

Mid-Ocean University
College of Management
Master of Management



**The impact of the use of health information technology on
administrative performance in the public health sector in the city of
Riyadh in the Kingdom of Saudi Arabia**

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Contents

المحتويات

١	Contents
٣	Chapter one
٣	The general framework of the study
٤	1.1 Introduction
٦	1.2 Research Problem
٦	1.3 Research Importance
٧	1.4 Research Questions
٨	1.6 Research Model
١٠	1.9 Research Structure
١١	1.10 Literature Review & Theoretical Framework
١٢	1.11 Research Terminologies
١٢	1.12 Research Limits
١٣	Chapter Two
١٣	The theoretical framework of the study
١٤	The first topic
١٤	Conceptual framework of information technology
٢٨	The second section:
٢٨	The level of employee performance
٥٠	Chapter Three: Research Methodology
٥٠	First: study design
٥١	First: study design

٥١	 Second: The methodology used in the study
٥٢	 Research Methodology
٥٢	 Study population and sample
٥٤	 Study tools
٥٤	 Study tool distribution table.
٥٥	 Section One: Personal Data.
٥٩	... Presentation and discussion of the results Analysis of the study hypotheses
٦٥	 Chapter FOUR
٦٥	 The theoretical framework of the study
٦٦	 Presentation of study results
٦٧	 Recommendations and suggestions
٦٩	 Conclusion:
٧١	 References
٧٣	 Appendices
٧٩	 Abstract

Chapter one

The general framework of the study

1.1 Introduction

Saudi Arabia's health services are free for citizens and expatriates working in government institutions, except those in private hospitals (Aldossary et al., 2008). Saudi Arabians have three sources of health care: the Ministry of Health (MOH), other government providers, and private providers (Almasabi, 2013). Since 1926, Saudi Arabian citizens have been provided with healthcare services through the Department of Health, which was established in 1926 (Mufti, 2000).

The health sector in Saudi Arabia is witnessing a radical transformation and enormous changes that reflect an ambitious vision that seeks to develop and improve health care for citizens and residents. The digital transformation in this sector is an essential part of the Kingdom's Vision 2030, launched by the Saudi government with the aim of achieving sustainable development and diversifying the economy away from the sole dependence on oil. This transformation aims to provide high-quality health care, increase human potential in the field, promote medical research and development, and enhance transparency and effectiveness in the management of health resources (Alasiri & Mohammed, 2022).

Furthermore, the activation of digital transformation in the health sector in the Kingdom of Saudi Arabia depends on the use of the latest technology and digital systems that contribute to improving all aspects of health care, this includes the development of electronic health information systems (EHR) that allow for the secure and effective storage and sharing of patient records. Smart technologies and artificial intelligence also improve disease diagnosis and provide accurate treatment recommendations (Alowais et al., 2023).

These technologies allow health care providers and patients to communicate easily and share information effectively, contributing to improved care provided and increased patient participation in managing their health (Alotaibi & Federico, 2017). Further, the E-health

which is the use of tools such as telecare, electronic medical records, and health day analytics, e-Health improves and enhances a wide range of health and care services [(Barbabella et al., 2017).

Furthermore, human resource management plays a noticeable role in any management 's performance, with top management considering HR to be a competitive advantage for organization success, which can result in innovative and sustainable performance, as well as the efficient use of organizational resources to reduce threats and obstacles, thus ensuring that the company remains competitive (Singh et al., 2019). According to (Xu &Wang, 2008), Performed is defined as the achievement of a prescribed behavior based on skills, abilities, knowledge, and motivation. Further, management performance is defined as the extent to which an organization's goals and objectives have been achieved based on both financial and non-financial indicators. In addition to objective metrics, organizations can measure their performance based on information gathered from managers or other key informants, e.g., market share, profitability, innovation efforts, performance of HR practices (Singh & Darwish & Potočník, 2016). Further, management performance can be measured using financial ratios (e.g. return on assets (ROA) and return on equity (ROE)), market outcomes such as market share, stock price and growth, or a combination thereof, or HR-related outcomes such as job satisfaction, commitment, and so on(Singh & Darwish & Potočník, 2016).

Hence, this research aims to determine the impact of using the health information technology on the management performance in the health public sector at Riyadh city in Saudi Arabia. Additionally , this research proposal discussed the research questions, and the objectives. Further, the hypothesis regarding the relationship between the research variables also formulated. Furthermore, the significance of the research are also provided.

The research problem statement is also addressed. Lastly , the structure of this research is outlined.

