

The Impact of Work Environment on the Relationship Between Employee Satisfaction and Performance Quality: An Applied Study on Central Sterilization Departments in the First Jeddah Health Cluster

تأثير بيئة العمل في العلاقة بين رضا الموظفين وجودة الاداء: دراسة تطبيقية على اقسام التعقيم المركزي بالتجمع الصحي الاول بجدة

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Introduction

The work environment is one of the most significant factors influencing employee performance and satisfaction, making it a central focus for studies aimed at improving performance across various sectors, especially healthcare. Healthcare is one of the fields that heavily rely on efficiency and precision, as the quality of services provided directly impacts patient safety and satisfaction. In this context, central sterilization departments play a critical role in ensuring the safety of medical procedures by providing fully sterilized equipment that meets the highest quality standards. However, the nature of work in these departments often poses significant challenges to employees, including high task loads and the pressures of working in an environment that demands constant precision and commitment.

Research indicates that employee satisfaction is a key factor contributing to improved performance quality. However, this relationship is often influenced by other factors, most notably the work environment. A supportive environment that provides employees with the necessary tools and facilities directly enhances their job satisfaction and motivates them to deliver their best. Conversely, a negative work environment can reduce satisfaction and performance levels, thereby adversely affecting the quality of services provided.

This study aims to explore the role of the work environment as a mediating factor in the relationship between employee satisfaction and performance quality in central sterilization departments within the First Jeddah Health Cluster. By analyzing this relationship, the study seeks to identify the environmental factors that most significantly affect employee performance and understand how these factors can strengthen or hinder the relationship between job satisfaction and quality.

The importance of this study stems from the urgent need to improve the performance of central sterilization departments, which are a cornerstone in ensuring patient safety and delivering high-quality healthcare services. Furthermore, the study seeks to provide evidence-based recommendations to support decision-makers in developing policies and programs aimed at enhancing the work environment, thereby increasing employee satisfaction and raising overall performance levels in the healthcare sector.

2-1 study of (Kasem, 2022): The Impact of Work Environment on Job Performance at Jordanian Industrial Firms and the Moderating Role of Discrimination

The study examines the impact of the work environment on job performance in Jordanian industrial firms, with a focus on the moderating role of workplace discrimination. This research highlights the critical importance of a supportive work environment in fostering employee

productivity and enhancing organizational outcomes. The study is particularly relevant to industrial firms in Jordan, where maintaining competitive performance depends significantly on employee well-being and satisfaction. The objectives of the study include identifying key aspects of the work environment that influence job performance, exploring how workplace discrimination affects this relationship, and providing actionable insights to improve employee experiences. The research utilizes a quantitative approach, collecting data from a sample of employees across various industrial firms in Jordan.

Findings indicate a strong positive correlation between a supportive work environment and enhanced job performance. However, the presence of workplace discrimination significantly weakens this relationship, leading to reduced employee morale and productivity. These results underline the need for industrial firms to cultivate inclusive and equitable work environments to maximize employee potential. The study recommends implementing anti-discrimination policies, fostering diversity and inclusion programs, and ensuring continuous evaluation of the work environment to address issues that may hinder employee performance. By prioritizing these measures, organizations can create a more productive and harmonious workplace, ultimately driving better organizational outcomes.

2-2 study of (El-Shafie et al., 2024): Towards Health Workplace Environment: Managing the Antecedents and Consequences of Job Stress in Saudi Arabia.

This study addresses the effects of job-related stress in the workplace in the Kingdom of Saudi Arabia, focusing on the causes and consequences of this stress. The relationship between job stress, burnout, workload, work-family conflict, employee satisfaction, and intention to leave the job was analyzed through a random sample of 200 employees. The results showed that workload positively affects job stress, while job stress negatively impacts employee satisfaction, increasing the intention to leave the job. The study highlights the importance of managing job stress to improve the work environment and enhance employee satisfaction.

2-3 study of (Meybodi et al., 2024): Identifying the dimensions of employee experience according to the effect of satisfaction, work place and organizational culture

The employee experience plays a crucial role in the employee-employer relationship and impacts personal growth and organizational development. This research, focusing on the dimensions of employee experience influenced by job satisfaction, workplace, and organizational culture, brings innovation as these factors have not been previously measured together.

The study, applied and descriptive, involved 823 municipal employees from Kohgiluyeh and Boyer-Ahmad provinces, with a sample size of 260 determined using the Cochran formula. Data were collected via a researcher-made questionnaire validated by experts and analyzed using Lisrel software. Reliability and validity were assessed through Cronbach's alpha, shared reliability, and Fornell and Larcker criteria. The variables met validity and reliability standards, with Cronbach's alpha exceeding 0.7 and convergent validity above 0.5. Hypotheses testing revealed a significant positive relationship between organizational culture and job satisfaction with employee experience, while other relationships were not significant. The study recommended the managers should enhance job satisfaction and improve organizational culture to create a more effective and efficient employee experience.

