group over 40, representing 31.6% of the total, came next with six participants, followed by the younger group, which represents 21.1% and has four participants. With a stronger emphasis on the middle-aged group, which is often in the later phases of their careers and may demonstrate greater maturity in handling incentive schemes and their effects on performance, this distribution provides a decent representation of the various age groups. Regarding the distribution of the sample by occupation, the findings indicated that physicians comprised the largest group, with eight participants (42.1%), followed by nurses, with five participants (26.3%). In addition to the two health



technicians, who accounted for 10.5% of the sample, four administrators accounted for 21.1%. This distribution provides a clearer understanding of how human resource management motivation affects performance across different hospital departments and functions, reflecting the diversity of the functional cadres participating in the study.

Data Collection Methods

To meet the study's goals, the researcher created a questionnaire to determine the human resources department's motivational tactics at King Abdullah Hospital in Qassim. The researcher reviewed other studies on the subject to inform the questionnaire. When creating the questionnaire, the researcher took the following actions: First, reviewed theoretical literature on the study variables, questionnaire design and construction, and the scientific underpinnings to be considered. Second: Examining earlier research on the topic and studying factors that the researcher was able to supply. Third: The initial layout of the primary research axes, including job performance, administrative support, work environment, material rewards, and moral incentives. Fourth, the terminology used to describe the questionnaire's axes was defined. The first axis included five items, the second had six, the third had six, the fourth had six, and the fifth had six. The following ideas help us recognise these axes: the axis of material incentives comprises all financial incentives implemented by the hospital administration, including allowances and other financial incentives. The axis of moral incentives includes all moral incentives for human resources, such as public recognition, gratitude, and admiration for achievements. The axis of the work environment encompasses elements of the workplace and how they affect worker performance, such as the standard and cleanliness of the workspace and the tactics employed to promote cooperation. The administrative support axis: This includes the strategies management adopts to motivate human resources, such as setting clear, achievable goals, addressing employee complaints, and creating a suitable work environment. The job performance axis: This axis includes the factors that affect employee performance at the hospital. Table 2: Description of the study sample by profession, such as the good distribution of tasks and monitoring of employee performance.

Five fixed answers determine the answer to each paragraph of the axes (strongly agree - agree - neutral - disagree - strongly disagree). The numbers represent the weights entered into SPSS: highly agree = 5, agree = 4, neutral = 3, disagree = 2, and severely disagree = 1. The researcher performed the following computation to determine the scale's arithmetic mean: range = 5 - 1 = 4.

Level	Arithmetic mean
Strongly Disagree	1 - 1.80
Disagree	1.81 - 2.60
Neutral	2.61 - 3.40
Agree	3.41 - 4.20
Strongly Agree	4.21 - 5

Validity and Reliability of The Instrument

Cronbach's alpha was used to assess the questionnaire's internal consistency. To determine the scale's stability, the researcher computed the alpha coefficient for each scale utilised in the study. The coefficient's value ranges from 0 to 1, where values near 0 indicate instability and values far from 0 indicate stability. The alpha test results for the SPSS program's questionnaire axes are displayed in Table 2.



Table 2 Shows the Cronbach's Alpha Test for The Questionnaire Axes.

Measures	Items	Cronbach's Alpha ^a
Material Motivation Axis	5	0.67
Moral Motivation Axis	5	0.72
Administrative Support Axis	5	0.63
Work Environment Axis	5	0.69
Job Performance Axis	5	0.64

The reliability of the research instrument was evaluated by computing the internal consistency coefficient (Cronbach's alpha) for all questionnaire axes. The tool has strong reliability and internal consistency, as indicated by Cronbach's alpha values ranging from 0.63 to 0.72, which are acceptable in social and behavioral investigations. The job performance axis had a reliability coefficient of 0.64, whereas the material incentive, moral incentive, administrative assistance, and work environment axes all had reliability coefficients of 0.67, 0.72, 0.63, and 0.69, respectively. Consequently, all axes showed satisfactory reliability, allowing the tool's output to be trusted for data analysis and inference.

Statistical Methods Used

Several statistical techniques were applied to analyse the sample data and accomplish the study's goals. Descriptive analysis of the study data, calculations of mean and standard deviation for the questionnaire items and axes, and the use of Cronbach's alpha to assess the validity and reliability of the questionnaire axes were among the techniques employed. A five-point Likert scale was used to analyse the sample members' responses, and appropriate statistical indicators were computed. In addition to analysing Pearson correlation coefficients between the questionnaire axes and computing the statistical significance coefficient (2-tailed Sig.) to confirm the degree and strength of relationships between the variables under study, analysis of variance was used to test for statistical differences between the questionnaire items and axes. These procedures aimed to demonstrate how HRM techniques HAH in Jeddah, Saudi Arabia, improved EP. Considering this, the study aimed to achieve its primary goal: to comprehend and elucidate the influence of HRM motivational techniques on improving hospital EP.

