Impact of Medical Staffs Work Pressures on the Quality of Life During the Hajj Season Makkah, Saudi Arabia 2022

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Abstract:

Background

In previous publications, we have reported that medical staffs work during the hajj undergo high levels of pressures and stress on the quality of life. The pressures seems to be counteracted by Increase time for rest and relaxation, no anxiety, optimal self-efficacy, good sleeping quality, these previous results suggest an optimal adaptation of these medical staffs work to the demanding situations that occur during the hajj season. Compassion fatigue leads to behavioral, emotional, and physical changes, which affect the medical staffs work, as well as the medical staffs work and Pilgrims. The consequences of compassion fatigue are not limited to the personal well-being of medical staffs work but are also associated with Pilgrims outcomes, increased thoughts and higher job turnover rates. Job pressures have become a major problem in recent period medical staffs work particularly in nursing profession. Work pressures is the second prevailing problem related to quality of life during the hajj. during the hajj is extremely hectic and stressful, that result from frequent emergencies and absorption of severely wounded patients subject to abrupt alterations in their health condition. pressures in the hajj season seems to be at its peak because medical staffs work have consecutive 15 shifts and handling a high numbers of multicultural and multilingual Pilgrims.

Aim of the study: To assessment impact of medical staffs work pressures on the quality of life during the hajj season 2022.

Methods: Across sectional descriptive study conducted among medical staffs work about quality of life during the hajj season, working in the at hospitals and primary health centers, Makkah, during July and August 2022, Our total Sample size of medical staffs work participants were (200).

Results: shows that the highest proportion of participants age 26-30 years (37.0%) nationality the majority of participant Non-Saudi were (65.0%) the years of professional experience the majority of participant more than 12 year were (47.0%), regarding the job designations the majority of participant residents were (43.0%) but specialist were (38.0%), while consultants were (19.0%).

Conclusion: Although definitions of mass gatherings vary greatly, they consist of large numbers of people attending an event at a specific site for a finite time associated with the Hajj (an annual pilgrimage to Mecca, Saudi Arabia) is clearly the best reported. Hajj routinely attracts 2·5 million Muslims for worship. WHO's global health initiatives have converged with Saudi Arabia's efforts to ensure the wellbeing of pilgrims, medical staffs work.

Keywords: Impact, medical, staffs, work, pressures, quality, life, during, hajj, season, Saudi Arabia.

Introduction

Hajj is one of the biggest mass gatherings in the world1 that requires huge organizational and material efforts, including health services for the visitors. (1)The Saudi authorities have assigned 25,000 health workers and prepared 25 hospitals, 155 permanent and seasonal health centers and 100 highly equipped mobile intensive care units (ICUs) to medically assist more than 3 million pilgrims at the 4 major rituals' localities: Mina, Arafat, and the two Holy Mosques of Makkah and Madinah.(2) These seasonal health facilities have an inpatient capacity of 5000 beds, including 500 intensive care (IC) beds, where all health services are free of charge, including surgeries.(3) Each new Hajj season brings new challenges that add to the experience of the staff and the authorities.(4) However, like in every other healthcare system, the quality of care in Hajj depends on several parameters, including the wellbeing of clinicians and their job satisfaction, medical staffs work and quality of life(5)

Mecca is the holy city and capital of Saudi Arabia, where Muslims come to worship with the annual Hajj pilgrimage, homage to the last pilgrimage of the Prophet Muhammad. The pilgrimage is the world's largest yearly religious mass gathering and is a requirement for any nondisabled member of the Islamic faith, at least once in their lifetime. During the pilgrimage season, about 2.5 million Muslims from all over the world arrive in Mecca and stay from 10 to 30 days (6). During the 15-day peak period, all health-care institutions, emergency services, air ambulances, disaster management centers, police departments, and other related services are placed on high alert to be able to intervene appropriately in case of any crowd emergencies(7). During this period, medical staff's works are recruited to work 12-h shifts for 15 consecutive days.(8) Although there are financial rewards, medical staffs works suffer from physical exhaustion and emotional frustration during this lengthy assignment, possibly leading to compassion pressures and effected on quality of life, quality of life is defined as "the individual's perception of his or her position in life within the cultural context and value system