2-4 study of (Rama Devi & Nagini, 2014): Work-life balance and burnout as predictors of job satisfaction in private banking sector

People are considered to be the strategic resources of the organization. They contribute to the success of the organization and serve as the source of competitive advantage provided they are satisfied with their job. A high rate of employee job satisfaction is associated with high commitment levels, low absenteeism, high productivity and low turnover rate. The present research is undertaken in order to study job satisfaction of employees in private banking sector. An attempt is made to determine the impact of work-life balance and burnout on job satisfaction

of employees. A sample of 103 employees is chosen from 9 private sector banks. The results revealed that there is positive relationship between work-life balance and job satisfaction and negative relationship between burnout and job satisfaction. Regression analysis demonstrated that job satisfaction is dependent on work-life balance and burnout experienced by the employees.

2-5 study of (Tayong et al., 2023): **Relationship Between Job Performance And Job Satisfaction: A Basis For Productivity Enhancement Training Design**

The gap between job satisfaction and job performance leads to decreased employee performance and productivity. With the significant decrease experienced by LGU-Guimba employees in the workplace, little is known about the factors affecting employees' job satisfaction and performance and training designed to increase work efficiency and effectiveness. This study, therefore, explored how job satisfaction and performance become tools for enhancing productivity, motivating employees to be more productive, and avoiding dissatisfaction among LGU-Guimba employees. A quantitative approach using Individual Performance Commitment and Review (IPCR) of the LGU-Guimba Employees and Job Satisfaction Survey by Paul Spector was employed to grasp the relationship between job satisfaction and performance. The findings revealed that there is little to no linear relationship between IPCR ratings and Total Job Satisfaction, and in testing the significant relationship between the Socio-Demographic Profile and the Satisfaction of the respondents, the regression model as a whole is statistically significant. Subsequently, this paper presents recommendations on how the LGU-Guimba can enhance its Personnel Selection Process in hiring potential employees as well as the process of promoting employees.

2-6 study of (El-Shafie et al., 2024): **Towards Health Workplace Environment: Managing the Antecedents and Consequences of Job Stress in Saudi Arabia**

This study addresses the effects of job-related stress in the workplace in the Kingdom of Saudi Arabia, focusing on the causes and consequences of this stress. The relationship between job stress, burnout, workload, work-family conflict, employee satisfaction, and intention to leave the job was analyzed through a random sample of 200 employees. The results showed that workload positively affects job stress, while job stress negatively impacts employee satisfaction, increasing the intention to leave the job. The study highlights the importance of managing job stress to improve the work environment and enhance employee satisfaction.

2-7 study of (Karakaş & Tezcan, 2019): **The relation between work stress, work-family life conflict and worker performance: A research study on hospitality employees**

One of the issues that has an impact on the business world is the relationship between employees' work and family life. This study investigates the relationship among work--family conflict, family--work conflict, and work stress and occupational performance that hotel employees experience. A three-scale questionnaire form has been used for this research. Further, this study has been conducted on three-, four-, and five-star hospitality business employees in the Eastern Black Sea region. The fact that family--work conflict has an impact on employee performance and that work--family and family--work conflicts have an impact on work stress are concluded as a result of analyses. In addition, it has also been realized that work stress has a full mediating role in influencing the employee performance of the work--family conflict, and that work stress has no mediating role in influencing the employee performance of the family--work conflict. According to some demographic variables, it is ascertained that work--family conflict, family--work conflict, work stress, and employee performance are different.

2-8 study of (Putra et al., 2024): **The Influence of Workload and Working Environment on Employee Performance through Job Satisfaction as a Mediation Variable at CV. Kebab Bosman Food Indonesia**

This study investigates the impact of workload and work environment on employee performance, with job satisfaction as a mediating variable, focusing on CV Kebab Bosman Indonesia Food in Surabaya, East Java. It addresses performance challenges and aims to identify factors behind suboptimal outcomes. Using a quantitative approach, data were collected from 50 employees through a saturated sampling technique, analyzing the relationships between workload, work environment, job satisfaction, and performance. Results revealed that workload negatively affects job satisfaction, while the work environment positively influences it. Job satisfaction partially mediates the relationship between workload, work environment, and performance, highlighting the importance of managing workload and improving the work environment to enhance employee performance.

This research contributes to theoretical understanding and practical applications in human resource management. By addressing workload issues and fostering a supportive environment, companies can improve job satisfaction and overall organizational success. The study provides actionable insights and lays a foundation for further research on employee performance dynamics.

2-9 study of (Alkorbi et al.): **The effect of work environment on the job performance among nurses at Makkah City, Saudi Arabia**

Nurses are the largest group of healthcare professionals and play a key role in improving healthcare quality. In Saudi Arabia, where there is a critical nursing shortage, a healthy work environment is essential to attract and retain staff. This study aimed to examine the impact of the work environment on nurses' job performance in Makkah hospitals. The study involved 516 nurses from King Faisal and King Abdulaziz Hospitals, with 437 completing the survey. Results showed a significant positive correlation between the work environment and job performance. Specifically, "Staffing and Resource Adequacy" and "Nurse Participation in Hospital Affairs" positively influenced performance, with the latter accounting for 10.50% of the variance. The study concluded that a healthy work environment boosts job performance and recommended improving the work environment to enhance overall hospital performance.

