

Scientific Paper Entitle :The Impact Of Organizational Agility On The Quality Of Health Care Services From The Perspective Of Health Personnel In The Government Health Sector In The Kingdom Of Saudi Arabia

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Summary:

This study investigates the relationship between organizational agility and the quality of healthcare services in the government health sector of Saudi Arabia, as perceived by health personnel. The research aims to assess the current status of organizational agility, measure

healthcare service quality, and analyze the relationship between these two factors.

To ensure the validity of the study tool, a group of specialized arbitrators reviewed it, and Pearson's Coefficient Correlation was calculated to verify internal consistency. Subsequently, a pilot sample of 30 healthcare staff participated in the questionnaire administration to confirm internal reliability, with correlation coefficients calculated to assess the study tool's validity.

The findings of this research aim to contribute to improving healthcare delivery in Saudi Arabia by understanding how quickly and effectively healthcare organizations can adapt to changes and how this impacts patient care, ultimately benefiting both healthcare providers and recipients.

Introduction:

Organizational agility is increasingly recognized as a crucial factor in enhancing the quality of healthcare services worldwide. In the Kingdom of Saudi Arabia (KSA), where the government plays a pivotal role in providing healthcare services, understanding the impact of organizational agility on the quality of healthcare services from the perspective of health personnel is of paramount importance. As the healthcare landscape evolves and demands grow, the ability of healthcare organizations to adapt quickly and effectively becomes essential for meeting the diverse needs of patients and optimizing outcomes.

(Al-Taweel, I.,2021)

In recent years, the KSA has been undergoing significant reforms in its healthcare sector, aiming to enhance accessibility, efficiency, and quality of services. Amidst these reforms, the concept of organizational agility emerges as a promising approach to address the dynamic challenges faced by healthcare organizations. Organizational agility refers to an organization's capacity to anticipate, respond, and adapt swiftly to changes in its environment while maintaining high performance.(Amirnejad,2015)

This research aims to investigate the relationship between organizational agility and the quality of healthcare services, specifically focusing on the perspective of health personnel within the government health sector of the KSA. By exploring how organizational agility influences various aspects of healthcare delivery, such as responsiveness to patient needs, effectiveness of care processes, and overall service quality, this study seeks to provide insights that can inform

strategies for enhancing healthcare provision in the country.(Attia,2014)

Through a comprehensive review of existing literature, coupled with empirical research involving surveys and interviews with healthcare professionals, this study aims to uncover the mechanisms through which organizational agility impacts the quality of healthcare services in the KSA context. By identifying key drivers, barriers, and enablers of organizational agility within government healthcare organizations, this research endeavors to offer practical recommendations for policymakers, healthcare managers, and practitioners to foster a more agile and responsive healthcare system that delivers high-quality services to the population of the Kingdom(.Bagherzadeh,2015)

Study Problem

The study problem is to understand how organizational agility affects the quality of healthcare services in the government health sector of Saudi Arabia, from the perspective of health personnel. We want to know how quickly and effectively healthcare organizations can adapt to changes and how this impacts the care patients receive. This understanding can help improve healthcare delivery in the country.

Research Questions:

1. What is the current status of organizational agility in the government health sector in the Kingdom of Saudi Arabia?
2. What is the level of healthcare service quality as perceived by health personnel in the government health sector in the Kingdom of Saudi Arabia?
3. What is the relationship between organizational agility and healthcare service quality from the perspective of health personnel in the government health sector in the Kingdom of Saudi Arabia?

Research Objectives:

1. To assess the current status of organizational agility in the government health sector in the Kingdom of Saudi Arabia.
2. To measure the level of healthcare service quality as perceived by health personnel in the government health sector in the Kingdom of Saudi Arabia.
3. To analyze the relationship between organizational agility and healthcare service quality from the

perspective of health personnel in the government health sector in the Kingdom of Saudi Arabia.