in which he or she lives and with respect to his or her goals, expectations, norms and concerns". (9) Medical staffs work pressures are confronted on a daily basis with complex tasks that are influenced by various stressors involving emotional problems. This is related to the organization of work and could affect negatively their physical and mental health and quality of life especially during the Hajj season (10), high level of quality of life is necessary to continue to attract and retain employees (11). So far, different researchers have presented diverse definitions of quality of life (12). Quality of life is mainly defined as "satisfying an employee's needs via the resources, activities and outcomes that arise from involvement in the workplace" (13). Reviewed different researches about definitions and constructs of quality of life and designated that quality of life is a multi-dimensional construct and is made of a number of inter-related factors.(14) proposes that the key constructs of quality of life are higher payment, job security, better reward systems, growth opportunity and participative groups among others. (15) State that according to the Walton's quality of life model (16), the quality of life is getting important as a way to save human and environmental values which have been ignored in favor of technological advancement of the economic growth and productivity. (16) Quality of life has been found to influence the intention of quitting the job (17) More importantly, various studies on work life confirm that what happens in the workplace has considerable influence on individuals and their families (18). So it is vital to enhance the quality of life in order to reduce the negative effects of lower quality of life levels (19)

Literature Review

It is important to assess and improve job satisfaction among medical staffs work during Hajj, as this enhances the quality of care provided to the pilgrims and reduces the risk of pressures on the quality of life, burnout and malpractice. (20,21) Working as a medical staffs work during Hajj may be an exciting experience and an excellent learning opportunity, as it represents the largest mass gathering in the world, with people coming from almost all the countries.(22)

Older medical staffs work reported lower levels of pressures on the quality of life. This finding aligns with the results of previous studies (23,42), that medical staff's works aged 40 years or younger were found to be at higher risk of pressures on the quality of life. (25) Suggested that millennial medical staffs work – or younger generation medical staffs work – have the highest level of pressures on the quality of life during the hajj season. These findings suggest that younger nurses may not experience a sufficient transition from the student role to the staff medical staffs work, have not yet developed critical adaptive behaviors, and lack of collegial support and resources (26)

(27) Reviewed different researches about definitions and constructs of Quality of Work Life and designated that quality of work life is a multi-dimensional construct and is made of a number of inter-related factors. (proposes that the key constructs of Quality of Work Life are higher payment, job security, better reward systems, growth opportunity and participative groups among others, (28) the Quality of Work Life is getting important as a way to save human and environmental values which have been ignored in favor of technological advancement of the economic growth and productivity. Quality of Work Life has been found to influence the intention of quitting the job (16). More importantly, various studies on work life confirm that what happens in the workplace has considerable influence on individuals, their families and

quality of life (22). Further analysis indicated 73–76% of the medical staffs work are at a moderate to a high risk of pressures on the quality of life during the hajj season, in the literature, various research findings reported pressures level on the life (29). Additionally, several studies suggest that medical staffs work, especially during the hajj, are at high risk of pressures (24). This finding is not surprising since pressures on the quality of life would be expected to be high as the Mass Pilgrim Nursing Assignment is a very long (15 days/12-h shifts) assignment with no days off.

Previous research indicates that organizational and personal factors were associated with the medical staffs work staff (20). The most important organizational predictors of work engagement were pressures of workload, values, and community. In addition, the quality of patient care and overall organizational well-being could be affected by pressures on the quality of life during the hajj season. (21)

Study by (28) reported that working during Hajj versus non-Hajj was associated with higher satisfaction regarding variety of work among medical staffs work; although it was not a predictor of overall job satisfaction. In line with this observation, several studies demonstrated that variety of work is an important component of professional fulfillment and a preventive factor against turnover intention.(30) On the other hand, working during Hajj is often associated with increased amount of responsibility and workload which may constitute the major factor that counterweighs variety of work on the satisfaction scale.

