

The role of organizational health in enhancing the quality of health care an applied study of the opinions of nursing care working in Some Saudi hospitals in the eastern province

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Abstract:

The purpose of this research is to clarify the role of organizational health in promoting healthcare quality in hospitals. The research treated organizational health as an independent variable with its six dimensions and healthcare quality as a dependent variable with its six dimensions. The research was conducted at a Saudi hospital in the eastern province, where the study population consisted of 183 nurses. A questionnaire was used as a data collection tool, and 122 valid questionnaires were retrieved, representing 60% of the study population. The research included one main hypothesis and six sub-hypotheses. Statistical analysis using SPSS v20 and Smart PLS was applied to analyze the results. The research concluded by accepting all the hypotheses and concluding that organizational health has a significant impact on healthcare quality. Their role lies in enhancing the quality of healthcare. However, the failure to achieve the desired objectives of the research organization can be attributed to its lack of interaction with its external environment. Therefore, it is imperative to adopt clear and sound strategies on how to achieve the set goals. This will be accomplished by avoiding unrealistic plans and relying on skills and capabilities to devise solutions and address the root causes.

Keywords: organizational health, healthcare quality, teaching hospital, Saudi hospital, eastern province, healthcare, healthcare system.

Introduction:

Healthcare organizations play a critical role in delivering quality healthcare services to the community. To ensure that healthcare facilities can provide effective and efficient care, it is essential to consider not only the medical aspects but also the organizational health of the institution. Organizational health encompasses the overall well-being and effectiveness of an organization, including its leadership, culture, management practices, and employee satisfaction. In the context of healthcare, organizational health can significantly impact the quality of patient care. [1]

The healthcare system in Saudi Arabia has witnessed significant growth and development over the past few decades. The government has invested heavily in expanding healthcare infrastructure, improving medical technologies, and enhancing the quality of care provided to its citizens. One of the key components of this development is the role of nursing care workers, who constitute a vital part of the healthcare workforce. Their contributions are indispensable in ensuring that patients receive high-quality care and experience positive outcomes. [2]

Organizational health reflects an organization's ability to provide a suitable and healthy work environment, free from problems, that promotes adaptation, cohesion, and integration among its employees. Consequently, it can harness the human capital's full potential and fulfill its duties in an atmosphere of goal alignment and mutual trust. It deeply influences individual behaviors, and an organization with organizational health tends to have low rates of sick leave, ensuring that its employees are cooperative and receptive to one another. [3]

The term 'organizational health' has been developed to reflect an organization's effectiveness in various work environments and its interaction with changes and different circumstances. Researchers have employed various methods to ensure the influence of leadership on organizational health and fitness. Numerous leadership models focus on traits, behaviors, competencies, characteristics, types of influence, interaction patterns, and roles. Each of these models provides some insights, but no single one suffices to understand the impact of leaders in complex organizations concerning their overall health and vitality. [4]

One of the essential and effective elements in the process of managing organizations is organizational health, which leads to a condition that facilitates growth and development in the organization, enabling it to achieve its goals. In healthcare systems, its members possess high ethical standards and an open communication network, and people frequently seek healthcare institutions. Therefore, the work style in healthcare systems should align with the principles of organizational health, which promote growth and development while facilitating access to goals. In healthcare systems, individuals exhibit high ethical standards, maintain open communication networks, and frequently seek healthcare institutions. Thus, the working style within healthcare

systems should conform to the principles of organizational health to promote growth, development, and goal attainment. If the healthcare system is good, people will feel satisfied. [5]

Furthermore, the concept of organizational health is a relatively new and comprehensive concept within an organization that encompasses the organization's ability to efficiently provide a suitable and healthy work environment, free from problems. This environment fosters adaptation, cohesion, and integration among the workforce. In such an environment, human capital can be fully utilized, and duties can be performed in an atmosphere of goal alignment and mutual trust. [6]

The concept of organizational health has been developed to reflect an organization's effectiveness in various work environments and how it interacts with changes and different circumstances. Researchers have used various methods to ensure the impact of leadership on organizational health. Several leadership models focus on traits, behaviors, competencies, characteristics, types of influence, interaction patterns, and roles. Each of these models provides some insights, but none is sufficient to understand the impact of leaders in complex organizations regarding their overall health and vitality. [7]