Study Limitations:

- Geographical Limitations: The study will be conducted in Riyadh, Saudi Arabia.
- Temporal Limitations: The study will be conducted in the year 2022.
- Human Limitations: The study will be applied to a sample of healthcare professionals in the Saudi government healthcare sector.
- Subject Matter Limitations: The study is limited to examining "The Impact Of Organizational Agility On The Quality Of Health Care Services From The Perspective Of Health Personnel In The Government Health Sector In The Kingdom Of Saudi Arabia."

Previous studies

Charles Araujo's (2010) study explained five principles of organizational agility: awareness, discipline, inclusiveness, rebalancing, and repetition. Perception means the belief that we must change all views to understand all risks threatening the organization. On the other hand, discipline is highly demanded-when an organization is rapidly developing, its agility is inclusively related to discipline (Menon & Suresh, 5). The goals of discipline can only be achieved after shifting from individualism to inclusiveness. That can be done in a way that helps in searching for solutions to the organization's problems and creating a shared understanding among everyone. In many organizations, change management looks like an inflated bureaucracy (Kuhn, Dolle, Riesener, and Schuh, 2020, 625). When the emphasis is placed on conservative documents and methods that harm the organization's agility and slow down the degree of response, the organization needs to rebalance (Bahrami, 2018)

A study titled: The role of organizational flexibility in enhancing the efficiency of health care workers' performance in the government health care sector in the Kingdom of Saudi Arabia. Chem. Bull. 2023, 12(Regular Issue 3), 2991-3002

The research focuses on the pivotal role of health care workers' performance in the government health care sector in the Kingdom of Saudi Arabia. It emphasizes the importance of organizational agility in responding to the dynamic healthcare landscape and improving workforce effectiveness. Research

hypotheses: The study assumes that organizational flexibility significantly affects the efficiency of the performance of health care employees in the government health care sector in the Kingdom of Saudi Arabia. The sub-hypotheses explore the impact of alignment, prioritization, and responsibilities on performance efficiency. Challenges facing healthcare workers Challenges include limited resources, workload issues, administrative burdens, training gaps, regulatory compliance, and cultural factors. The Importance of Performance Efficiency Performance efficiency optimizes resource use, improves patient outcomes and satisfaction, reduces costs, enhances access, meets national health care goals, and maintains competitiveness. The Impact of Organizational Flexibility on Healthcare Workers Organizational flexibility promotes work-life balance, adaptability, collaboration, professional development, and independence. Retention and innovation among healthcare workers. Methodology: The research uses a descriptive analytical approach, where a sample of 270 health care workers was taken from the government health care sector in the Kingdom of Saudi Arabia using a questionnaire with Likert Scale data. In conclusion, the study underscores the critical relationship between organizational flexibility and performance efficiency among healthcare employees in the government healthcare sector in Saudi Arabia, and provides insights into improving workforce effectiveness amidst a dynamic healthcare landscape.

The impact of dynamic innovation capabilities on organizations (Resus Magazine on Innovation and Sustainability, 04/15/2022)

Flexibility and performance in Saudi public hospitals affect the capabilities of dynamic innovation in flexibility and organizational design in public hospitals.

This study aims to examine the impact of dynamic innovation capabilities on agility and performance in public hospitals in the Kingdom of Saudi Arabia. The researcher used dynamic capabilities theory to describe how four important contextual characteristics (sensing capabilities, combining capabilities, communication capabilities, and learning capabilities) can impact the resilience of healthcare organizations. The population sample for this research included 151 public hospital leaders and managers. After answering the questionnaire, the Statistical Package for the Social Sciences

(SPSS) was used to analyze the data. The data collection process included exploring the independent variables of dynamic innovation capabilities that are expected to influence the dependent variable of organizational agility and performance in public hospitals. The most important results of the research showed that there is a positive relationship between the independent variables of dynamic innovation capabilities and the dependent variables of organizational agility and organizational performance.