Rationale:

There was no remarkable change in job satisfaction during Hajj season. By contrast to non-Hajj period, medical staffs work were less satisfied with regard to the quality of life condition, extended hours of work and attention paid to their suggestions; however, they were more satisfied in terms of the variety of work. The three strongest predictors of overall job satisfaction during Hajj were "opportunity to use ability", "hours of work" and "income." Hajj is one of the biggest mass gatherings in the world that requires huge organizational and material efforts, including health services for the visitors. The Saudi authorities have assigned 25,000 medical staffs and prepared 25 hospitals, 155 permanent and seasonal health centres and 100 highly equipped mobile intensive care units (ICUs) to medically assist more than 3 million pilgrims at the 4 major rituals' localities: Mina, Arafat, and the two Holy Mosques of Makkah and Madinah, each new Hajj season brings new pressures on the quality of life that add to the pressures of the staff and the authorities.

Aim of the study: To assessment impact of medical staffs work pressures on the quality of life during the hajj season 2022.

Objectives:

To assessment impact of medical staffs work pressures on the quality of life during the hajj season 2022

Methodology:

Study design:

This study is a cross-sectional study design was used in carrying out of this study.

Study Area

The study has been carried out in the city of Makkah. Makkah is the holiest spot on Earth. It is the birthplace of the Prophet Mohammad and the principal place of the pilgrims to perform Umrah and Hajj. It is located in the western area in Kingdom of Saudi Arabia and called the Holy Capital. Contains a population around 2.580 million. This study was conducted among the medical staffs work during the hajj season in Makkah city during July and August 2022Hajj 2022, the Saudi government provides free health services during Hajj rituals through hospitals and primary health centers (PHCs), including seasonal health facilities during the pilgrimage. Health care workers included in our survey were male and female (20years of age to >35) medical staffs works who Workers who deal with pilgrims, data were collected for the (200) medical staffs work. A team of two was deployed at hospitals and Health care Center to collect data through a pathway checklist questionnaire. We excluded workers below 18 years of medical staffs works the study has been conduct on a convenience sample of 200 medical staffs work' residents in Makkah city matching the inclusion criteria and exclusion.

Selection criteria:

This difference translates into biological, socioeconomic and lifestyle differences

Inclusion criteria:

Medical staffs work who agree to participate in the study

Work in hajj at Makkah city.

Able and willing to participate in the study.

Exclusion criteria:

Medical staffs work outside Makkah city .

Medical staffs work that refusing to participant

The sample size

The sample size has been calculated by applying Raosoft sample size calculator based on (The margin of error: 5%, Confidence level: 95%, and the response distribution was considered to be 20%) accordingly to sample size from medical staffs work by the required sample size; (200). (Male and female) and adding 10 more to decrease margin of error. After adding 5% oversampling, the minimum calculated sample has been 200. Computer generated simple random sampling technique was used to select the study participants. Data collection was done by the researcher during the 2022

Data collection tools of the study:

To collect data knowledge structured questionnaire was used. It was developed by the researcher after reviewing of current national and international related literature. It composed of questions. This included the following parts:

Part one: biosocial demographic characteristics: as name, age, sex, phone number, leader name, frequency work in hajj season, years of education, area of residence, and presence of chronic diseases.

Part two: this part including questions to assess the pressures on the quality of life during the hajj following a short briefing about the study, informed consent will obtain from each participant who agreed to join the survey. Ethics approval will obtain from medical staffs work and primary health centers research center. The study tool was developed by the researcher and checked for validity and reliability using Cronbash's alpha (r=0.76). Pilot study was done on 10 medical staffs work Hajj to check and ensure the clarity, applicability and feasibity of

tools. medical staffs work completed the surveys themselves; however, research team members helped those who were unable to complete the questionnaires themselves.

