



THE IMPACT OF INTERNAL ORGANIZATIONAL ENVIRONMENT FACTORS ON THE EFFICIENCY OF HEALTH

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Abstract

Quality in healthcare services is paramount, necessitating a shift from focusing solely on quantity to emphasizing outcomes and values. This cross-sectional study delves into the internal organizational and environmental factors crucial for enhancing the efficiency of health services provision. It explores healthcare professionals' perspectives on these internal factors and strategies for optimizing patient outcomes. In this context, a survey was conducted among healthcare professionals, garnering responses from 66 participants. Findings indicate a consensus among 21 respondents on the necessity for continuous education to elevate the standard of care. Communication skills were highlighted by 38 participants as key to improving medical performance, with 34 expressing interest in attending expert lectures for skill enhancement. Additionally, 25 respondents emphasized the significance of increased salaries in improving healthcare service standards. While 63 respondents underscored the equal importance of healthcare services and equipment, 3 disagreed. Enhancing internal organizational factors and healthcare service quality emerges as a critical pathway to enhancing overall performance. Strategies such as ongoing education through expert lectures, improving communication and leadership skills, adopting advanced equipment, and offering competitive salaries are pivotal in driving efficiency and effectiveness in healthcare services.

Keywords: Internal organizational-environment factors, efficiency of health services, healthcare professionals' perspectives.

Introduction



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Quality plays a pivotal role in the delivery of medical services, encompassing a transformation that goes beyond rhetoric to embody values in action. A notable shift from quantity-centric approaches to prioritizing successful treatment outcomes underscores the essence of quality healthcare. Essential to this endeavor is an understanding of various internal and external factors that can significantly impact care quality. Internal factors, within an organization's sphere of influence, include infrastructure, leadership and management practices, human resources capabilities, organizational culture, and collaborative care modalities. These elements collectively shape the quality of care delivery, with organizational structure serving as a guiding framework for resource allocation and goal attainment. (Fatima et al., 2019)

Efficiency and quality form the cornerstone of healthcare services provided to patients, contributing to a hospital's reputation, improved outcomes, and ultimately enhancing patients' lives—the fundamental objective of any healthcare institution. Recognizing the intrinsic link between service quality, patient satisfaction, loyalty, organizational productivity, and profitability, healthcare organizations globally prioritize continuous quality enhancement as a strategic imperative to maintain competitiveness and meet evolving patient expectations. (Heeringa et al., 2020)

This study aims to delve into the internal factors critical to enhancing service quality, thereby contributing to the delivery of high-quality healthcare services.

Methods

Study Design:

This study adopts a cross-sectional design to identify key internal factors crucial for enhancing the quality and efficiency of healthcare services. It aims to gather insights from the healthcare team regarding these internal factors and their alignment towards achieving optimal outcomes for patients.

Study Setting:

The study utilized a questionnaire comprising demographic information and queries pertaining to the healthcare team's agreement or disagreement on specific factors and their opinions regarding internal factors. This questionnaire was distributed among various healthcare professionals, including physicians, pharmacists, nurses, technicians, and other employees.

Inclusion and Exclusion Criteria:

All healthcare team members, including employees, were included in the study if they held opinions concerning optimal hospital outcomes and had a minimum of six months of experience at the hospital. Patients and their relatives were excluded to avoid potential biases in the results, as were newly hired staff members.

Data Collection:

Data collection involved the distribution of an online questionnaire to hospital staff. For those unable to access the online version, a printed sheet of the questionnaire was provided for offline completion.

Data Analysis:

Statistical analyses were conducted using SPSS, employing appropriate tests based on the data type and research requirements. Descriptive statistics were used for demographic characteristics, while Likert scale responses in section 3 of the questionnaire were analyzed for insights into internal factors.

Ethical Considerations:

The research adheres to established research and professional ethics. Permission was obtained which is a participant in the study. Data confidentiality and participant anonymity were ensured, with data shared only among research team members for research purposes aligned with the study's objectives.

Results

Demographic Data:

Among the 66 respondents, 50 were male and 16 were female. The age distribution included 28 respondents in the 20-30 years age group, followed by 14, 12, and 2 respondents in the 30-40 years, 40-50 years, and >50 years age groups, respectively. Regarding occupations, there were 21 physicians, 21 employees, 11 technicians, 7 nurses, and 5 pharmacists. In terms of residence, 42 respondents lived in rural areas, while 24 lived in urban areas.

Opinions towards Influencing Factors and Likert Scale Measurements:

Participants were asked 10 questions regarding their opinions on factors influencing service quality in hospitals and strategies for service improvement. Responses were rated on a Likert scale from strongly disagree (1) to strongly agree (5).

The results, shown in Table 1, indicate that Questions 4, 5, and 9 received high levels of agreement, while Questions 1, 2, 3, 6, 7, 8, and 10 had moderate levels of agreement.