2-10 study of (Almgadawi et al., 2024): **The Impact of Workload and Work Environment on Nursing Job Dropout in Saudi Arabia**

The nursing profession is an essential element of the healthcare system, with nurses playing a pivotal role in delivering quality patient care. The elevated rate of nursing job attrition has emerged as a significant problem for healthcare providers globally. The nursing shortage has emerged as a global concern, with the elevated rate of nursing job attrition greatly exacerbating this issue. Consequently, it is imperative to examine the determinants of nursing job attrition and formulate methods to mitigate it. Prior research has identified multiple factors contributing to nurse job attrition, including workload, work environment, and job satisfaction. Nonetheless, there is insufficient data regarding the specific influence of workload and work environment on nursing job attrition in Saudi Arabia. Despite the considerable influence of workload and work environment on nursing job attrition, research on this subject in Saudi Arabia is insufficient. This study seeks to address the information gap by examining the influence of workload and work environment on nurse job attrition in Saudi Arabia. This study is crucial for addressing the nursing shortage in Saudi Arabia and for elucidating the factors that lead to nursing job attrition. This study aims to elucidate the precise effects of workload and work environment on nursing job attrition, thereby offering critical insights for healthcare providers to formulate strategies that mitigate nurse job turnover and enhance patient care quality.

Researcher's comment on previous studies

The current study agrees with all previous studies in using the descriptive-analytical method. This study aligns with previous studies in several aspects, such as the importance of the role of the work environment in improving performance and work quality. It also contributed to recognizing the importance of the relationship between the work environment, employee

satisfaction, and employee performance in public and healthcare organizations. The findings and recommendations from these previous studies have been utilized to improve the work environment in healthcare facilities. This study stands out by linking the work environment and employee satisfaction as influencing factors on performance quality, aiming to offer solutions to obstacles that affect employee motivation and contribute to improving sustainable performance.

What distinguishes this study from previous studies is its focus on the work environment as an intermediate variable in the relationship between employee satisfaction and performance quality. While most previous studies have addressed the work environment and employee satisfaction separately, this study suggests that the work environment can enhance the impact of employee satisfaction on performance quality. This study is an applied study on the central sterilization departments at the First Health Cluster in Jeddah, giving it a local character that aligns specifically with the Saudi context. While most previous studies have focused on public or healthcare institutions in other countries, this study focuses on the local work environment, which may vary in some cultural and administrative aspects. It also highlights the challenges faced by the First Health Cluster in Jeddah in improving the work environment and its impact on performance quality in the central sterilization departments.

Research Problem:

The work environment is a significant factor influencing employee performance and job satisfaction, as it contributes to enhancing productivity and overall organizational performance. In the healthcare sector, particularly in Central Sterilization Departments, the nature of the work demands high levels of quality and precision to ensure patient safety and the effectiveness of the provided services. However, employees in these departments may face challenges related to the work environment, such as workload pressure, lack of resources, and operational conditions, which could affect their satisfaction and performance.

Accordingly, the research problem can be summarized in the following question: "What is the role of the work environment in influencing the relationship between employee satisfaction and performance quality in the Central Sterilization Departments of the First Health Cluster in Jeddah?"

Problem Elements:

1. Work Environment: The extent to which environmental factors, such as physical and moral working conditions, impact employees.
2. Employee Satisfaction: The influence of the work environment on employees' feelings of satisfaction toward their jobs.
3. Performance Quality: The impact of employee satisfaction and the work environment on the quality of task performance.
4. Triangular Relationship: The interaction between the work environment, employee satisfaction, and performance quality.

Research Gap:

Despite the abundance of studies examining the impact of the work environment on employee satisfaction and performance quality across various sectors, there is a noticeable scarcity of research specifically focusing on Central Sterilization Departments in the healthcare sector, particularly in Saudi Arabia. This sector is critical to ensuring the delivery of safe and high-quality medical services, making it essential to explore the factors affecting performance improvement in this area.

Aspects of the Research Gap:

1. Sectoral Context: Limited studies have targeted Central Sterilization Departments as a unique work environment compared to other healthcare departments.
2. Geographical Scope: A lack of research addressing this relationship within the local context, particularly in the First Health Cluster in Jeddah.
3. Triangular Relationship: Most studies have focused on the impact of the work environment on either employee satisfaction or performance quality independently, with few exploring the triangular relationship between these variables.
4. Practical Application: A need for applied studies that provide actionable solutions and measures to improve the work environment, thereby enhancing employee satisfaction and performance quality.

This research aims to bridge this gap by investigating the impact of the work environment on the relationship between employee satisfaction and performance quality in the Central Sterilization Departments of the First Health Cluster in Jeddah.

Research questions

The work environment is considered one of the key factors influencing employee satisfaction and performance quality in organizations, particularly in the healthcare sector. This study examines the role of the work environment as a mediating variable in the relationship between employee satisfaction and performance quality in Central Sterilization Departments at the First Health Cluster in Jeddah. It highlights the impact of the work environment on improving employee satisfaction and subsequently enhancing performance quality. The problem of the work environment lies in providing suitable physical and psychological conditions that ensure effective and accurate performance by employees in sensitive environments such as Central Sterilization Departments. This includes emphasizing operational efficiency and quality improvement, while addressing several challenges, such as workload pressure, lack of resources, and insufficient administrative support. The research problem focuses on exploring the relationship between employee satisfaction and performance quality in Central Sterilization Departments at the First Health Cluster in Jeddah and determining how the work environment can serve as a key factor in enhancing this relationship. Given the increasing importance of improving working conditions in this critical sector, it is essential to understand how the work environment impacts employee satisfaction and performance quality.