Data entry and analysis:

The Statistical Package for Social Sciences (SPSS) software version 24.0 has be used for data entry and analysis. Descriptive statistics (e.g., number, percentage) and analytic statistics using Chi-Square tests ($\chi 2$) to test for the association and the difference between two categorical variables were applied. A p-value ≤ 0.05 will be considered statistically significant **Pilot study**

A pilot study has be conducted from medical staffs work in hospitals and primary health centers the same sector due to the similarity to the target group using the same questionnaire to test the methodology of the study. As a feedback, the questionnaire will be clear and no defect has be detected in the methodology.

Ethical considerations

Permission from the Makkah joint program Family Medicine program has be obtained. Permission from the Directorate of hajj, verbal consents from all participants in the questionnaire were obtained. All information was kept confidential, and a result has be submitted to the department as feedback.

8. Budget: Self-funded

Results:

Table 1: distribution of participants according to socio demographic characteristics (Age, Gender, Nationality, qualification, Job title, and experience) (n=200)

	N	%
Age	1	
20-25	34	17
26-30	74	37
31-35	58	29
Above 35	34	17
Sex	<u> </u>	
Male	122	61
Female	78	39
Nationality	<u> </u>	
Saudi	70	35
Non Saudi	130	65
Marital status	<u>.</u>	
Single	74	37
Married	88	44
Divorced	24	12
Widowed	14	7
Working in Hajj for	1	•
First time	130	65
Second time	46	23
More than	24	12

Level of education						
Associate degree/diploma	46	23				
BSN	38	19				
Post-BSN diploma	44	22				
MSN	72	36				
Total years of professional experience						
1-4.	24	12				
4-8.	38	19				
8-12.	44	22				
More than 12.	94	47				
Experience working during Hajj season						
1 Year	118	59				
2 Years	64	32				
3 Years	12	6				
More than 3 years	6	3				
Job Designations						
Consultants	38	19				
Specialist	76	38				
Residents	86	43				

Regarding socio demographic characteristics, this table shows that the highest proportion of participants age 26-30 years (37.0%) and 31-35 years of age (29.0%), while 20-25 years and above 35 were (17.0%), regarding the gender the majority of participant male were (61.0%), but female were (39.0%), regarding nationality the majority of participant Non-Saudi were (65.0%) but Saudi were (35.0%), regarding marital status the majority of participant married were (44.0%) but single were (37.0%), while divorced were (12.0%), regarding the working in Hajj for the majority of participant first time were (65.0%) but second time were (23.0%), while more than were (12.0%), regarding the level of education is the majority of participant MSN were (36.0%) but associate degree/diploma were (23.0%), while Post-BSN diploma were (22.0%), regarding the years of professional experience the majority of participant more than 12 year were (47.0%), while from 8-12 were (22.0%) but 4-8 were (19.0%), regarding the experience working during Hajj season the majority of participant 1 years were (59.0%) but 2years were (32.0%), while 3 years were (6.0%), regarding the job designations the majority of participant residents were (43.0%) but specialist were (38.0%), while consultants were (19.0%).

Table 2: Distribution of pressures on the quality of life during the hajj season

	N	%			
Disruption of your home life through spending long hours at work?					
No	24	12			
Yes	176	88			

Feeling under pressure to meet de	adlines during tl	he hajj					
season?							
No	22	11					
Yes	178	89					
Undervalued at your life during the hajj							
No	168	84					
Yes	32	16					
There is no time to share family m	atters						
No	16	8					
Yes	184	92					
During the hajj season encounteri	ng difficulties in						
relationship with colleagues?							
No	30	15					
Yes	170	85					
Are you working at night/weekend	call duties in a	dition to					
your daily work							
All the time	20	10					
Sometimes	24	12					
Not at all	156	78					
working at night/weekend call dut	ies increased the	pressures					
on the quality of life							
Yes	58	29					
No	142	71					
Really not enjoying the type of you	ır work during t	he hajj					
season							
Yes	52	26					
No	148	74					
Not Participating in life related decisions during the hajj							
season							
Yes	190	95					
No	10	5					