1.2 Research Problem

The low adoption rate of health information technology(HIT) in Saudi Arabia is the result of a complex web of circumstances. Although hospitals in all sectors of healthcare are upgrading their infrastructures, including HIT, Saudi Arabia has seen a slow pace of HIT adoption. The absence of health data standards and a lack of awareness of the need for interoperability has escalated HIT problems, based on the most recent studies, which all agree that Saudi Arabia must face longstanding challenges in order to successfully upgrade the HIT infrastructure (Alharbi,2018). There is a gap in literature review about the availability of this research topic in Saudi Arabia. The problem statement of this research seeks to identify the impact of using the health information technology on the management performance in the health public sector at Riyadh city in Saudi Arabia.

1.3 Research Importance

There are main reasons for this research, as outlined below:

First, there is a lack of the literature reviews in the research topic in Saudi Arabia, the research's results are important in order to provide a deep understanding for the impact of using the health information technology on the management performance in the health public sector at Riyadh city in Saudi Arabia.

Second, Saudi Arabia's healthcare system has challenges due to the country's growing population, which is predicted to reach 39.5 million by 2030. The health system is under stress due to the inflow of foreign visitors and immigrants, especially during religious festivals. The incidence of preventable injuries and non-communicable diseases are still high, and urbanization is rising. There are differences in the quality of patient care due to

inadequate primary healthcare. One factor contributing to inefficiency is the absence of standardized monitoring procedures and treatment strategies. The system is criticized for having significant gaps in labor capacity and digital information systems, and for being resource-centric rather than patient-centric. In order to improve the nation's overall healthcare effectiveness, efforts must be made to address these problems(Chowdhury et al., 2021). Thus, this research is crucial for many employees who work at the public health hospitals as it will provide them the best motivations of using advanced information technology when they understand its benefits and its impact of the performance of the management level.

Further, the results of this research will help managers at the management level to be able making better decisions, and keep improving their skills, thus they can perform better using the advanced health information technology.

1.4 Research Questions

The research main question is addressed as the following:

Q1. What is the impact of using the health information technology on the management performance in the health public sector at Riyadh city in Saudi Arabia?

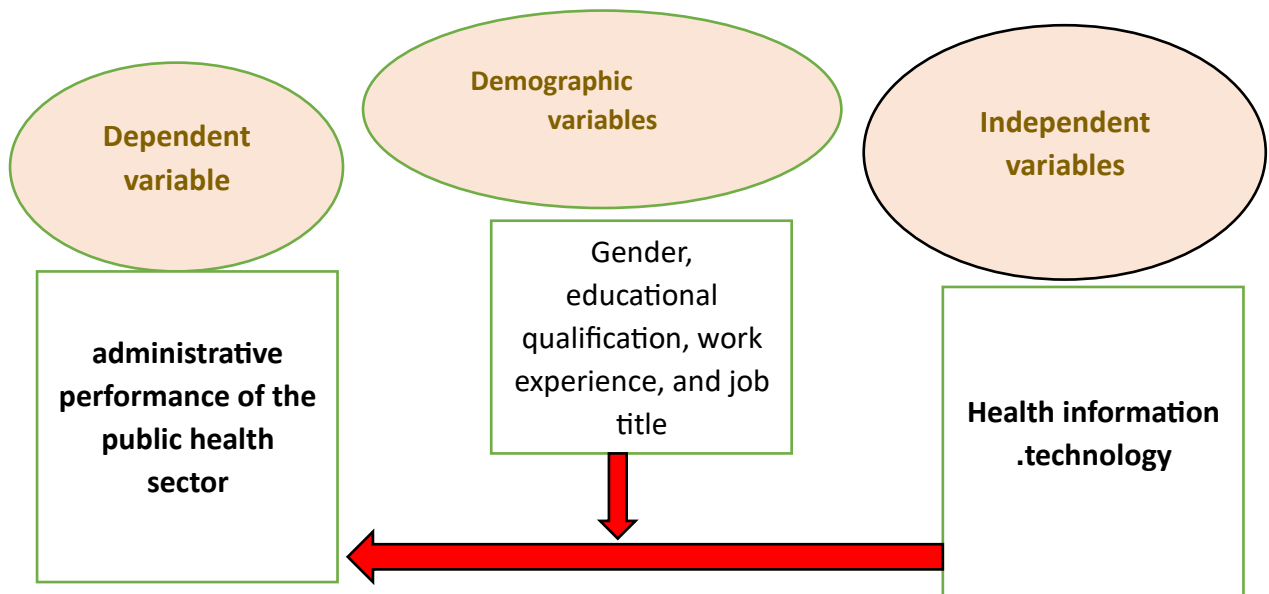
1.5 Research Objective

This research has the following objective:

- To identify the impact of using the health information technology on the management performance in the health public sector at Riyadh city in Saudi Arabia..