Specifically, 21 respondents highlighted the need for increased knowledge among healthcare teams to enhance hospital quality, while 17 emphasized the importance of technical skills. Sixteen respondents mentioned the need for updated skills, and 12 mentioned the importance of handling diverse patient cases.

Regarding non-medical skills, 38 respondents identified communication skills as most crucial, followed by leadership (16 respondents), presentation skills (9 respondents), and language proficiency (3 respondents).

To improve medical performance, 34 respondents suggested expert lectures, 24 mentioned more hospital practice, and 8 recommended educational lectures.

Regarding strategies for improving healthcare quality, 25 respondents prioritized increasing salaries, 23 emphasized managerial leadership, and 18 mentioned reducing work hours. Sixty-three respondents believed healthcare equipment was equally important as services, while 3 disagreed.

These findings provide insights into the perceptions and priorities of healthcare professionals regarding internal factors influencing service quality and improvement strategies.

Table 1: Interpretation of Likert Scale

Mean Range	Scale	Interpretation
1 – 1.8	1	Very low
1.81 – 2.60	2	Low
2.61 – 3.40	3	Moderate
3.41 – 4.20	4	High
4.21 - 5	5	Very high

Table 2: Statements Scores Using Likert Scale

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
1	Patient's socio-demographic characteristics affect healthcare service.	15	5	19	20	7	3
2	Nurses should be trained and knowledgeable enough to achieve the best quality of healthcare service.	16	3	12	15	20	3.3
3	Physician's satisfaction and motivation are achieved by high salaries only.	5	11	22	13	15	3.3
4	Patients are free to choose the healthcare team in the hospital.	6	10	17	17	16	3.42
5	Inadequate infrastructures, resources, and equipment inhibit delivery of quality	2	1	20	17	26	4

	medical services.						
6	Patients are free to share in the process and choose whether to follow the physician's instructions or not.	8	10	13	17	18	3.4
7	Any member of the healthcare team whether the pharmacist, physician or nurse can take the decision alone without referral to others.	12	10	16	13	15	3.1
8	High finances should be required by the patients to give high-quality care services.	14	10	23	11	8	2.83
9	The patient should cooperate with the healthcare team to provide high-quality service.	3	6	19	13	24	3.7
10	Physicians' sociodemographic characteristics affect the quality of healthcare service.	14	8	27	14	3	2.75

Discussion

The quality of healthcare delivery significantly impacts patient satisfaction, loyalty, productivity, and the overall success of healthcare organizations. Recognizing, assessing, and enhancing the quality of health services is crucial for maintaining a competitive edge. (Choi et al., 2005)

Healthcare facilities operate within two environments: an internal environment encompassing the working conditions and infrastructure where medical services are provided, and an external environment that influences a healthcare institution's performance and service quality. (Alexander et al., 2006)

Socio-demographic factors of patients play a role in how they interact with healthcare providers, influencing the standard of care. Awareness of patient culture enables physicians to connect better with patients and gain their trust, positively impacting care quality. Patient involvement and cooperation are also significant factors affecting care standards, with patient participation being key to successful outcomes. (Boshoff et al., 2004)

Medical knowledge and competence among healthcare professionals are vital for delivering high-quality care. Ongoing education and access to educational opportunities are essential for

professional growth and competence. However, challenges in medical education have been reported, indicating areas for improvement in training and development. (Mosadeghrad, 2014)

Physician motivation and satisfaction are crucial for providing quality care. Factors such as salary, working conditions, management efficiency, organizational policies, job security, and workplace culture influence physician satisfaction and ultimately impact patient care quality. (Fatima et al., 2019)

The survey conducted in this study included demographic data of participants, predominantly males aged 20-30, with most being physicians or employees from rural backgrounds.

Opinions on various factors affecting internal organization and healthcare quality were assessed. Participants showed high agreement that patients should have the freedom to choose their healthcare team, inadequate infrastructure hampers service delivery, and patient cooperation is essential for high-quality care. Moderate agreement was observed on factors such as the impact of socio-demographic characteristics, training of healthcare staff, and physician satisfaction on care quality. (Heeringa et al., 2020)

Improving healthcare quality requires addressing several areas, including enhancing the healthcare team's knowledge and technical skills, staying updated with advancements, and adapting to diverse patient needs. Participants emphasized the importance of communication and leadership skills, as well as the role of adequate equipment in delivering quality care. Increasing salaries and providing motivation were highlighted as key steps to improving service quality. (Choi et al., 2005)

Conclusion

Enhancing the quality of healthcare services and addressing internal organizational factors are critical for improving overall performance. This can be achieved through initiatives such as ongoing education, improving communication and leadership skills, adopting modern equipment, and providing incentives like increased salaries to motivate healthcare professionals. These efforts are essential for delivering optimal care and ensuring patient satisfaction and organizational success.

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