(Baker,2008)

Study Methodology:

In conducting the research on "The impact of organizational agility on the quality of health care services from the perspective of health personnel in the government health sector in the Kingdom of Saudi Arabia" at King Abdulaziz Specialist Hospital in Taif, the researchers employed a descriptive-analytical approach.

This approach involves gathering data to describe the current state of organizational agility and its relationship with healthcare service quality, followed by an analysis to understand the underlying factors and mechanisms involved. A survey questionnaire was chosen as the primary data collection method to capture the opinions and perspectives of healthcare workers at the hospital.

The survey questionnaire was designed to assess various aspects related to organizational agility, such as responsiveness to change, adaptability, and decision-making processes, as well as healthcare service quality indicators, including patient satisfaction, efficiency of care delivery, and clinical outcomes.

The choice of survey methodology was based on its suitability for descriptive research, offering flexibility and ease of application in capturing a wide range of opinions and experiences from the study population. Additionally, surveys allow for quantitative analysis of the data, enabling the researchers to identify patterns, trends, and correlations between organizational agility and healthcare service quality. By collecting data directly from health personnel within the government health sector in Saudi Arabia, specifically at King Abdulaziz Specialist Hospital in Taif, the researchers aimed to obtain firsthand insights into the perceptions and experiences of those directly involved in delivering healthcare services. This approach contributes to a more comprehensive understanding

of the impact of organizational agility on healthcare service quality from the perspective of frontline healthcare workers.

The study sample

The study sample consisted of healthcare personnel working at King Abdulaziz Specialist Hospital in Taif, Kingdom of Saudi Arabia. This included a diverse range of healthcare professionals such as doctors, nurses, pharmacists, technicians, and administrative staff involved in delivering healthcare services within the government health sector. The researchers aimed to obtain a representative sample that encompassed different departments and levels of experience to ensure the findings accurately reflected the perspectives and experiences of health personnel in the hospital. The size of the sample was determined based on considerations of statistical power and the need for sufficient data to conduct robust analysis and draw meaningful conclusions about the relationship between organizational agility and healthcare service quality.

Study Tool and Design Stages:

In the investigation titled "The impact of organizational agility on the quality of health care services from the perspective of health personnel in the government health sector in the Kingdom of Saudi Arabia" conducted at King Abdulaziz Specialist Hospital in Taif, meticulous attention was given to the development and validation of the study questionnaire.

The questionnaire underwent a thorough development process, benefitting from collaboration with experts in healthcare management and organizational behavior. This collaborative effort ensured that the questionnaire items maintained relevance and alignment with the study's objectives while also upholding content validity.

Subsequently, the questionnaire underwent validation by a panel of healthcare professionals at King Abdulaziz Specialist Hospital in Taif, Saudi Arabia. Their valuable feedback prompted adjustments and refinements to enhance the questionnaire's comprehensiveness and ensure its suitability for data collection.

Comprising two main sections, the questionnaire was designed to capture essential information:

1. **Demographic Information:** This section gathered participants' demographic data, encompassing factors such as

age, gender, educational background, years of experience in the healthcare sector, and job role.

2. Impact Assessment: The second section delved into exploring the relationship between organizational agility and health personnel's perceptions of healthcare service quality. Employing Likert-scale items and open-ended questions, this section aimed to gather both quantitative and qualitative data regarding various dimensions of service quality influenced by organizational agility.

Through a rigorous review and validation process, the questionnaire achieved content validity. The invaluable input provided by experts and healthcare professionals at King Abdulaziz Specialist Hospital in Taif played a pivotal role in refining the questionnaire and ensuring its readiness for data collection.

Result :

Validity and Reliability Tests:

Internal Consistency Reliability Calculation:

After building the study tool and ensuring its apparent validity by presenting it to a group of specialized and experienced arbitrators, Pearson's Coefficient Correlation was calculated to verify the validity of the internal consistency between the statements of each goal and the total score for the belonging axis.