1.6 Research Model

Figure 2. Research Model has been created for the research's purpose.



1.7 Research Hypotheses

As the following, the research hypothesis is determined below:

H1: The health information technology has a positive impact on the management performance.

1.8 Research Methodology

Research approach defined as a strategy for increasing social research validity, research approach is an effective approach (Creswell, 2007). Further, inductive and deductive reasoning are the broad methods of reasoning discussed by Trochiim (2006). A deduction begins with a general and ends with a specific, whereas induction moves from a specific to a general one. It is best to express arguments based on experience or observation inductively, while arguments based on laws, rules, or other widely accepted principles should be expressed deductively (Trochim,2006). In (Onwuegbuzie & Leech, 2005, p. 267) argument, quantitative and qualitative researchers often consider themselves

competitors. Further, It is difficult to generalize findings and draw inferences from quantitative research simply because each individual views the world differently.

Qualitative research relies on the epistemological assumption that everyone is different and therefore has a different view of the world (Soiferman, 2010). Moreover, (Watson, 2015),

Independent variable Dependent variable

Management

Performance

Health H1

Information

Technology

the term quantitative research refers to research that employs statistical procedures and numerical data in evaluating social phenomena. The result of quantitative research is that it involves measurement and assumes the phenomenon is measurable. In order to verify the measures made, the data are analyzed for trends and relationships.

In this research, it will use a deductive approach, and a quantitative descriptive analysis for the collected data through SPSS software. The primary data is the online survey, while the secondary data will be through online scientific books, articles, journals to create a comprehensive dataset, information from government resources, official websites, and information published officially, as well as direct emails and voice communications with hospital officials will be use as well.

The sample size of this research will be determine by using Steven K. Thampson formula: (Robert et al., 1970).

$$n =$$

$$N * p(1 - p)$$

$$[(N - 1) * (d!$$

$$Z!) + p(1 - p)]$$

Where:

N: Population size, p: probability value = 0.5, d: error = 0.05, Z: Standard normal value =1.96 According to Steven formula the sample size is (100) of employees who works in public hospitals at Riyadh city in Saudi Arabia. While the population is all the employees who work at the public health hospitals in Saudi Arabia.

1.9 Research Structure

There are five chapters in the research as below:

Chapter One: It covers an overview of the research, the problem, the objectives, research importance, research model, the research question and hypotheses, the research terminology, the content of the research, and the ethical consideration.

Chapter Two: A critical literature review relevant to this research is presented in the second chapter; it summarizes the literature previously published in highly ranked academic journals, identifies gaps, and provided the relationship between the research variables.

Chapter Three: Research methods and methodology are discussed in the third chapter.

The research design, research approach, research population, research sample, and analysis are discussed.

Chapter Four: The results are presented in the fourth chapter. Analyzing the research data and testing hypotheses are described in tables and figures.

Chapter Five: In this chapter, it includes a summary of the findings, discussion, implications, limitations for this research, and further recommendations for future researchers.

1.10 Literature Review & Theoretical Framework

A study by (Alharbi,2018), shown the results that Saudi Arabia's poor Health Information Technology(HIT) infrastructure has exacerbated problems and slowed the adoption of electronic healthcare practices. Technical project resources have been reduced, primarily due to high costs, which are not just in Saudi Arabia but also regionally and globally. The Saudi public hospitals have also suffered from a shortage of HIT specialists, a lack of training and awareness programs, and poor management of HIT practices. A lack of success was also found in the implementation strategies of Electronic Health Record Systems (EHRs), as well as the rigidity and long-term nature of the National Information Technology Plan. These unsuccessful ventures are secondary, and consequential to, a core triangle of interdependent, negative factors that persistently impede the development of Saudi Arabian healthcare technology infrastructure, consisting of: (1) an insufficient, partially dysfunctional HIT infrastructure further weakened by each implementation failure; 2) a dire shortage of suitably-qualified Health Information Management (HIM) professionals, incapable or hesitant to train application users, let alone additional staff members in their own department; (3) the failure to comply with the International Organization for Standardization specifications regarding Health Data Standards.

A study by Al-Harbi, (2011), King Abdullah Medical City Specialist Hospital (KAMC) conducted a survey regarding obstacles, benefits, and motivations associated with health informatics implementation. The results indicated that most healthcare employees at KAMC were familiar with health information applications and found them useful and valuable. There were technical failures and shortages of computers. There is a shortage of training and technical assistance for hospital staff, as well as management support.