Based on this problem, the following research questions can be formulated:

Main Question 1:

What is the impact of the work environment (with its various dimensions) on employee satisfaction (with its various dimensions) in Central Sterilization Departments at the First Health Cluster in Jeddah?

Sub-questions:

1. What is the impact of physical conditions (lighting, ventilation, cleanliness, and availability of equipment) on employee satisfaction?
2. What is the impact of psychological and social conditions (employee relationships, management support, and workload pressure) on employee satisfaction?
3. What is the impact of leadership and management support on employee satisfaction?

Main Question 2:

What is the impact of employee satisfaction (with its various dimensions) on performance quality (with its various dimensions) in Central Sterilization Departments at the First Health Cluster in Jeddah?

Sub-questions:

1. What is the impact of satisfaction with the work environment on the accuracy of task execution?
2. What is the impact of satisfaction with job recognition on the speed of task completion?
3. What is the impact of satisfaction with incentives and rewards on adherence to standards?

Main Question 3:

What is the impact of the work environment (with its various dimensions) on performance quality (with its various dimensions) in Central Sterilization Departments at the First Health Cluster in Jeddah?

Sub-questions:

1. What is the impact of physical conditions on the accuracy of task execution?
2. What is the impact of psychological and social conditions on innovation and improvement in performance?
3. What is the impact of leadership and management support on adherence to quality standards?

Main Question 4:

What is the impact of the work environment as a mediating variable in the relationship between employee satisfaction and performance quality in Central Sterilization Departments at the First Health Cluster in Jeddah?

Main Question 5:

What is the impact of the demographic characteristics of the study sample (gender, age, educational qualifications, marital status, job level, and work experience) on the relationship between the work environment, employee satisfaction, and performance quality in Central Sterilization Departments at the First Health Cluster in Jeddah?

Research Hypotheses

Main Hypothesis 1:

There is a significant impact of the work environment (with its various dimensions) on employee satisfaction (with its various dimensions) in Central Sterilization Departments at the First Health Cluster in Jeddah.

Sub-hypotheses derived from this main hypothesis:

1. There is a significant impact of the work environment (with its various dimensions) on physical conditions in Central Sterilization Departments at the First Health Cluster in Jeddah.
2. There is a significant impact of the work environment (with its various dimensions) on psychological and social conditions in Central Sterilization Departments at the First Health Cluster in Jeddah.
3. There is a significant impact of the work environment (with its various dimensions) on leadership and management support in Central Sterilization Departments at the First Health Cluster in Jeddah.

Main Hypothesis 2:

There is a significant impact of the work environment (with its various dimensions) on performance quality (with its various dimensions) in Central Sterilization Departments at the First Health Cluster in Jeddah.

Sub-hypotheses derived from this main hypothesis:

1. There is a significant impact of the work environment (with its various dimensions) on task accuracy in Central Sterilization Departments at the First Health Cluster in Jeddah.
2. There is a significant impact of the work environment (with its various dimensions) on adherence to standards in Central Sterilization Departments at the First Health Cluster in Jeddah.

3. There is a significant impact of the work environment (with its various dimensions) on innovation and performance improvement in Central Sterilization Departments at the First Health Cluster in Jeddah.

Main Hypothesis 3:

There is a significant impact of employee satisfaction (with its various dimensions) on performance quality (with its various dimensions) in Central Sterilization Departments at the First Health Cluster in Jeddah.

Sub-hypotheses derived from this main hypothesis:

1. There is a significant impact of employee satisfaction with the work environment on task accuracy in Central Sterilization Departments at the First Health Cluster in Jeddah.
2. There is a significant impact of employee satisfaction with job recognition on adherence to standards in Central Sterilization Departments at the First Health Cluster in Jeddah.
3. There is a significant impact of employee satisfaction with incentives and rewards on innovation and performance improvement in Central Sterilization Departments at the First Health Cluster in Jeddah.

Main Hypothesis 4:

The work environment has a significant mediating effect on the relationship between employee satisfaction and performance quality in Central Sterilization Departments at the First Health Cluster in Jeddah.

Main Hypothesis 5:

There are no significant differences in the study sample responses regarding the relationship between the work environment, employee satisfaction, and performance quality attributed to demographic characteristics (gender, age, educational qualifications, marital status, job level, and work experience).

Variables and Their Dimensions in the Study:

1. Independent Variable:

Work Environment

• **Dimensions:**

1. **Physical Conditions:** Quality of tools and equipment, cleanliness, space, lighting, and temperature.
2. **Psychological and Social Work Conditions:** Relationships among colleagues, managerial support, and level of communication within the department.
3. **Professional Pressure:** Workload pressure, time available to complete tasks, and clarity of roles and responsibilities.