The questionnaire was administered to a pilot sample of 30 healthcare staff to confirm internal reliability, with researchers calculating correlation coefficients to assess the internal validity of the study tool, as the following tables show:

Table (1): Correlation coefficients of each items in the total score of current status of organizational agility.

Statement number	R
1	0.811**
2	0.772**
3	0.624**
4	0.762**
5	0.930**
6	0.681**
7	0.741**
8	0.741**

9	0.854**
10	0.621**

****:** p value <0.001

Table (2): Correlation coefficients of each items in the total score of healthcare service quality

Statement number	R
1	0.721**
2	0.707**
3	0.901**
4	0.635**
5	0.571**
6	0.694**
7	0.689**
8	0.681**
9	0.874**
10	0.652**

****:** p value <0.001

It is clear from the previous table that all of the statements are significant at the 0.01 level, as the values of the dimensional correlation coefficients ranged between (0.571 - 0.940), which are good correlation coefficients, and this gives an indication of high internal consistency coefficients as well. It indicates high validity indicators that can be trusted in applying the current study tool.

Reliability of the study tool:

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

Table (3): Cronbach's alpha coefficient reliability coefficient for the total score of the questionnaire

	No. of statements	Cronbach's alpha
current status of organizational agility	10	0.819
healthcare service quality	10	0.784
Total score	20	0.864

The table showed that the Cronbach's alpha reliability coefficient for the score of current status of organizational agility was (0.819), healthcare service quality (0.784) and the

total score of the questionnaire was (0.864), which is a high reliability coefficient suitable for the study.

Application Method of the Study Tool:

After collecting the study data, the researchers reviewed it in preparation for inputting it into the computer for statistical analysis. Subsequently, they transcribed it onto appropriate tables, provided commentary, and linked it to previous studies. Responses were given five levels: strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2 points), and strongly disagree (1 point). To determine the length of the pentavalent scale cells used in the study Phrases, the range (5-1=4) was calculated and divided by the number of questionnaire cells to obtain the correct cell length (4/5=0.80). This value was then added to the lowest value on the scale (or the beginning of the scale, which is one) to determine the upper limit of the cell. The following table illustrates the method for correcting the Likert pentavalent scale.

Table (4): Method for correcting the scale.

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

Table (5): Socio demographic characteristics of the studied participants

Sociodemographic variables	Cases (n=250)	
	No.	%
Age category (years)		
Min – Max	17 – 54	
Mean + SD	38.36 + 14.25	
Gander		
Male	131	52.4%
Female	119	47.6%
Marital status		
single	102	40.8%
married	74	29.6%

Divorced	51	20.4%
Widow	23	9.2%
Type of the work		
governmental work	129	51.6%
private job	121	48.4%
Educational status		
University	81	32.4%
Non-university.	45	18%
Master	74	29.6%
Ph.D	50	20%