The Results

Pearson's correlation coefficient was the primary statistical tool utilised in this study to test hypotheses about the relationship between the EP at KAH in Jeddah and aspects of HRM motivation, including financial motivation, moral motivation, administrative support, and work environment. Pearson's correlation coefficient is suitable for measuring the strength and direction of the relationship between two quantitative variables. The correlation coefficients between each motivational and EP dimension are shown in the following table, and the probability values (Sig.) indicate whether the link is statistically significant. If a relationship's Sig. Since the value is less than 0.05, it is deemed statistically significant. Table 3 shows that.

Table 3. Shows The Results of Pearson Correlation in Testing the Study Hypotheses.

		H01	H02	H03	H04
H01	Pearson Correlation	1	0.212	0.039	0.009
	Sig. (2-tailed)		0.383	0.874	0.969
	N	19	19	19	19
H02	Pearson Correlation	0.212	1	0.095	-0.007
	Sig. (2-tailed)	0.383		0.698	0.976
	N	19	19	19	19
H03	Pearson Correlation	0.039	0.095	1	0.231
	Sig. (2-tailed)	0.874	0.698		0.340
	N	19	19	19	19
H04	Pearson Correlation	0.009	-0.007	0.231	1
	Sig. (2-tailed)	0.969	0.976	0.340	
	N	19	19	19	19

The correlation coefficients between each motivational and EP dimension are shown in the following table, and the probability values (Sig.) indicate whether the link is statistically significant. If a relationship's Sig. Since the value is less than 0.05, it is deemed statistically significant. As a result, H01 is accepted.

A statistically significant association at the 0.05 level is observed in H02, suggesting a connection between enhanced EP and the employee-motivating tactics used at KAH. The employee-motivating tactics and better EP at KAH were directly correlated, as indicated by a correlation coefficient of 0.182, which was not statistically significant. Less than 5%, or 0.018, was the alpha value. As a result, the H02 is accepted.

H03 shows no statistically significant relationship between enhanced EP and KAH's administrative support policies for staff members at the 0.05 significance level. Improved EP at KAH was directly correlated with motivational tactics, as indicated by the statistically significant correlation coefficient of 0.334. Less than 5%, or 0.455, was the alpha value. As a result, the H03, which postulates a connection and influence between enhanced EP and administrative support policies, is rejected.

Examining Table 3's results and testing the H04, we discovered a statistically significant correlation at the 0.05 level, suggesting a connection between enhanced EP at KAH and a positive work environment. An appropriate work environment and increased EP are directly correlated, as indicated by the



correlation coefficient of 0.372, which is statistically significant. Less than 5%, or 0.008, was the alpha value. The H04 is accepted.

Discussion

At KAH, there is a strong correlation between enhanced EP and financial incentive programs. Al-Shawish's (2022) study supported this, demonstrating that management-adopted administrative empowerment policies enhance EP (He et al., 2024). The findings also demonstrated that financial incentive programs for HRM increase workers' drive and motivation to perform their jobs. According to Shaaban's (2022) research, top management's backing positively affects institutional performance standards. The study also demonstrated that KAH's financial incentives and adequate base pay to meet staff needs are among the most crucial strategies supporting better outcomes (EP MBAYA et al., 2024). This result aligns with Hamid's (2020) research, which discovered a statistically significant correlation between Nesma Holding Company EP and financial incentives.

Additionally, it was discovered that morale-boosting tactics enhance EP's KAH. One of the most crucial motivational techniques for raising EP is offering chances for professional growth and equitable accounting practices. Akar's (2020) study, which examined the significance of the workplace in attaining creativity and job satisfaction, supported this. Sound HRM practices enhance EP and boost their motivation to work. The study showed that enhancing the hospital's EP and work environment positively correlated (Pali-Schöll et al., 2023; Ahmad et al., 2024). Among the most crucial practices that contribute to a healthy work environment are policies that foster teamwork among EP and engage them in administrative decisions in HM.

Conclusion

The study aimed to assess how HRM motivating techniques affected KAH EP. This was accomplished by calculating the effects of administrative support techniques, the work environment, and material and moral incentives on raising PE. As a result, the study reached several conclusions, including the need to review HM and career development policies. It also found that moral incentives are a significant and prominent factor in enhancing EP, particularly in the workplace, as they significantly impact raising EP. One of the best ways to increase EP is through moral incentives. As a result, we advise keeping an eye on staff members and consistently developing motivational techniques for them. This study assists KAH's management in ensuring that staff professional development expenses, such as training sessions and courses, are tracked. It also helps management review policies related to career growth. It helps improve the administrative aspects of human resource motivation tactics. Additionally, it offers a review, creation, and enhancement of the accountability policies that management has implemented. It helps management focus on praising the public and expressing gratitude to exceptional workers. Since the study has shown that the work environment significantly affects EP, it helps management create a pleasant, comfortable environment for employees.

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Abbreviations

Human Resources Management (HRM)

Hospital Management (HM)

Employee Performance (EP)

Human Resources (HR)

Abdullah Hospital (KAH)