Regarding pressures on the quality of life during the hajj season, this table shows that regarding the your home life through spending long hours at work most of participants answer Yes were (88.0%) followed by No (12.0%), regarding feeling under pressure to meet deadlines during the hajj season the majority of participant answer Yes were (89.0%), but No were (11.0%), regarding undervalued at your life during the hajj the majority of participant answer No were (84.0%) but Yes were (16.0%), regarding there is no time to share family matters the majority of participant answer Yes were (92.0%) but No were (8.0%), regarding during the hajj season encountering difficulties in relationship with colleagues the majority of participant answer Yes were (85.0%) but No were (15.0%), regarding you working at night/weekend call duties in addition to your daily work the majority of participant Not at all were (78.0%) but sometimes were (12.0%), while all the time were (10.0%), regarding working at night/weekend

call duties increased the pressures on the quality of life the majority of participant answer No were (71.0%), while Yes were (29.0%), regarding the really not enjoying the type of your work during the hajj season the majority of participant answer No were (74.0%) but Yes were (26.0%), regarding not participating in life related decisions during the hajj season the majority of participant answer Yes were (95.0%) but No were (5.0%), while consultants were (19.0%)

Table 3 Distribution of the Pressures on the quality of life during the hajj season

Pressures on the quality of life				
		N	%	
High pressure		176	88	
Low pressure		24	12	
	200	100		
Chi-square	X ²	114.005		
	P-value	<0.001*		

Table 3 show distribution of ppressures on the quality of life during the hajj season regarding the most of participants High pressure were (88.0%) followed by low pressure were (12.0%) and total were (100.0%) while heave a significant relation were P-value <0.001 and X^2 114.005

Figure 1 Distribution of the Pressures on the quality of life during the hajj season

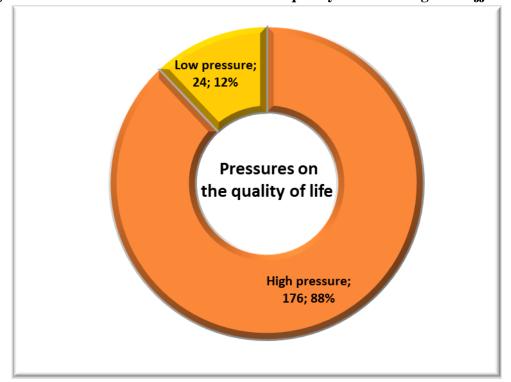


Table-4: Predictors of medical staffs' overall job satisfaction during Hajj period

				% of	Chi-square		
Items		Disagree	don't know	Agree	agreement	X ²	P-value
Opportunity to use	N	50	30	120		67.000	<0.001*
abilities during the hajj season	%	25%	15%	60%	78.33		
Hours of Work during	N	136	24	40	50.67	110.080	<0.001*
the hajj season	%	68%	12%	20%	30.07		
Rate of pay during the	N	38	60	102	77.33	7.33 31.720	<0.001*
hajj season	%	19%	30%	51%			
Physical working	N	38	44	118	80.00	59.560	<0.001*
condition during the hajj season	%	19%	22%	59%			
Amount of responsibility	N	18	4	178	93.33	280.360	<0.001*
during the hajj season	%	9%	2%	89%			
Recognition you get for	N	18	22	160	90.33	196.120	<0.001*
good work during the hajj season	%	9%	11%	80%			
Your colleagues and	N	38	40	122	80.67	80.67 68.920	<0.001*
fellow workers during the hajj season	%	19%	20%	61%			