Another study by(Aldosari, 2-14), the primary objective of this study is to examine the

adoption of an electronic health record (HER) system in Riyadh, Saudi Arabia, also this study investigates the level and determinants of the adoption of (EHR) system for public, nonprofit, and private hospitals. The wide variation in adoption across hospitals has implications for policy-making and funding interventions. As a result of identified weaknesses, EHR systems need to be adopted and used more widely.

An actor-network theory-based approach can help to understand the complexity of reality including organizational complexity and the active role of technology in this context (Cresswell et al., 2010).

1.11 Research Terminologies

- **Management Performance**

Achieving better performance, the organization injects resources, strategies, and techniques in order to achieve results (Elena-Iuliana & Maria, 2016).

- **Health Information Technology**

A list of types of information that may be shared, accessed, or exchanged (Akhlaq et al., 2016).

1.12 Research Limits

- This research will focus on the employees who work in the hospitals in the health public sector in Riyadh city. Several factors contributed to the selection of Riyadh as the region of interest: it is the national capital, and it has a large number of public hospitals.
- This research will be in Saudi Arabia.
- This research will be conducted in 2024.

Chapter Two

The theoretical framework of the study

The first topic

Conceptual framework of information technology

Introduction:

An information technology system is a system consisting of people, data records, and manual and non-manual processes. This system processes data and information in any system. Or it is a group of overlapping elements that work together to collect, process, store and distribute available information on a topic in a systematic manner to support decision-making and to support organization, control and analysis in the organization and build a clear current and future vision of the research topic. This term is usually used erroneously as a synonym for computerized information systems, which are nothing but an information technology and an element of an information system. Computerized information systems are part of the study of information technology. Despite this, a distinction must be made between them and the information systems that include them. Information systems are the programs that are used to archive, manage, and organize data and obtain outputs through specific procedures that are established according to the workflow mechanism in any institution. As for information technology: it is the

innovations, tools, and innovative techniques in the field of information technology, and information systems use technology techniques, as information technology is Always the first and then comes information systems that use new technologies that have been invented in the world of information technology. In recent years, information and communication technology has witnessed rapid developments and direct impacts of the digital revolution on the human lifestyle at the economic, social and cultural levels, as economic development is largely linked to the extent of countries' ability to keep pace with and control these transformations in order to exploit the available and renewable potentials.

Information technology concept:

Before discussing the concept of information and communication technology, we must first review this topic. Some terms related to the subject of the study.

-The concept of information:

It is the goal of extracting approximations, indicators, and relationships that link facts, which are data that have been subjected to processing, analysis, interpretation, ideas, and phenomena to each other.

. the information

Information constitutes the sum of organized facts and data that have been processed and can be used for multiple purposes according to specific needs. It expresses knowledge derived from analyzing and organizing buildings so that this information becomes valuable and useful in achieving the organization's goals.

Information is also defined as: "knowledge derived from organizing and analyzing data, that is, it is data that is useful in achieving the organization's objectives."

Technology concept:

It is the method or tool that a person can use to bring about a change or impact in the environment surrounding him. It is the use of all technical methods to produce a specific product or provide a specific service. Therefore, it is a means that helps to reach the best efficiency in every area of an individual's life. And multiple activities.

- The concept of information technology:

It is a group of individuals, data, procedures, physical components, and software that work together to achieve the organization's goals, and it represents the technological and modern aspect of the information system.

-Concept of communication:

It is the delivery of information and understanding for the purpose of creating the desired change in the behavior of others. Therefore, it is a process that consists of at least a sender and a receiver.

The information and understanding are sent from the sender to the receiver and then the response is sent to the sender.

Communication technology concept:

It is the technology that facilitates communication between individuals or groups who are located in different places, and it includes a group of systems such as telephone, telex, fax, radio, television, and video, in addition to computer technologies, including electronic data interchange and e-mail.

Through previous research, we find that information technology cannot be separated in any way from communication technology. They are two sides of the same coin. Therefore, information and communication technology express a group of components interacting together. Some have defined it as expressing a group of physical components, software, communications, data, and individuals that the organization uses to receive. Processed and retrieved using multimedia audio-visual and text-based software.