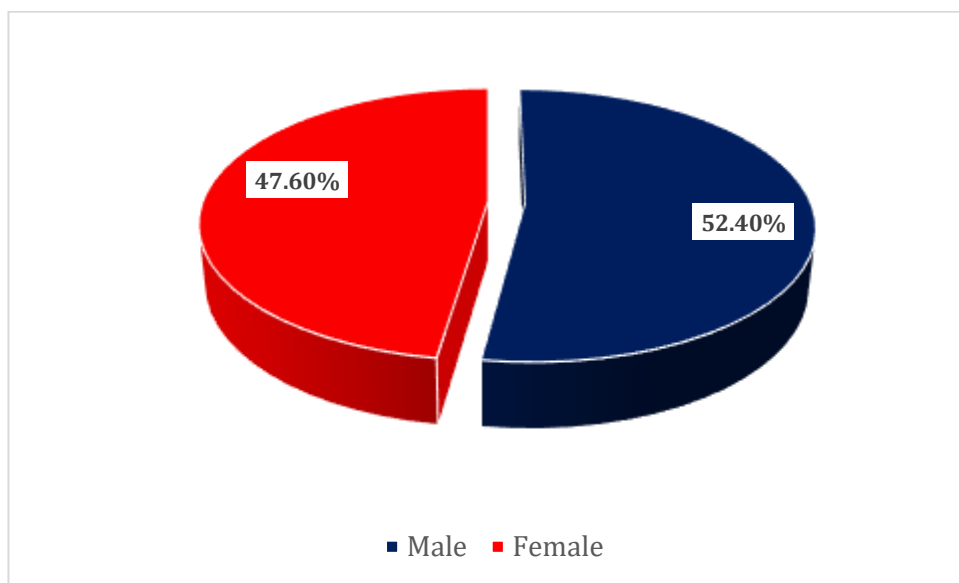


Fig (1): gander distribution among the studied participants

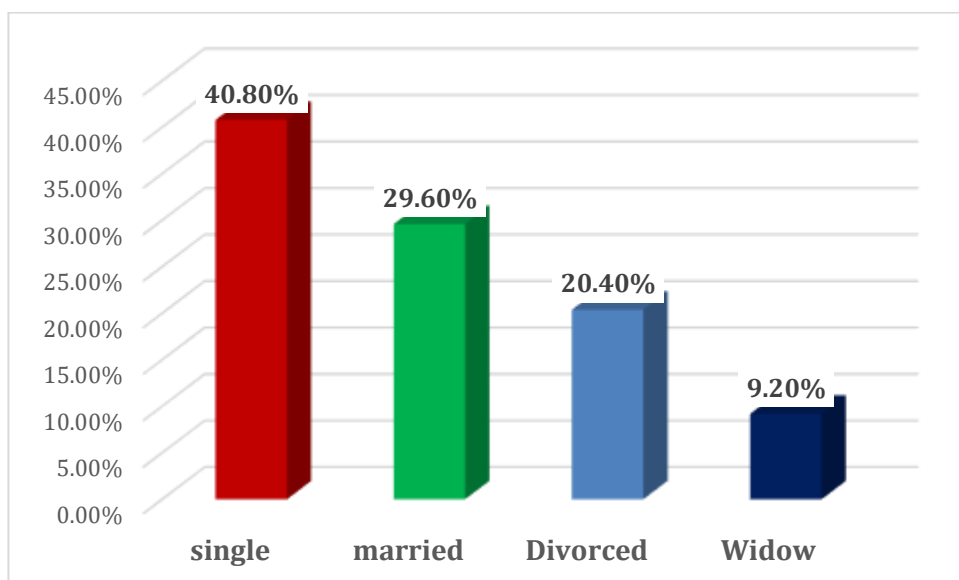


Fig (2): marital status distribution among the studied participants

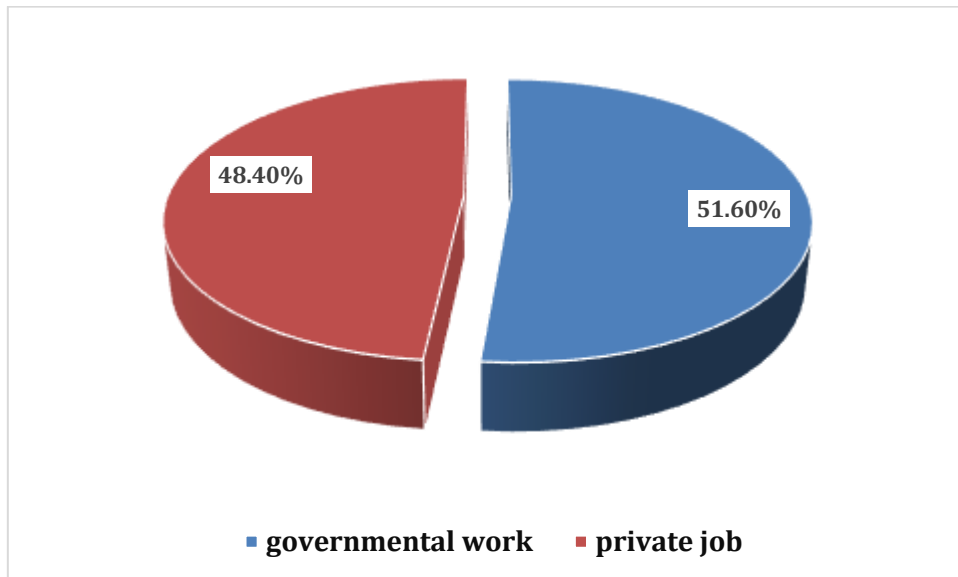


Fig (3): type of work among the studied participants

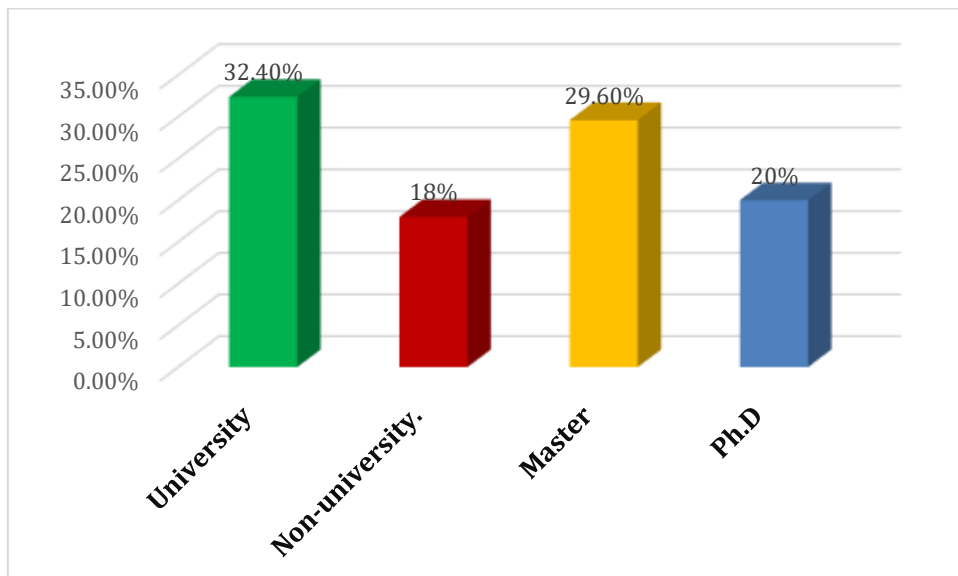


Fig (4): educational level distribution among the studied participants

Table (5) & Figure (1-4) showed that the age of the studied participants ranged from 17 – 54 with a mean of 38.36 ± 14.25. Regarding to the gender, 52.4% were males and 47.6% were females. 40.8% were single. As regard to the type of work, 51.6% worked in governmental places. 32.4% of the studied participants were university educated while 18% were non university.

Secondly: Results Related to the relationship between organizational agility and healthcare service quality from the perspective of health personnel in the government health sector in the Kingdom of Saudi Arabia

First question: What is the current status of organizational agility in the government health sector in the Kingdom of Saudi Arabia?