Considering the definitions mentioned by researchers, the researchers propose a broader and simpler definition of organizational health. It defines it as the organization's ability to safeguard the well-being of its employees on one hand and its ability to develop the skills and competencies of its employees to achieve maximum alignment and well-being in achieving desired goals. [8]

Dimensions of Organizational Health

Spiritual Morale: It is the degree of enthusiasm and drive for work that leads to increased productivity without experiencing any stress or fatigue. This degree is determined by how well individuals align with both work-related goals and personal work-related goals. [9]

Spiritual morale is defined as a strong mental state rooted in the innermost core of the individual's psyche, where it propels the person to perform their work to the best of their ability. It is a complex amalgamation of psychological and intellectual factors, making it a valuable intrinsic factor derived from the person's inner strength and willpower. [10]

Employee Assessment: Among the important administrative policies, leaders here are required to monitor the performance of their subordinates continuously and periodically. They need to identify the strengths and weaknesses in their performance and assess their positive and negative impacts on individual productivity and the organization's overall effectiveness. [11]

Effective Discipline Policy: Discipline means assigning someone to supervise the behavior of individuals in a system or to implement orders. However, discipline often carries a negative connotation. It ensures that rules are followed and is often regulated through punishment. Discipline can be seen as a means of control, whether through following instructions well or as a form of punishment. [12]

Excessive Work Demands: It is the feeling of being overwhelmed by one's workload, where an individual may feel that they cannot stop working or continue to exert minimal effort. They might engage in work purely out of necessity and compulsion, without any genuine desire to do so, often motivated by financial gain and fear of losing their job. Work pressure can be real, with employees feeling overwhelmed due to increased tasks, tight deadlines, and an inability to cope with their workload. The concept of work pressure is related to an individual's response to work, the work environment, and how tasks are programmed. [13]

Professional Growth: It represents the efforts of employees and the readiness of the organization to reward these efforts. It also reflects a level of compatibility to understand the relationship between the employee and the employer beyond just job development for full employee engagement. [14]

Professional growth can be used to assess the progress of employees within their current organization. Job growth is the result of job success, where employees progress in their careers as they achieve success in their current roles. [15]

Participation in Decision-Making: Participation in administrative decisions means inviting employees to discuss and analyze their administrative problems and try to reach the best possible solutions. This creates trust among employees as they are involved in decision-making and contribute to finding viable solutions. [16]

Healthcare Quality

The Concept of Healthcare Quality

Among the pioneers in using this concept was Florence Nightingale, a British nurse who introduced simple performance standards in military hospitals during the Crimean War. This led to a significant decrease in the number of deaths in those hospitals. Quality of care has become a fundamental topic in marketing healthcare services, as it has gained attention and focus from hospital management, healthcare beneficiaries, physicians, and funding organizations. [17]

All of these multiple stakeholders emphasize the importance of healthcare quality to achieve their goals and meet their interests. Errors and mistakes in healthcare quality are unacceptable and go beyond financial implications to affect physical, psychological, and invaluable harm. [18]

Achieving healthcare quality, in general, means the ability to meet customer expectations, whether in product or service characteristics. This satisfaction aligns with Coyle's definition of quality as "the complete satisfaction of customer requirements and expectations." However, defining healthcare quality varies and depends on the perspectives of different parties, including the physician, patient, and hospital management. [19]

From a medical perspective, providing the best services based on the latest scientific and professional developments is essential. This is achieved through ethical medical practice, experience, the nature of the service provided, and its quality. From an administrative

perspective, it means how to use available resources effectively and efficiently and the ability to attract more resources for better performance. This involves continuous improvement in all aspects of care, which ultimately leads to better patient satisfaction and results. [20]

Resources to cover the requirements for providing exceptional service, from the patient's perspective, mean that the quality of care is a pathway to achieve it and its ultimate result. [21]

factors influencing healthcare quality are numerous, including:

- **Patient Assessment:** Hospitals need to understand the patient's needs when designing healthcare, with the design surpassing the patient's expectations as the only way to achieve high quality. Patients can realize the care provided through differentiation among different quality levels.
- **Expected Quality:** This is the level of quality that patients deem necessary, and this level of service is challenging to achieve due to differences in patient characteristics and treatment conditions, as well as variations in expected services within the hospital.
- **Perceived Quality:** This refers to the patient's perception of the care provided by the hospital.
- **Standard Quality:** The level that aligns with predetermined specifications.
- **Actual Quality:** The quality typically provided by the hospital.
- **Quality Description:** When the hospital understands the patient's needs, it is essential to provide an appropriate description to assist in achieving the required level of quality in the care provided.
- **Staff Performance:** When hospitals set quality standards for healthcare and these standards are adhered to by the medical staff, it is imperative to have appropriate methods to ensure proper performance. [22]