2. Mediating Variable:

Employee Satisfaction

• **Dimensions:**

1. **Satisfaction with the Work Environment:** The extent to which the employee accepts the physical and psychological aspects of the work environment.
2. **Satisfaction with Job Performance:** Employees' sense of recognition and appreciation for their efforts.
3. **Satisfaction with Incentives and Rewards:** Availability of a fair and motivating system for rewards and promotions.

3. Dependent Variable:

Performance Quality

• **Dimensions:**

1. **Accuracy:** The quality of task execution without errors.
2. **Speed:** Completing tasks within the allotted time.
3. **Adherence to Standards:** Following the approved policies and procedures at work.

4. Innovation and Improvement: Employees' ability to offer new ideas to improve performance.

Relationship Between Variables:

- The impact of Work Environment on Performance Quality is partially explained by Employee Satisfaction as a mediating variable.
- Each dimension of the work environment contributes to determining the level of employee satisfaction, which in turn affects their performance quality.

Research Chart

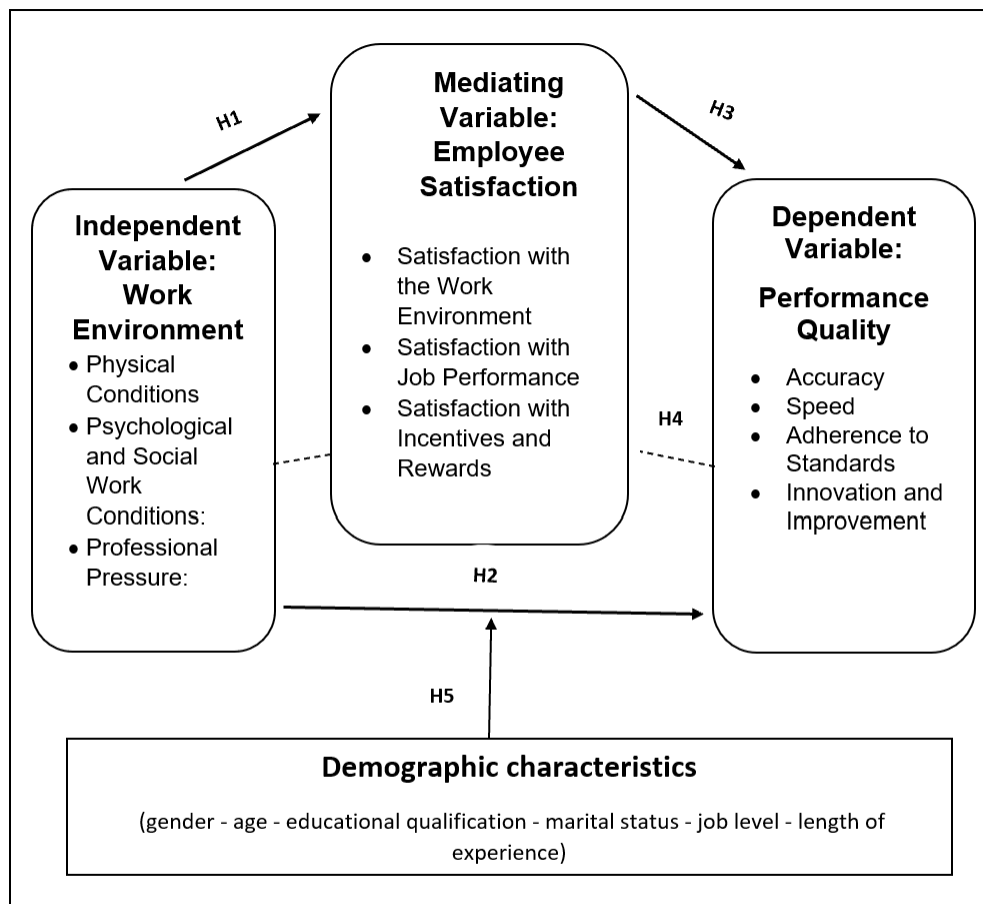


Table1: Research Chart

Source: Prepared by the researcher

Theoretical Framework: Explanation of Variables and Dimensions

Work Environment (Independent Variable):

The work environment refers to the setting in which employees interact daily, including physical, psychological, and social factors that influence their performance and satisfaction. Recent studies have shown that improving the work environment directly contributes to enhancing employee productivity and reducing fatigue.

- Dimensions:
 1. Physical Conditions: This includes the quality of tools and equipment used by employees, the overall cleanliness of the workplace, lighting levels, temperature, and ventilation.

These factors are critical in improving employee comfort, which reflects on their focus and precision in performing tasks. For instance, a study by Gul et al. (2021) found that improved lighting and high-quality equipment enhance concentration and reduce errors.

2. Psychological and Social Conditions:

This dimension involves the social environment of employees at work, such as the quality of relationships among colleagues, direct managerial support, and effective communication within the department. A study by Bakker & Demerouti (2017) showed that employees who feel supported by management and colleagues demonstrate higher levels of satisfaction and productivity, mitigating the effects of psychological stress.

3. Professional Pressure:

This encompasses work pressure due to task overload, limited time, and clarity of roles and responsibilities. According to the demand-control model (Karasek, 1979), reducing professional pressures while increasing employee control over their tasks improves mental health and performance levels.

Employee Satisfaction (Mediating Variable):

Employee satisfaction is a key factor reflecting the alignment between an employee's expectations and their actual working conditions. It represents the employee's sense of comfort regarding their work environment, their role within the organization, and the recognition they receive.