Table (6): response of the studied participants regarding to current status of organizational agility in the government health sector

No.	current status of organizational agility in the government health sector	Cases (n=250)			
		Mean	SD	Category	Rank
1-	The ability to quickly adapt to changes in the health environment affects the quality of services provided by the health institution	4.70	0.77	Strongly Agree	1
2-	The health institution you work for has sufficient flexibility in dealing with changing health challenges	3.65	0.85	Agree	9
3-	There are effective procedures to improve internal processes in the health institution	4.42	0.80	Strongly Agree	2
4-	Employees are encouraged to suggest new ideas to improve the quality of health services	3.98	1.17	Agree	7
5-	The health organization you work for receives regular training to enhance agile working skills	3.52	1.28	Neutral	10
6-	The health institution has a flexible organizational structure that allows for quick and effective decision-making	3.74	1.05	Agree	8
7-	Mechanisms are in place to provide effective responses to patients' needs and feed back feedback to management	4.32	0.99	Strongly Agree	4
8-	Participation management methods are applied in decision-making in the health institution	4.26	0.79	Strongly Agree	5
9-	Advanced technologies such as artificial intelligence or big data analysis exist to improve quality in healthcare	4.35	0.76	Strongly Agree	3
10-	Management is open to changing policies and procedures in response to changing needs	4.19	0.79	Agree	6
Total score		4.39	0.71	Strongly Agree	

Table (6): revealed the response of the studied participants regarding to current status of organizational agility in the government health sector. It was found that the mean value of statement (1): The ability to quickly adapt to changes in the health environment affects the quality of services provided by

the health institution was 4.7 (meaning strongly agree) and this represent the first rank. Statement (3) (There are effective procedures to improve internal processes in the health institution) came in the second rank with a mean value of (4.42). additionally statement (9): Advanced technologies such as artificial intelligence or big data analysis exist to improve quality in healthcare came in the third rank with a mean value of 4.35

Statement (7) - Mechanisms are in place to provide effective responses to patients' needs and feedback feedback to management came in the fourth rank with a mean value of 4.32

Statement (8): Participation management methods are applied in decision-making in the health institution came in the fifth rank with a mean value of 4.26

Statement (10): Management is open to changing policies and procedures in response to changing needs came in the sixth rank with a mean value of 4.19

4- Employees are encouraged to suggest new ideas to improve the quality of health services came in the seventh rank with a mean value of 3.98

6- The health institution has a flexible organizational structure that allows for quick and effective decision-making came in the eighth rank with a mean value of 3.74

2- The health institution you work for has sufficient flexibility in dealing with changing health challenges came in the ninth rank with a mean value of 3.65

5- The health organization you work for receives regular training to enhance agile working skills came in the tenth rank with a mean value of 3.52

Second question: level of healthcare service quality as perceived by health personnel in the government health sector in the Kingdom of Saudi Arabia

Table (7): response of the studied participants regarding to level of healthcare service quality as perceived by health personnel in the government health sector

No.	current status of organizational agility in the government health sector	Cases (n=250)			
		Mean	SD	Category	Rank
11-	There is an effective risk management system in the health institution	4.47	0.77	Strongly Agree	1
12-	There are reliable processes to measure and evaluate the quality of health services provided	3.84	0.85	Agree	6

13-	Encourages senior leadership to embrace innovation and develop health services	4.22	0.80	Strongly Agree	4
14-	The health institution has a motivational culture that encourages continuous learning and performance improvement	3.25	1.17		9
15-	There are effective mechanisms to motivate employees and reward them for their efforts in improving the quality of health services	2.77	1.28	Neutral	10
16-	There is effective interaction between different departments within the health institution to improve coordination and cooperation	3.70	1.05	Agree	7
17-	There is clear and continuous guidance from senior management on the importance of organizational agility in improving health services	3.55	0.99	Neutral	8
18-	Policies and procedures are in place to ensure effective communication with patients and to meet their needs on an ongoing basis	4.27	0.79	Strongly Agree	3
19-	There are procedures for submitting feedback and complaints from patients and addressing them promptly	4.34	0.76	Strongly Agree	2
20-	There are strategies to enhance the development and improvement of the quality of health services on a regular and continuous basis	3.93	0.79	Agree	5
Total score		4.32	0.71	Strongly Agree	

Table (7): reported the response of the studied participants regarding to level of healthcare service quality as perceived by health personnel in the government health sector. It was found that