Table (4) show predictors of medical staffs' overall job satisfaction during Hajj period regarding opportunity to use abilities during the hajj season the majority of participant in agree were (60.0%), followed by disagree were (25.0%) while don't know were (15.0%) while % of agreement (78.33%) while a significant relation were P-value=0.001, and X² (67.000), regarding hours of Work during the hajj season the majority of participant in disagree were (68.0%), followed by agree were (20.0%) while don't know were (12.0%) while % of agreement (50.67%) while a significant relation were P-value=0.001, and X² (110.080), regarding rate of pay during the hajj season the majority of participant in agree were (51.0%), followed by don't know were (30.0%) while disagree were (19.0%) while % of agreement (77.33%) while a significant relation were P-value=0.001, and X² (31.720), regarding physical working condition during the hajj season the majority of participant in agree were (59.0%), followed by don't know were (22.0%) while disagree were (19.0%) while % of agreement (80.0%) while a significant relation were P-value=0.001, and X² (59.560), regarding amount of responsibility during the hajj season the majority of participant in agree were (89.0%), followed by disagree were (9.0%) while don't know were (2.0%) while % of agreement (93.33%) while a significant relation were P-value=0.001, and X² (280.360), regarding recognition you get for good work during the hajj season the majority of participant in agree were (80.0%), followed by don't know were (11.0%) while disagree were (9.0%) while % of agreement (90.33%) while a significant relation were P-value=0.001, and X² (196.120), regarding your colleagues and fellow workers during the hajj season the majority of participant in agree were (61.0%), followed by don't know were (20.0%) while disagree were (19.0%)

while % of agreement (80.67%) while a significant relation were P-value=0.001, and X^2 (68.920),

Figure 2 Predictors of medical staffs' overall job satisfaction during Hajj period

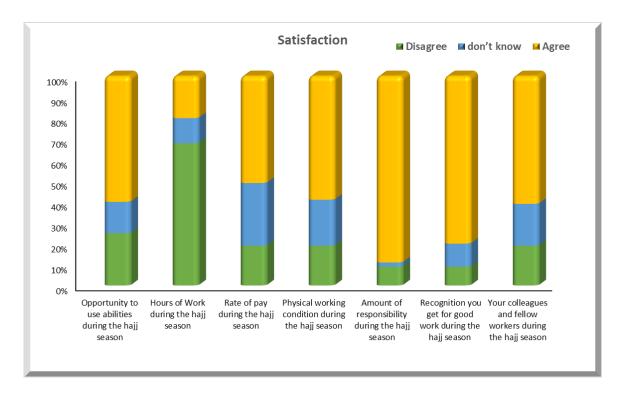


Table 5 Distribution of medical staffs' overall job satisfaction during Hajj period

Satisfaction				
		N	%	
Satisfied		134	67	
Not satisfied 66 33				
To	tal	200	100	
Chi-square	\mathbf{X}^2	22.445		
	P-value	<0.001*		

Table 5 show distribution of medical staffs' overall job satisfaction during Hajj period the most of participants satisfied were (67.0%) followed by not satisfied were (33.0%) and total were (100.0%) while heave a significant relation were P-value <0.001 and X^2 22.445.

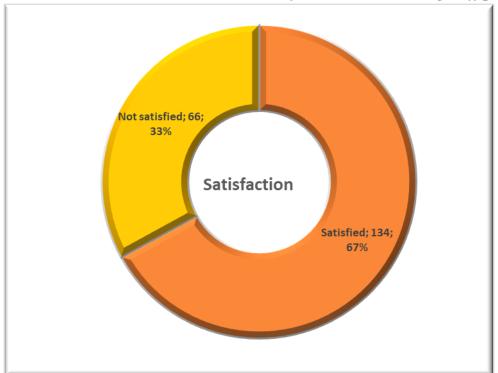


Figure 3 Distribution of medical staffs' overall job satisfaction during Hajj period

Discussion:

It is important to assess the impact of medical staffs work pressures on the quality of life during the haji season, as this enhances the quality of care provided to the pilgrims and reduces the risk of on the quality of life pressures, burnout and malpractice.(8,16) The current study explored for the first time the level and predictors of job satisfaction among medical staffs works during Hajj. Working as a healthcare provider during Hajj may be an exciting experience and an excellent learning opportunity, as it represents the largest mass gathering in the world, with people coming from almost all the countries. (18) This brings a diversity of clinical cases, resulting in significant pressures on the quality of life during the hajj season on the medical staffs. Saudi MOH developed guidelines for the Knowledge of Healthcare Workers about pressures on the quality of life during Hajj season(30) Nonetheless, HCWs can find it challenging to adhere to all of instructions, especially during mass gathering events such as the Hajj rituals. Very important the Healthcare Workers' compliance with this Knowledge to apply the necessary changes, which would improve the quality of health services and protect the pilgrims. (19). The study showed socio demographic characteristics this table shows that the highest proportion of participants age 26-30 years (37.0%), regarding nationality the majority of participant Non-Saudi were (65.0%) but Saudi were (35.0%), regarding marital status the majority of participant married were (44.0%), the level of education is the majority of participant MSN were (36.0%), regarding the experience working during Hajj season the majority of participant 1 years were (59.0%), regarding the job designations the majority of participant residents were (43.0%). (See table 1)