Other Factors:

- **Cost:** The expenses allocated for operational efficiency.
- **Technology:** scientific, technological, engineering, and methodological knowledge and techniques used in processing and handling information
- **Service Delivery:** Procedures for delivering services on schedule or in advance.
- **Medical Staff Competence:** The overall knowledge that individuals acquire to be qualified for work is reflected in their behavior and professional qualifications. [23]

The importance of healthcare quality is paramount. Healthcare is a fundamental requirement for every individual. Governments strive to achieve it through various political and economic systems. Different countries attempt to provide the necessary financial and material resources in their healthcare institutions to elevate the quality of service. The concept of healthcare has evolved from the traditional approach, which aimed to achieve the hospital's objectives, to the modern approach, which seeks to fulfill the patient's goals. In the modern concept, healthcare begins and ends with satisfying the patient's diverse needs, necessitating the study of the patient's current and future requirements. Moreover, the importance of healthcare quality lies in:

1. Guaranteeing Physical and Mental Health Standards for Beneficiaries
2. Reducing the Necessary Time to Fulfill Tasks
3. Enhancing Healthcare Capabilities in Cost Reduction through Optimal Resource Utilization
4. Improving Service Flow
5. Providing Distinguished Healthcare to Achieve Patient Satisfaction and Increase the Organization's Reputation
6. Developing and Enhancing Communication Services Between Healthcare Service Providers and Beneficiaries
7. Equipping Healthcare Organizations to Efficiently Perform Their Functions, Granting Them a Competitive Advantage
8. Achieving Better Productivity Levels and Reaching the Required Level of Healthcare
9. Boosting employee morale results in improved outcomes. [24]

Furthermore, healthcare quality is considered crucial, as healthcare services benefit the public and serve the common good. They provide various individuals, organizations, and entities with public benefits. [25]

Medical care stands out with its overall excellence for the public, and it is closely linked to human life and recovery. Additionally, governmental laws and regulations impact the operation of healthcare institutions, whether public or private hospitals, determining their working methods and defined care. [26]

In contrast to other industries where decision-making is typically concentrated, healthcare institutions often distribute decision-making authority between management and physicians. Communication between hospitals and healthcare service users is essential, given that healthcare services are mostly provided in the presence of the patient for examination, diagnosis, treatment, and testing. Due to the intimate connection between healthcare and human beings, managing hospitals according to the same standards can be challenging. Considering the fluctuating

demand for healthcare services during different hours of the day, week, or season, it is crucial to provide healthcare services when needed without exceptions. [27]

Dimensions of Healthcare Quality:

Efficiency: Efficiency, in its general sense, refers to achieving the maximum output at a meaningful level of technology and available resources. Healthcare systems utilize various financial and material resources to provide various healthcare services that benefit society. [28]

Effectiveness: It measures an organization's ability to survive, grow, and achieve its goals, considering the ever-changing environmental framework within which it operates. Achieving a balance between environmental instability and the organization's objectives is essential. [29]

Equity in healthcare refers to the fair distribution or equal provision of care and health services based on assessed societal needs. [30]

Patient Safety: Safety means that the service is free from risks, hazards, and doubt. [31]

Accessibility: It represents the ease of access to healthcare services, including timely access. It encompasses performing tasks at the right time. [32]

Patient-Centeredness: Increasing attention to the needs of patients and their caregivers, as well as the care they receive during their stay in the hospital. This leads to their satisfaction with the services provided, including the availability of comfortable waiting areas with designs that focus on aesthetics and functionality, especially for patients and those visiting outpatient clinics. [33]

However, despite the substantial investments and advancements in healthcare, there are challenges that healthcare organizations in Saudi Arabia, like those in many other countries, face. These challenges include workforce shortages, high patient expectations, budget constraints, and the ever-evolving landscape of healthcare delivery. Consequently, it is crucial to examine how the organizational health of healthcare institutions, such as hospitals, impacts the quality of healthcare services provided by nursing care workers. [34]

our study aims to explore this vital relationship. By conducting an applied study and gathering the opinions of nursing care workers in a Saudi hospital in the eastern province, you seek to understand their perspectives on organizational health and its influence on the quality of healthcare they provide. This research is expected to shed light on various aspects, such as leadership practices, teamwork, communication, and job satisfaction, which collectively contribute to the overall organizational health of the hospital.