Information technology is also defined as “the sum of the various techniques, tools, means, or systems that are employed to process the content or content that is intended to be communicated

through the process of public, personal, or organizational communication, through which audio, written, photographic, drawn, or audio information and data are collected.” visual, printed, or digital through electronic computers, then storing these data and information, then retrieving them at the appropriate time, then the process of disseminating these communication materials, messages, or content in audio, audio-visual, printed, or digital form, and transferring them from one place to another and exchanging them. This technology may be manual or automated. Or electronic or electrical, depending on the stage of historical development of means of communication and the machines included in this development in light of the new changes and the digital world

Information and communication technology

It is one of the management tools used, which consists of five components:

1. Information equipment.
2. Software.
3. Storage technology: represented by the racks in which data is stored and the software to organize the data.
4. Communication technology: It is equipment, media, and software that connects various extensions to transfer data.

5. Networks: connect computers to exchange data or resources.

“Information and communication technology”

includes a group of modern methods and techniques used for the purpose of simplifying a particular activity and increasing its performance. It brings together a set of devices necessary for processing and circulating information, including computers, programs, and equipment for preserving, retrieving, and wired and wireless electronic transmission through all forms of communication and their various types, written, audio, and visual. It enables bilateral and group communication and ensures the transmission of the message from sender to recipient across closed and open networks.

Also, “it is the science that applies computers in information systems and preparing reports. Information and communication technology is a set of tools and methods that are used in producing, processing, and presenting information to the user. This new science includes techniques related to computer programs that are used for processing.

It also means everything related to the technologies used in processing and transforming information, especially (automated media), the Internet, long-distance communications, and all the technological means that are used to exchange, process, exploit, and reshape digital data that is able to pass through networks.

Through what was mentioned in the previous definitions, we can try to combine them and define information and communication technology through one of the management tools used, which consists mainly of a group of components, namely information hardware, software, storage technology, communication technology, and networks that enable bilateral or group communication and ensure the transmission of information from the sender. To the recipient via closed and open networks, as well as via all forms of communication, whether written, audio or visual.

Areas that need an IT system:

Information technology has become one of the most important systems that enter our lives. We have come to depend on it in many matters and areas of our lives. The following are the areas that require a strong information technology system:

1. The field of education. Modern technology has contributed to the development of the field of education and has helped in disseminating knowledge and education via the Internet in easy and visible ways. The means of communication have also contributed to the transfer of information and knowledge despite the distances between societies. It has also disseminated and transferred different languages, knowledge and cultures to societies within a distinct educational framework.

2. The field of e-commerce, through which products and resources are marketed and displayed. Information technology systems help link the supplier, consumer, and product. Companies obtain financial profit through this system because it is characterized by an effective and distinct shopping process.
3. The medical and health field. Information technology works to provide all databases related to diseases and patients, and research on the disease. It also provides all new information in the medical and health fields, provides information about treatment systems, and also contributes to knowledge exchange between medical centers around the world.
4. The field of culture and media. Information technology systems contribute to developing the cultures of different societies and peoples. This development appeared from the beginning of the invention of paper and the spread of printing and books later until the Internet appeared and facilitated and accelerated the dissemination of cultures. The Internet has contributed to the dissemination of cultures in various ways and means, whether audio or visual. Or read

Dimensions of information and communication technology:

Information and communication technology consists of a group of dimensions that are constantly evolving as a result of the constant demand for it, especially in the current era, which is known as the era of advanced and rapid technology. These dimensions are as follows:

1- Machines: Machines are characterized by rapid implementation capabilities and a lower cost than technical capabilities that are higher than human capabilities. Here we mean in our talk about machines for information and communication technology, which are represented by all types of microcomputers and personal computers.

2- Software: It is the language and means through which beneficiaries deal with data with machines, and through which this data is stored, recalled, and operated. The programming language has witnessed great developments, and this explains its diversity and abundance.

3- Networks: They are a group of computers organized together and linked by communication lines so that their users can share available resources and transfer and exchange information among themselves. These networks are used to achieve a set of purposes such as: providing communication between people, accessing information remotely, electronic commerce, reducing expenses, sharing resources, etc.

4- Data: refers to things, events, activities, and exchanges that are recorded and stored, but remain unarranged so that they are suitable for conveying a specific meaning, so that they are easy to obtain and retrieve. Data can take several forms, the most important of which are:

A- Graphical data: includes pictures, graphs, and the like

B- Alphanumeric data: which consists of numbers and letters, such as commercial transactions

C- Textual data: which is used in written communications.

D-Vocal: like a human voice.

5- Individuals: They are the individuals who manage and operate information technology, including administrators, specialists, and users of the system. Almost all specialists in the field of information systems agree that the importance of the human element in managing and operating the information system outweighs the importance of

6- Material requirements: They are widely used and are also attributed to the causes of most failures in the system. They can be classified into:

- A) Specialists: from system analysts and designers, programmers, equipment operation and maintenance specialists, and communication technology specialists. These are called intellectual capital in the system.
- B) Administrators: The information base administrator participates in managing the system, and the employees who use information systems as beneficiaries of the system's products include accountants, salesmen, engineers, account clerks, managers, and consumers.