• Dimensions:

1. Satisfaction with the Work Environment:

Employees are positively influenced by their acceptance of the physical and psychological aspects of the work environment. Herzberg's Two-Factor Theory (1966) highlighted that a stimulating work environment reduces frustration and enhances job satisfaction.

2. Satisfaction with Job Performance:

This is linked to employees feeling appreciated and recognized for their efforts, which motivates them to do more. Locke (1976) found that recognition and increased trust enhance employee satisfaction and boost commitment to the organization.

3. Satisfaction with Incentives and Rewards:

This dimension depends on the fairness of the incentives and rewards system provided to employees. According to the Expectancy Theory (Vroom, 1964), a transparent and fair reward system motivates employees to achieve higher performance levels.

Performance Quality (Dependent Variable):

Performance quality refers to the extent to which employees achieve organizational standards efficiently and effectively. It reflects employees' competence in completing tasks with the highest possible quality.

• Dimensions:

1. Accuracy:

This refers to the precise execution of tasks without errors. According to Deming (1986), improving accuracy reduces operational costs and enhances the quality of outcomes.

2. **Speed:**
Speed refers to completing tasks within the specified time frame, thereby improving operational efficiency. A study by Lean (2006) highlighted that enhanced speed reduces waste and increases productivity.
3. **Standards Compliance:**
This relates to adherence to the organization's approved policies and procedures. ISO standards (2020) emphasized that compliance ensures quality sustainability and builds trust among stakeholders.
4. **Innovation and Improvement:**
This involves offering new ideas and solutions to enhance processes. A study by Amabile (1996) found that a work environment that supports creativity motivates employees to innovate, reflecting positively on the organization's overall performance.

Demographic Characteristics:

Demographic factors such as age, gender, educational qualifications, marital status, job level, and experience play a significant role in determining the impact of the work environment on employee satisfaction and performance quality. A recent study by Cohen et al. (2021) showed that variations in these characteristics can lead to differences in how employees interact with the work environment and other variables.

A positive work environment enhances employee satisfaction, which, in turn, reflects positively on performance quality. Physical, psychological, and social dimensions significantly influence job satisfaction, which serves as a mediating factor in achieving outstanding performance. Recent studies indicate that improving the work environment while considering demographic characteristics can significantly enhance organizational outcomes.

Research Objectives

1. To build a comprehensive and systematic scientific understanding of all aspects related to work environment, employee satisfaction, and performance quality, with a focus on Central Sterilization Departments in the First Health Cluster in Jeddah.
2. To explore the impact of the work environment on employee satisfaction and performance quality in Central Sterilization Departments within the First Health Cluster in Jeddah, identifying the most influential factors in improving employee performance.
3. To analyze the role of employee satisfaction in influencing performance quality and understand how this satisfaction can be enhanced by improving the work environment.
4. To identify the mediating role of the work environment in the relationship between employee satisfaction and performance quality in Central Sterilization Departments, clarifying the interactive roles between variables.
5. To develop a comprehensive explanatory model that illustrates the relationship between the work environment, employee satisfaction, and performance quality, with a focus on factors that can be optimized to achieve the best results.
6. To provide practical and actionable recommendations to decision-makers in the First Health Cluster in Jeddah, and the healthcare sector in general, enabling them to improve the work environment and enhance employee satisfaction and performance quality based on the research findings.

These objectives aim to address scientific and practical gaps in the field of work environment and employee performance management, while enhancing the efficiency and effectiveness of operations in Central Sterilization Departments within the healthcare sector.

The Importance of the Research

1. Theoretical Importance:

- This study represents a significant scientific contribution to the field of management by addressing new variables and dimensions related to the work environment, employee satisfaction, and performance quality, with a focus on the role of the work environment as a mediating variable. This approach opens new avenues for researchers to explore the relationship between management variables and their mutual effects in various contexts.
- The study sheds light on the relationship between the work environment and performance quality, analyzing the role of employee satisfaction as a mediating variable. This topic has not been adequately addressed in previous literature, making this study unique and helping to bridge the theoretical gap in this area.

2. Practical (Applied) Importance:

- The study focuses on a vital and essential sector, specifically the Central Sterilization Departments within the First Health Cluster in Jeddah, which is a critical part of the healthcare sector. This sector is pivotal due to its direct interaction with patients and the provision of high-quality services, necessitating the continuous development of the work environment and motivating employees to deliver their best performance.
- The study demonstrates that improving the work environment directly contributes to enhancing employee satisfaction, leading to improved performance quality, including accuracy, speed of task completion, and innovation in service delivery. It also highlights that improving the work environment reduces the challenges employees face in performing their tasks, such as workload pressure and resource scarcity, which helps minimize errors and ensures effective service delivery.
- Through the study's findings, decision-makers in the First Health Cluster in Jeddah and the healthcare sector at large can benefit from practical recommendations to improve the work environment and enhance employee satisfaction, thereby boosting performance quality and ensuring sustainable development in healthcare service delivery.

In summary, this study combines theoretical and practical significance, contributing to the scientific framework for understanding the relationship between management variables and offering practical solutions to improve the work environment and employee performance in the healthcare sector.