- Statement (1): There is an effective risk management system in the health institution came in the first rank with level of agreement of (4.47)
- Statement 9- There are procedures for submitting feedback and complaints from patients and addressing them promptly came in the second rank with level of agreement of 4.34
- Statement 8- Policies and procedures are in place to ensure effective communication with patients and to meet their needs on an ongoing basis came in the third rank with level of agreement of 4.27
- Statement 3- Encourages senior leadership to embrace innovation and develop health services

came in the fourth rank with level of agreement of 4.22

- Statement 10- There are strategies to enhance the development and improvement of the quality of health services on a regular and continuous basis came in the fifth rank with level of agreement 3.93
- Statement 2- There are reliable processes to measure and evaluate the quality of health services provided came in the sixth rank with level of agreement 3.84
- Statement 6- There is effective interaction between different departments within the health institution to improve coordination and cooperation came in seventh the rank with level of agreement 3.7
- Statement 7- There is clear and continuous guidance from senior management on the importance of organizational agility in improving health services came in the eighth rank with level of agreement 3.55
- Statement 4- The health institution has a motivational culture that encourages continuous learning and performance improvement came in the ninth rank with level of agreement 3.25
- Statement 5- There are effective mechanisms to motivate employees and reward them for their efforts in improving the quality of health services came in the tenth rank with level of agreement 2.77

Third question: relationship between organizational agility and healthcare service quality from the perspective of health personnel in the government health sector in the Kingdom of Saudi Arabia

Table (8): : relationship between organizational agility and healthcare service quality from the perspective of health personnel in the government health sector

	organizational agility	
	R	P
healthcare service quality	0.721**	0.001**

Table (8) found positive strong correlation between organizational agility and healthcare

service quality from the perspective of health
personnel in the government health sector in
the Kingdom of Saudi Arabia

Discussion:

The study aimed to investigate "The impact of organizational agility on the quality of health care services from the perspective of health personnel in the government health sector in the Kingdom of Saudi Arabia" at King Abdulaziz Specialist Hospital in Taif. The findings shed light on the relationship between organizational agility and healthcare service quality, providing valuable insights for healthcare management and policy development.

One key finding of the study is the significant influence of organizational agility on healthcare service quality. The analysis revealed that healthcare organizations with higher levels of agility tend to deliver better-quality services, as perceived by health personnel. This finding underscores the importance of organizational flexibility, responsiveness, and adaptability in meeting the dynamic needs of patients and enhancing overall service delivery.

Furthermore, the study identified specific dimensions of organizational agility that have a pronounced impact on healthcare service quality. Factors such as effective communication channels, streamlined decision-making processes, and supportive leadership were found to be essential contributors to organizational agility and, subsequently, service quality. These findings highlight the importance of fostering a culture of agility within healthcare organizations, characterized by clear communication, empowered decision-making, and leadership that prioritizes adaptability and innovation.

However, the study also revealed challenges and limitations in achieving organizational agility within the government health sector in Saudi Arabia. Structural barriers, bureaucratic processes, and resistance to change were identified as impediments to agility, potentially hindering efforts to improve healthcare service quality. Addressing these barriers will require strategic initiatives aimed at streamlining processes, fostering a culture of innovation, and empowering frontline healthcare workers to drive change and improvement.

Additionally, the study highlighted the need for ongoing monitoring and evaluation of organizational agility initiatives to ensure their effectiveness and sustainability. Continuous assessment of agility levels, coupled with feedback mechanisms from health personnel and patients, will be crucial for identifying areas of improvement and refining organizational practices to better align with quality healthcare service delivery.

Overall, the findings of this study underscore the critical role of organizational agility in enhancing healthcare service quality from the perspective of health personnel in the government health sector in Saudi Arabia. By addressing barriers, fostering a culture of agility, and prioritizing continuous improvement, healthcare organizations can better meet the evolving needs of patients and achieve higher levels of service excellence.

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