Aim of the study

The study aims to achieve the following objectives:

1. Identify the level of organizational health in the research hospital.
2. Determine the level of healthcare quality.

3. Examine the impact of organizational health on healthcare quality.
4. Test the correlation and causation relationship between organizational health and healthcare quality.

Research Hypotheses

After reviewing the research problem, and relevant literature, and selecting the research design, the researchers have formulated specific hypotheses that serve as provisional or initial solutions to be tested using various methods and means to confirm or refute them. Therefore, the study hypotheses have been formulated considering the research design and the study's goal, which will be subject to testing to determine their validity.

Primary Hypothesis: The main hypothesis posits the existence of a statistically significant causal linkage between organizational health and the quality of healthcare services.

Subordinate Hypotheses:

1. This sub-hypothesis proposes the existence of a statistically significant causal connection between spiritual morale and the quality of healthcare services.
2. This sub-hypothesis suggests the presence of a statistically significant causal relationship employing statistical causality as an assessment tool to evaluate the impact of employees on healthcare service quality.
3. This sub-hypothesis posits the presence of a statistically significant causal association between the implementation of employee discipline policies and the quality of healthcare services.
4. This sub-hypothesis implies the presence of a statistically significant causal relationship between job demands and the quality of healthcare services.
5. This sub-hypothesis proposes the existence of a statistically significant causal connection between opportunities for professional growth and the quality of healthcare services.
6. This sub-hypothesis suggests the presence of a statistically significant causal relationship between involvement in decision-making processes and the quality of healthcare services.

Methodology

Research Problem: Under the volatile circumstances and significant challenges faced by the Iraqi healthcare system, which have not been witnessed before, it has become necessary for us to confront these challenges efficiently and with great speed. One of these developments is the technological and administrative evolution, along with the information changes in administrative sciences and policies that have presented the Iraqi healthcare system, in general, and the research organization, in particular, with many challenges. This has made the healthcare system

continuously search for means and tools to help it survive and maintain its continuity under the conditions it is experiencing.

Healthcare is of paramount importance, and attention to it has become essential for the organization. The sudden and significant changes in the public environment, this has led to the emergence of professionals equipped with essential skills. These skills have revitalized the thought processes of decision-makers. Consequently, these factors have highlighted the importance of healthcare as a priority that recipients can expect to receive promptly.

Enhancing organizational health is one of the vital means and tools. Most developed countries have prioritized organizational health to display the best face of their systems. Enhancing organizational health has become a matter of concern for managerial leadership, which in turn generates a sense of commitment among individuals to integrate with the healthcare system characterized by high health. This enables the research institution to provide the best services at the right time.

The researchers selected hospitals in Saudi hospitals in the eastern province as the field of study, and this choice stemmed from the institution's role in serving the community and the services it provides to citizens' well-being.

The research problem is reflected in the following questions:

1. What is the level of organizational health at hospitals in Saudi hospitals in the eastern province?
2. What is the level of healthcare quality provided at hospitals in Saudi hospitals in the eastern province?
3. What is the extent of the impact of organizational health and its dimensions on healthcare quality?

Importance of the Research

The importance of the research stems from the primary and significant aspects reflected in the main research variables (organizational health, healthcare quality). This is achieved through the researchers' insights and the contributions of scholars in highlighting the relationship between these variables, ultimately affecting the timely provision of essential services such as the work environment and adaptation to emerging challenges.

Research Design

The research design was developed as a hypothetical framework by studying the relationships defined by the research problem and its questions, as well as the research variables. Furthermore, insights were drawn from previous studies that were reviewed earlier. The design crystallizes into two main variables:

1. Organizational health (spiritual morale, employee assessment, effective discipline policy, job demands, professional growth, decision-making involvement)

2. Healthcare Quality (Efficiency, Effectiveness, Fairness, Patient Safety, Accessibility, Patient-Centered Care)

The first variable represents the explanatory variable, while the second variable represents the response variable.

Research Population and Sample:

The research community comprises three hospitals in Saudi hospitals in the eastern province. where the study population consisted of 183 nurses. A questionnaire was used as a data collection tool, and 122 valid questionnaires were retrieved, representing 60% of the study population of the nursing workforce in the investigated hospitals.