Research Methodology

This study adopts the descriptive-analytical approach to examine the role of the work environment as a mediating variable in the relationship between employee satisfaction and performance quality in Central Sterilization Departments at the First Health Cluster in Jeddah.

- **Descriptive Approach:**
This involves describing and analyzing the current state of the work environment, employee satisfaction, and performance quality in Central Sterilization Departments. Demographic, quantitative, and qualitative data are collected using tools such as surveys and structured interviews. These tools aim to understand the nature of the work environment and the factors influencing employee satisfaction and performance quality, providing a comprehensive view of existing challenges and opportunities.
- **Analytical Approach:**
The analytical approach is used to test the role of the work environment as a mediating variable between employee satisfaction and performance quality. This involves analyzing the collected data using advanced statistical methods, such as:
 - **Factor Analysis:** To examine the dimensions of the work environment, employee satisfaction, and performance quality and identify the interrelations among them.

- **Multiple Regression Analysis:** To explore the interactive relationships between the independent variable (work environment), the mediating variable (employee satisfaction), and the dependent variable (performance quality).

The study employs a representative sample of employees from Central Sterilization Departments within the First Health Cluster in Jeddah, ensuring a demographically diverse participant pool to enhance the inclusiveness of the results. This methodology aims to provide a comprehensive analysis, contributing to practical recommendations for decision-makers to improve the work environment, enhance employee satisfaction, and elevate performance quality.

Research Population and Study Sample

- **Research Population:**

The research population consists of all employees working in **Central Sterilization Departments** within the **First Health Cluster in Jeddah**. This includes administrative and technical staff directly or indirectly involved in sterilization processes and daily department management. This population is selected due to its critical role in providing essential healthcare services and ensuring patient safety and the quality of care.

- **Study Sample:**

A representative sample is selected from the research population using the stratified random sampling method.

- **Sample Size:** The sample size is determined based on the total population using statistical formulas to ensure accurate representation.
- **Distribution:** The sample selection considers diversity in demographic characteristics (such as age, gender, educational level, years of experience, and job level) to ensure comprehensive and accurate results.
- **Purpose of the Sample:** The aim is to collect comprehensive data reflecting the realities of the work environment, employee satisfaction, and performance quality in the studied departments, facilitating hypothesis testing and understanding the relationships between the studied variables.

This approach ensures an accurate representation of all groups within the research population, enhancing the validity and generalizability of the results to other employees in the healthcare sector.

Research Boundaries

- **Subjective Boundaries:**

The Impact of Work Environment on the Relationship Between Employee Satisfaction and Performance Quality

- **Temporal Boundaries:**

The study is conducted during the 2024, during which data collection and analysis will be carried out to achieve reliable results that contribute to the research objectives.

- **Human Boundaries:**

The research includes all employees in the First Health Cluster in Jeddah, encompassing the three administrative levels (upper management, middle management, and lower management), as well as employees directly working in the Central Sterilization Departments.

- **Spatial Boundaries:**

The study is geographically centered on the First Health Cluster in Jeddah, one of the most significant public healthcare sectors, playing a vital role in delivering high-quality medical services to the local community.

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الاستبانة

استبانة البحث (عربي/إنجليزي)

المقدمة | Introduction:

عزيزي المشارك،

تهدف هذه الاستبانة إلى دراسة تأثير بيئة العمل على رضا الموظفين وجودة الأداء في أقسام التعقيم المركزي بالتجمع الصحي الأول بجدة. يُرجى الإجابة عن الأسئلة بدقة وصدق، حيث سيتم استخدام البيانات لأغراض البحث العلمي فقط، مع ضمان سرية المعلومات.

Dear Participant,

This questionnaire aims to study the impact of the work environment on employee satisfaction and performance quality in the Central Sterilization Departments of the First Health Cluster in Jeddah. Please answer the questions accurately and honestly. The data will be used solely for scientific research purposes, and confidentiality is guaranteed.

القسم الأول: البيانات الديموغرافية | Section 1: Demographic Data

1. الجنس | Gender:

- ذكر | Male
 أنثى | Female

2. العمر | Age:

- أقل من 30 سنة | Less than 30 years
 30 إلى 40 سنة | 30-40 years
 41 إلى 50 سنة | 41-50 years
 أكثر من 50 سنة | More than 50 years

3. المؤهل العلمي | Educational Qualification:

- ثانوي | High School
 دبلوم | Diploma
 بكالوريوس | Bachelor's
 دراسات عليا | Postgraduate

4. المستوى الوظيفي | Job Level:

- الإدارة العليا | Senior Management
 الإدارة الوسطى | Middle Management
 الإدارة الدنيا | Lower Management
 موظف عادي | Regular Employee

5. سنوات الخبرة | Years of Experience:

- أقل من 5 سنوات | Less than 5 years
 5 إلى 10 سنوات | 5-10 years
 أكثر من 10 سنوات | More than 10 years

القسم الثاني: بيئة العمل | Section 2: Work Environment

الرجاء اختيار الإجابة التي تعبر عن مدى موافقتك على العبارات التالية (1 = لا أوافق بشدة، 5 = أوافق بشدة):

Please choose the answer that reflects your agreement with the following statements (1 = Strongly Disagree, 5 = Strongly Agree):

الظروف المادية | Physical Conditions:

- يتم توفير جميع الأدوات والمعدات اللازمة لتنفيذ العمل بجودة عالية.
All necessary tools and equipment for high-quality work are provided.
- النظافة في مكان العمل مرضية وتساهم في راحتنا.
Workplace cleanliness is satisfactory and contributes to our comfort.