Third: Use of information and communication technology in the company:

In order to benefit from it in accomplishing its tasks, it is the means provided to the individual, whether inside or outside it. The organization uses customer service and sales, as well as permanent communication between employees because it is not necessary for all employees to be in the same building.

External use:

- 1- Constant access to the general market in order to test and then choose requirements and the extent of consumers' satisfaction with it, which helps it in developing future plans.
- 2- Obtaining external knowledge from experts such as professional university professors in its field of work to solve its problems without paying the price of consultation from employees when needed.
- 3- The possibility of choosing the appropriate supplier through the offers presented by them, such as delivery times, product features, price, etc.).
- 4- The possibility of individuals outside the organization benefiting from the research topics presented by its employees.
- 5- Providing the organization with information about the materials it wants to purchase, especially materials with large funding.
- 6- It allows customers to purchase online (e-commerce);
- 7- Speed of communication with people outside the organization via e-mail, as it gains the advantage of the telephone in terms of speed and the advantage of speech by giving better expression.

- 8- Follow up on the development of the institution's sector through constant contact with the world in order to obtain information, such as visiting the websites of other institutions from the same sector of the institution's activity.
- 9- Publish advertisements and publish the organization's products and services in order to attract the largest number of customers.

Internal use:

- 1- Electronic use of time cards (daily recording of employee attendance) to facilitate data processing, utilization, and quick access to it.
- 2- Rapid transmission of information within the organization.
- 3- It allows the employee to access documents and define his duties and responsibilities
- 4- Information and communication technology is used in the organization as a central source for all information about the organization, its activities, its organizational structure, its goals, and information about the service or product
- 5- Obtain information about competitive and distinctive products

6- Rapid and economical transportation of documents by saving postal costs and time.

7- Provide information about the product and its specifications to avoid repeating the explanation several times so that the organization remains in a good competitive position.

8- It connects all parts of the institution to each other, even if they are in more than one building and no matter how far they are geographically, as it allows each part of it to know everything that is happening in the other parts.

The second section:

The level of employee performance

Introduction:

Employee development is an important strategy in the work environment, as it is a tool for the company's growth that helps it maintain its productivity and its employees. This matter is an essential part of successful work, as it contributes to creating a positive and safe work culture, which achieves sustainability. It also enhances the employees' sense of belonging, which motivates them. This is for giving, and in this article, you will learn about the importance of the manager's role in the employee development process.

Definition of employee performance

It represents the output or quantity of production of a single worker estimated at a specific unit of time, and it represents a reflection of the extent to which he is able or not to achieve the goals related to his work, whatever the nature of this work.

The concept of performance for employees:

- It is the amount of work and effort expended by employees, whether those efforts are physical or mental, and it is certain that the energy expended is measured by the speed of time in completion.
- It is the quality of work and effort provided by the company's employees, as it indicates the level of achievement and the degree of compatibility and conformity between the effort expended and the qualitative specifications.
- Performance style standard. This standard refers to the way in which work activities are carried out.
- Performance rates are one of the performance measures for employees in terms of quality and quantity and within a specific period of time.

Employee development concept:

Employee development is a set of processes carried out by the human resources department and officials in the company; With the aim of improving employees' skills, developing them, raising their performance, and setting their goals, in addition to

enhancing their participation and creating a positive work environment, these processes have several forms, such as: training programs, workshops, group work, seminars, etc.

Staff development methods:

Firstly. Improve personal skills

The fundamental rule in the process of enhancing employees in the workplace is by giving priority to developing skills. To ensure the success of each person in his position and position, the process of improving skills requires more training than in other fields, and has positive results in the long term. This method also helps in identifying the gaps between the required and actual skill levels. To increase overall performance and efficiency at work.

secondly. Organized communication with employees

Organized and effective communication is the key to the success of any company. This is proof of management's endeavor and seriousness to improve working conditions and develop employees. It also opens the way for putting forward effective ideas and suggestions in the work environment, and ensuring employee satisfaction once they know everything they need.

It is also important to have effective communication between the employees themselves, by working within groups, and developing a strategy to create a strong company culture, based on values and beliefs within the workplace that ensure familiarity, love and cooperation.

Third. Provide feedback constantly

Providing continuous feedback to employees helps advance the development process, by providing advice and ensuring that the employee understands his role and the work related to it. This contributes to taking quick action for improvement, and is one of the ways that has a positive impact on the preparation of development plans. Individuals and follow up on their results.