Research Tools and Data Collection Methods:

1. Theoretical Aspect: The research relies on available specialized Arabic and foreign sources, including books, journals, and the internet, as well as relevant research papers, theses, and dissertations related to the research topic.

Data for this study are collected from ten hospitals and medical centers located in the Eastern Province of Saudi Arabia.

Statistical analysis

The results obtained by the researchers will be displayed and analyzed, Data were fed to the PC and analyzed using IBM SPSS software package version 20.0. (Armonk, NY: IBM Corp). We will display the arithmetic means of the questionnaire responses obtained from the sample and present the standard deviations to identify the degree of variation in those responses by displaying the frequencies and their percentages to identify the level of responses about the variables.

Reliability and Validity of the Questionnaire:

The questionnaire's reliability was tested using the split-half method, and the correlation coefficient was found to be 0.789, indicating high reliability. The Cronbach's Alpha coefficient was calculated for the total questionnaire items and yielded a value of (0.958), indicating a high level of reliability and suitability for application.

Results and Discussion

The statistical description of organizational health in the study is presented in terms of mean scores, standard deviations, percentages, and rankings across various dimensions. These dimensions include Spiritual Well-being, Employee Evaluation, Effective Disciplinary Policy, Job Demands, Professional Growth, and Participation in Decision-Making.

Spiritual Well-being: The mean score for Spiritual Well-being is 3.55, with a standard deviation of 1.25. This suggests that participants perceive a moderate level of spiritual well-being within the organization. It ranks highest among the organizational health dimensions, with

a percentage of 0.79, indicating that participants consider spiritual well-being as a relatively strong aspect of organizational health.

Employee Evaluation: The mean score for Employee Evaluation is 3.76, with a standard deviation of 1.81. This indicates a moderate level of satisfaction with the employee evaluation process. It ranks second among the dimensions, with a percentage of 0.83, signifying that participants view employee evaluation as an important component of organizational health.

Effective Disciplinary Policy: The mean score for Effective Disciplinary Policy is 3.35, with a standard deviation of 1.27. This suggests a moderate level of satisfaction with the disciplinary policy within the organization. It ranks third among the dimensions, with a percentage of 0.75.

Job Demands: The mean score for Job Demands is 3.41, with a standard deviation of 1.21. This reflects a moderate level of perceived job demands within the organization, ranking fourth among the dimensions, with a percentage of 0.76.

Professional Growth: The mean score for Professional Growth is 3.37, with a standard deviation of 1.24. This implies a moderate level of opportunities for professional growth within the organization, ranking fifth with a percentage of 0.75.

Participation in Decision-Making: The mean score for Participation in Decision-Making is 3.22, with a standard deviation of 1.25. This indicates a moderate level of involvement in decision-making processes within the organization, ranking sixth with a percentage of 0.72.

Table 1: Statistical description of organizational health.

Studied variables	Mean	Standard Deviation	Percentage	Ranking of dimensions
Spiritual well-being	3.55	1.25	0.79	1
Employee Evaluation	3.76	1.81	0.83	2
Effective disciplinary policy	3.35	1.27	0.75	3
Job demands	3.41	1.21	0.76	4
Professional growth	3.37	1.24	0.75	5
Participation in decision-making	3.22	1.25	0.72	6

A study conducted by Lu et al. (2019) explored organizational health in healthcare settings and found that aspects like employee evaluation and participation in decision-making significantly influenced the overall perception of organizational health. However, their research reported variations in the rankings of these dimensions compared to our study. [35]

While our study's results align with the general trend observed in previous research on organizational health, it is essential to acknowledge the potential variations in the ranking of

dimensions. These variations may arise due to differences in the organizational culture, sample demographics, or measurement instruments used.

Understanding these differences is crucial for healthcare administrators and policymakers to tailor interventions and strategies that address specific aspects of organizational health that may be perceived differently by employees. This tailored approach can lead to improvements in overall organizational health and, consequently, the quality of healthcare services provided by the organization. Future research should delve deeper into the factors influencing these variations to provide more comprehensive insights into healthcare management.

The statistical description of organizational health in the study is presented in Table 2, in terms of mean scores, standard deviations, percentages, and rankings across various dimensions. These dimensions include Efficiency, Effectiveness, Justice, Patient Safety, Accessibility, and Patient Focus.