Medical staff's managers can help medical staffs to avoid reaching pressures levels. First, provide consistent, compassionate, and culturally sensitive leadership support. Evidence suggests that support from leaders and colleagues may decrease pressures on the quality of life

and increase job satisfaction among the medical staffs (30) Second, establish unit support groups with regular outside workplace gatherings for leisure activities, especially for younger medical staffs, so that they can meet and talk about their concerns. Third, promote unit stability by introducing teamwork and team-building activities to boost confidence and enhance shared decision-making. Fourth, staff assignments should not exceed 36 working hours/per week, (28) regarding the pressures on the quality of life during the hajj season in our study show the your home life through spending long hours at work most of participants answer Yes were (88.0%), feeling under pressure to meet deadlines during the hajj season the majority of participant answer Yes were (89.0%), regarding there is no time to share family matters the majority of participant answer Yes were (92.0%), regarding you working at night/weekend call duties in addition to your daily work the majority of participant. Not at all were (78.0%), regarding the really not enjoying the type of your work during the hajj season the majority of participant answer No were (74.0%). (See table 2)

Rotation of medical staffs through overtime is essential instead of having a few medical staffs carrying the entire unit's overtime, leading to pressures on the quality of life. (12) novice medical staffs are assigned to experienced, proficient medical staffs as a resource person. This program will create an opportunity for medical staffs and less experienced nurses to verbalize concerns and find support when needed. Promoting team debriefing activities after traumatic, stressful, or unusual events (30). in our study show distribution of pressures on the quality of life during the hajj season regarding the most of participants High pressure were (88.0%) followed by low pressure were (12.0%) and total were (100.0%) while heave a significant relation were P-value <0.001 and X2 114.00 (See table 3). In the current study, "satisfaction about working hours" was another concern of the medical staffs working in this pilgrimage and was also demonstrated to be a predictor of overall job satisfaction both in Haji periods. Several studies have addressed the importance of working hours as a major determinant of job satisfaction and working stress; especially among female practitioners who were more prone to pressures on the quality of life and burnout, and display more concern about job demands on family and social life. (18-20) in our study regarding medical staffs' overall job satisfaction during Hajj period show most of participants satisfied were (67.0%) followed by not satisfied were (33.0%) and total were (100.0%) while heave a significant relation were P-value <0.001 and X2 22.445.(See table 4.5)

Conclusion

High work pressure but high satisfaction, this is due to the sanctity of work and the greatness of work during the Hajj season and serving the pilgrims, however, high pressures may nonetheless continue to pose risks and these can be handled through the medical staffs. With such an intervention, the medical staffs can have co-workers and professionals or leaders to talk to about difficult events or situations whose intensity could cause pressures on the quality of life and to which they have been exposed. It is further recommended that, workload issues should be tackled. The medical staffs role and responsibilities should be clearly defined and his or her workload also be brought in line with his or her capabilities and resources. Work timetables should be made well-suited with demands and responsibilities outside the job in order to reduce the feeling of too much to do and too little time in which to do it. There should be a well-structured hospital work environment to provide the medical staffs with access to

opportunity, information, resources, and power. This can endow the medical staffs psychologically by improving his or her autonomy, growing his or her confidence and power, and generally helping him or her in efforts at giving meaning to his or her work. This may result in job satisfaction, a greater sense of personal accomplishment and less occupational pressures.

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