Fourthly. Enhancing cooperation between departments

It is important to work to bridge the gap between different departments, and allow employees to cooperate together, such as: holding discussions and seminars between different departments and divisions, so that employees can share their knowledge with each other.

In addition, employees of two different departments can be combined into a team, so that they can transfer their knowledge to each other. For example, if marketers work with sales

representatives, they can understand customers better and design customized marketing plans.

Fifth. Providing professional development opportunities

This is done by providing employees with tools and enabling them to use them; To improve their skills, commensurate with growth goals, in addition to having a clear career path and a specific work policy, this contributes greatly to the employee's feeling of importance and the company's appreciation for him, which generates belonging to the workplace, creates motivation, and improves productivity and performance.

Sixthly. Create individual development plans

Each employee has an individual working and learning style, so it is important to sit down with them, hear their goals and aspirations, and discuss strengths and weaknesses. To develop a special plan to develop and improve the skills that he possesses, and this ensures a thoughtful and successful employee development process. Small companies can employ training and guidance to achieve this. As for large companies, implementing this matter requires following comprehensive and diverse strategies between training, implementation, and work.

Seventh. Involve employees in goal setting

Employees are an important fabric in the company and an integral part of it, and enhancing the cooperation approach begins with management to develop the workplace. It is important to hear from employees their vision towards working in the company and its goals, through the different departments, each according to its department and specialization. Several methods can also be followed, Such as: official meetings, opinion polls, etc.

Factors affecting performance levels

- ✓ The worker does not have the desire to work as a result of his feeling of frustration
- ✓ The worker does not have positive values for work.
- ✓ Inefficiency of the monitoring and evaluation system during the implementation of work tasks
- ✓ Lack of work manuals and clear procedures for implementing tasks
- ✓ Lack of quantitative performance standards to measure labor productivity
- ✓ Lack of clarity in instructions from superiors regarding work

- ✓ The ability to take responsibility
- ✓ The extent of his belief in its importance in completing the work.
- ✓ Knowledge of work requirements and the experiences that the individual has regarding it.
- ✓ A deficiency or defect in the worker's psychological makeup or attitudes.
- ✓ The quality of the work assigned to him and its proportionality to his abilities and capabilities.
- ✓ The individual's awareness of the dimensions of the role and the tasks assigned to him
- ✓ Commitment to completing tasks within specific dates.
- ✓ The worker's knowledge or skills are lower than what is required to perform the work.
- ✓ Superiors neglect to explain and detail these instructions to subordinates.
- ✓ Personal characteristics that the individual possesses, such as seriousness at work
- ✓ Defect or deficiency in the physical work environment (lighting, spaciousness of the place, or air conditioning)

- ✓ An imbalance in the social and organizational environment of the workplace
- ✓ Increased turnover rates.
- ✓ The physical and mental energy that an individual expends to perform his tasks.

Performance characteristics

The importance of performance

The performance of employees occupies a high position in terms of importance to the organization's management and its officials at their various levels, as it represents the tool or means through which organizations can achieve their goals, whether service or production. In clearer terms, the performance of organizations is the result of the interaction of the group of efforts exerted by employees and their level of competence, ability and desire to perform the tasks assigned to them. Therefore, it is the image that reflects the status of the organization and the individuals working in it. In other words, we can say that it is the interaction between behavior and achievement to produce valuable

outputs that help It ensures that the organization and its workers remain within the competitive environment in the labor market

Performance dimensions:

In view of the direct relationship between the success of implementing these performance strategies and the level of employee performance on the one hand, and between that level and the organizational performance of the organization on the other hand, the success of human resources management strategies basically means high-level human organizational performance that leads to achieving the organization's goals and its overall strategy, and to measure this success, three were identified. Dimensions of the best level of employee performance are:

1- Quality of work performed:

It is the level of accuracy and mastery and the degree to which the effort expended matches specific quality specifications

2- Commitment:

It is a mutual investment between the individual and the organization in the continuation of the contractual relationship between them, which results in desirable behavior on the part of the individual towards the organization.

3- Quantity of work completed:

It means the amount of work that an individual worker can accomplish under normal working conditions during a specific unit of time through the physical and mental energy that the individual expends while performing that work.

Job performance development goals

Job performance goals are specific goals and objectives assigned to an employee in order to improve his job performance. These goals may be related to different aspects of the employee's work, such as increasing productivity, improving the quality of work, or increasing customer satisfaction.