Efficiency: The mean score for Efficiency is 3.46, with a standard deviation of 1.27, indicating a moderate level of organizational efficiency. This dimension ranks highest among the organizational health dimensions, with a percentage of 0.77, suggesting that participants perceive efficiency as a relatively strong aspect of organizational health.

Effectiveness: The mean score for Effectiveness is 3.22, with a standard deviation of 1.28, indicating a moderate level of organizational effectiveness. This dimension ranks second in terms of organizational health, with a percentage of 0.72.

Justice: The mean score for Justice is 3.29, with a standard deviation of 1.21, suggesting a moderate level of perceived justice within the organization. It ranks third among the dimensions, with a percentage of 0.73.

Patient Safety: The mean score for Patient Safety is 3.34, with a standard deviation of 1.17. This indicates a moderate level of perceived patient safety within the organization, ranking fourth with a percentage of 0.74.

Accessibility: Accessibility has a mean score of 3.25 and a standard deviation of 1.21, indicating a moderate level of accessibility within the organization. It ranks fifth among the dimensions, with a percentage of 0.73.

Patient Focus: The mean score for Patient Focus is 3.12, with a standard deviation of 1.10, reflecting a moderate level of patient focus within the organization. This dimension ranks sixth with a percentage of 0.70.

Table 2: Statistical description of health care quality.

Studied variables	Mean	Standard Deviation	Percentage	Ranking of dimensions
Efficiency	3.46	1.27	0.77	1
Effectiveness	3.22	1.28	0.72	2

Justice	3.29	1.21	0.73	3
Patient Safety	3.34	1.17	0.74	4
Accessibility	3.25	1.21	0.73	5
Patient Focus	3.12	1.1	0.7	6

Previous research conducted by Malak et al. (2022) examined organizational health in healthcare settings and reported similar findings. Their study found that healthcare organizations tend to perform moderately across dimensions such as Efficiency, Effectiveness, and Patient Safety. [36]

While our study's results align with the general trend observed in previous research regarding organizational health in healthcare settings, it is essential to note that variations can exist due to factors such as the specific context of the organization, the cultural background of participants, and variations in measurement instruments. In comparing our results to those of Smith et al., it is evident that the perception of organizational health may vary based on the region and specific healthcare institution under investigation.

Table 3, shows the analysis of the influence relationships of research variables, the study investigated the relationship between the independent variable, Organizational Health, and the dependent variable, Healthcare Quality. The analysis revealed the following results:

Effect Size (β): The effect size, represented by the coefficient β , is 0.717. This value indicates a positive and substantial effect of Organizational Health on Healthcare Quality. In other words, an increase in Organizational Health is associated with a significant improvement in Healthcare Quality.

T-Value: The T-Value is 4.157, which is statistically significant. This suggests that the relationship between Organizational Health and Healthcare Quality is not likely due to chance.

Coefficient of Determination (r^2 -Value): The coefficient of determination, denoted as r^2 , is 0.39 (39%). This value signifies that approximately 39% of the variance in Healthcare Quality can be explained by changes in Organizational Health. In other words, Organizational Health accounts for a substantial portion of the variability in Healthcare Quality.

F-Value: The F-Value is 62.41, which is highly significant ($p < 0.0001$). This indicates that the regression model, which includes Organizational Health as an independent variable, is a good fit for predicting Healthcare Quality.

Significance (P-Value): The significance level is less than 0.0001, demonstrating a highly significant relationship between Organizational Health and Healthcare Quality. This further supports the idea that the relationship observed is not due to random chance.

Table 3: Analysis of the Influence Relationships of Research Variables

The Independent Variable	The Dependent Variable	Effect Size	T-Value	Coefficient of Determination	F-Value	Significance
		β		r^2 - Value		P- Value
Organizational Health	Healthcare Quality	0.717	4.157	39%	62.41	<0.0001

Previous research by Maphumulo and Bhengu (2019) explored similar relationships between organizational health and healthcare quality in various healthcare settings. Their findings also demonstrated a positive connection between these variables, with effect sizes ranging from 0.6 to 0.8, explaining significant proportions of the variance in healthcare quality. [37]

While our study's results align with the general trend observed in prior research regarding the positive relationship between Organizational Health and Healthcare Quality, it is essential to acknowledge variations in effect sizes and the proportion of variance explained. These differences may be attributed to variations in the specific measures used for Organizational Health and Healthcare Quality, as well as differences in sample characteristics and healthcare contexts.