3. الإضاءة والتهوية كافية في مكان العمل.
Lighting and ventilation in the workplace are sufficient.
 4. درجة الحرارة في مكان العمل مناسبة لأداء المهام.
The workplace temperature is suitable for task performance.
 5. يتم التعامل مع الأعطال في المعدات بسرعة وكفاءة.
Equipment breakdowns are handled quickly and efficiently.
- الظروف النفسية والاجتماعية | Psychological and Social Conditions:
6. العلاقات بين الزملاء في العمل ودية ومحفزة.
Relationships among colleagues are friendly and motivating.
 7. يوجد دعم مستمر من الإدارة لتجاوز التحديات.
Management provides continuous support to overcome challenges.
 8. أستطيع التعبير عن آرائي بحرية في العمل.
I can freely express my opinions at work.
 9. يتم تقدير إنجازات الفريق والإشادة بها.
Team achievements are recognized and appreciated.
 10. أشعر بالأمان الوظيفي في عملي.
I feel job security in my workplace.
- الضغوط المهنية | Professional Pressure:
11. ضغط العمل معقول ويتناسب مع طبيعة المهام.
Work pressure is reasonable and matches the nature of tasks.
 12. الأدوار والمسؤوليات واضحة للجميع.
Roles and responsibilities are clearly defined for everyone.
 13. الوقت المخصص لأداء المهام كافٍ ومناسب.
The time allocated for tasks is sufficient and appropriate.
 14. يتم توزيع المهام بشكل عادل بين الموظفين.
Tasks are distributed fairly among employees.
 15. أحصل على المساعدة من الزملاء والإدارة عند الحاجة.
I receive support from colleagues and management when needed.

القسم الثالث: رضا الموظفين | Section 3: Employee Satisfaction

الرجاء اختيار الإجابة التي تعبر عن مدى موافقتك على العبارات التالية (1 = لا أوافق بشدة، 5 = أوافق بشدة):

Please choose the answer that reflects your agreement with the following statements (1 = Strongly Disagree, 5 = Strongly Agree):

الرضا عن بيئة العمل | Satisfaction with Work Environment:

16. أشعر بالراحة في بيئة العمل المادية.
I feel comfortable in the physical work environment.
17. بيئة العمل توفر الأمان والاستقرار المهني.
The work environment provides safety and professional stability.
18. يتم تحسين بيئة العمل بشكل مستمر.
The work environment is continuously improved.
19. أجد بيئة العمل داعمة لتطوير المهني.
I find the work environment supportive of my professional development.
20. بيئة العمل تساعدني على تحقيق أهدافي المهنية.
The work environment helps me achieve my professional goals.

الرضا عن الأداء الوظيفي | Satisfaction with Job Performance:

21. أشعر بالتقدير والاعتراف بجهودي من الإدارة.
My efforts are appreciated and recognized by management.
22. يتم تقييم أدائي بشكل عادل وموضوعي.
My performance is evaluated fairly and objectively.

23. أرى أن أدائي يساهم في تحقيق أهداف القسم.
I believe my performance contributes to the department's goals.
24. أحصل على الملاحظات اللازمة لتحسين أدائي.
I receive necessary feedback to improve my performance.
25. أشعر بالرضا عن مستوى التوازن بين العمل والحياة الشخصية.
I am satisfied with the balance between work and personal life.

جودة الأداء | Section 4: Performance Quality

الرجاء اختيار الإجابة التي تعبر عن مدى موافقتك على العبارات التالية (1 = لا أوافق بشدة، 5 = أوافق بشدة)

Please choose the answer that reflects your agreement with the following statements (1 = Strongly Disagree, 5 = Strongly Agree):

الدقة | Accuracy:

26. أتمكن من تنفيذ المهام بدقة عالية وبأقل أخطاء.
I can perform tasks with high accuracy and minimal errors.
27. أتبع التعليمات والإجراءات بدقة أثناء العمل.
I follow instructions and procedures precisely while working.
28. جودة عملي تساهم في تحقيق أهداف القسم.
The quality of my work contributes to the department's goals.
29. أتمكن من مراجعة عملي للتأكد من صحته.
I can review my work to ensure its accuracy.
30. أحقق توقعات الإدارة في جودة العمل المطلوب.
I meet management's expectations for the required work quality.

الخاتمة | Conclusion:

شكراً لمشاركتك في هذه الاستبانة. سيتم استخدام إجاباتك لتحسين بيئة العمل ورفع مستوى رضا الموظفين وجودة الأداء في أقسام التعقيم المركزي بالتجمع الصحي الأول بجدة.

Thank you for participating in this questionnaire. Your responses will be used to improve the work environment, enhance employee satisfaction, and improve performance quality in the Central Sterilization Departments of the First **Health Cluster in Jeddah**.