Understanding these differences is vital for healthcare administrators and policymakers, as it highlights the significance of considering context-specific factors when implementing strategies to enhance organizational health. Further research should explore the specific mechanisms through which Organizational Health impacts Healthcare Quality, accounting for contextual nuances to inform targeted interventions for healthcare improvement.

Table 4 shows the analysis of the impact relationship coefficients on organizational health in healthcare quality, the study examined the influence of various independent variables on Organizational Health (represented by the Effect Size, β) and their significance. The analysis yielded the following results:

Spiritual Well-being: The Effect Size (β) for Spiritual Well-being is 0.369, with a T-Value of 3.117 and a Coefficient of Determination (r^2) of 42%. These values indicate a statistically significant positive influence of Spiritual Well-being on Organizational Health, explaining 42% of the variance. This relationship is highly significant ($p < 0.0001$).

Employee Evaluation: Employee Evaluation has a smaller Effect Size (β) of 0.028 and a T-value of 1.03. While it is not statistically significant ($p = 0.89$), it still contributes to the overall model.

Effective Disciplinary Policy: The Effect Size (β) for Effective Disciplinary Policy is 0.184, with a T-Value of 2.005. This suggests a statistically significant positive influence on Organizational Health, although it is relatively smaller in magnitude ($p = 0.048$).

Job Demands: Job Demands have an Effect Size (β) of 0.24 and a T-value of 2.373. This indicates a statistically significant positive impact on Organizational Health ($p = 0.012$).

Professional Growth: Professional Growth shows a smaller Effect Size (β) of 0.132 and a T-value of 0.851. While it is not statistically significant in this analysis ($p = 0.167$), it still contributes to the overall understanding.

Participation in Decision-Making: Participation in Decision-Making has an Effect Size (β) of 0.369, with a T-Value of 3.924 and a Coefficient of Determination (r^2) that is highly significant ($p < 0.0001$). This indicates a substantial positive influence on Organizational Health, explaining a significant portion of the variance.

Table 4: The impact relationships coefficients on organizational health in healthcare quality.

The Independent Variable	Effect Size	T- Value	Coefficient of Determination	F- Value	Significance
	β		r^2 - Value		P- Value
Spiritual well-being	0.369	3.117	42%	12.03	<0.0001
Employee Evaluation	0.028	1.03			0.89
Effective disciplinary policy	0.184	2.005			0.048
Job demands	0.24	2.373			0.012
Professional growth	0.132	0.851			0.167
Participation in decision-making	0.369	3.924			<0.0001

Previous research conducted by Shanafelt and Noseworthy et al. (2017) explored similar relationships between various organizational factors and Organizational Health in healthcare settings. They found that Spiritual Well-being and Participation in Decision-Making consistently had significant positive influences, which aligns with our findings. However, the magnitude of these effects and the significance of other variables may differ. [38]

While our study's results align with some findings from prior research regarding the positive influence of Spiritual Well-being and Participation in Decision-Making on Organizational Health, it is essential to acknowledge differences in effect sizes and significance levels across variables. These variations may arise due to differences in the specific organizational contexts, measurement instruments used, and sample characteristics.

To enhance organizational health in healthcare settings, administrators should consider these findings in context and prioritize interventions that address specific dimensions that are most influential. Further research is warranted to explore the underlying mechanisms through which these variables affect Organizational Health, allowing for more targeted and effective strategies to improve healthcare quality.

Conclusions:

The well-being of individuals resulting from good health practices in the organization leads to an increase in the efficiency of healthcare workers.

Supporting employees morally, such as through gratitude and appreciation, increases their job performance in the healthcare organization, leading to the provision of appropriate healthcare services to patients.

The possession of healthcare organization rules related to discipline and commitment puts employees under supervision and fears penalties, making them perform their duties by providing the required healthcare.

The lack of efforts by the hospital to obtain modern medical technologies for treating patients leads to a lack of necessary resources for patient care, resulting in poor healthcare services.

The absence of training programs and employee evaluation programs leads to a lack of consistency among employees, and their work becomes random.

Recommendations:

The research organization should consider the influence of organizational health on healthcare quality.

To enhance the efficiency of healthcare workers in the research organization, the management should improve the well-being of the nursing staff.

Work on increasing support for organizational health aspects in the research organization to achieve more efficient and effective healthcare quality.

Work on strengthening the supportive factors for healthcare quality, focusing on enhancing organizational health tools.

Pay more attention to healthcare quality to achieve justice in healthcare, treating all patients equally without discrimination.

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