Setting job performance goals can help motivate employees and provide them with a clear understanding of what is expected of them in their job role. Job performance objectives can be determined at the individual, group or organizational level through:

- ✓ Identifying the main areas: that is, identifying the aspects of job performance that need the greatest amount of attention and focus.
- ✓ Involving employees in the goal-setting process: It is important to involve employees in the goal-setting process, because they will likely be more motivated to achieve the goals they helped achieve.
- ✓ Setting SMART goals: Use SMART goal standards (i.e. setting specific, measurable, achievable, relevant, and time-framed goals) to ensure they are clear and easy to achieve.
- ✓ Providing the necessary support and resources: Providing employees with resources and support that helps them achieve their goals.

Dimensions of performance development

Given the direct relationship between the success of implementing these performance strategies and the level of employee performance on the one hand, and between that level and the organization's organizational performance on the other hand, the success of human resources management strategies basically means high-level human

organizational performance that leads to achieving the organization's goals and its overall strategy.

To measure this success, three dimensions were identified for the best level of employee performance:

1- Quality of work performed:

It is the level of accuracy and mastery and the degree to which the effort expended matches specific quality specifications

2- Commitment:

It is a mutual investment between the individual and the organization in the continuation of the contractual relationship between them, which results in desirable behavior on the part of the individual towards the organization

3- Quantity of work completed:

It means the amount of work that an individual worker can accomplish under normal working conditions during a specific unit of time through the individual's physical and mental energy expended while performing that work.

Obstacles to job performance in government institutions:

There are many problems that employees may face at work. Here are some of them:

- ❖ Increased workload.
- ❖ Toxic work relationships.
- ❖ Lack of training and development.
- ❖ Lack of necessary support.
- ❖ Inability to balance personal and work life.
- ❖ Lack of appreciation from management.
- ❖ Lack of opportunities to obtain promotion.

Elements of administrative and functional performance:

- The quality of the work performed includes accuracy, order, technical proficiency and the ability to organize
- Knowledge of job requirements, including professional skill, technical knowledge and general background about the job
- The amount of work completed The amount of work completed that the employee can complete under normal circumstances 3
- And the speed of this achievement. And get it done on time

- Perseverance, trust, dedication to work, and taking responsibility for the work
- The extent to which the employee needs guidance and guidance from supervisors and evaluation of the results of his work.
- Performance ability is the employee's ability to do a job and is acquired through education and training
- The desire to perform, which is the force inherent in the worker that is driven by the employee's needs and desires.

Job performance is nothing but the result of the interaction between both the ability to perform and the desire of the worker to perform the work.

Performance evaluation strategy:

This requires conducting a case to verify the performance levels of employees through a systematic and periodic process to evaluate their job performance and levels of productivity. To develop a final vision of what future performance could be in the form required to reach the highest levels of efficiency and effectiveness in performance.

Evaluating employees' performance has an influential role in achieving career

advancement and increasing employee productivity, which in turn leads to increased organizational performance.

One of the most important modern digital methods in the evaluation process is:

1- The method of management by objectives or evaluation by results:

This method depends on joint work between superiors and subordinates in determining the required goals, mechanisms and ways to achieve them, as well as setting the performance standards that will be adopted and the method of measuring them.

- How to participate:

This method was applied in its beginnings in the United States of America, especially in large organizations, where it aims to adopt more than one source or center for evaluation, as the individual worker is evaluated by several parties such as co-workers, direct subordinates, managers, and customers, in addition to self-evaluation.

Roles for the manager to develop performance:

It requires several roles that the manager must perform to develop his work team, which are as follows:

Firstly. Training:

In the first period of work, employees need training on tasks and basics. This training is supervised by the manager, through which he ensures that the employee has basic skills and knowledge, as training is an important matter that reflects positively on the individual and the institution in which he works, as the employee feels... With the interest of the institution and his direct manager in empowering him in the work environment.

secondly. Guidance:

Every manager who seeks to advance his team and raise their level must do so by sitting with them, listening to them, and monitoring their overall performance. To know their strengths and weaknesses, this helps him guide the team and provide the necessary advice to every employee responsible for him, and provide them with the necessary skills they need to raise their productivity, or put them in

The right place for them.

Third. Stimulus:

The manager plays an essential role in motivating and developing employees by enhancing their skills over time and acquiring new lessons, as he is responsible for training, directing and monitoring their performance. Working to motivate them is

important to improve work efficiency, and through it the employee views his manager as being supportive of him, and thus enhances this. Healthy work culture.

Fourthly. Establishing development plans:

Establishing development plans is extremely important, such as: development plans for employees, as they are useful in drawing a road map for the future, and clarify the procedures and tasks required to reach specific goals. Through this, employees feel great confidence in the manager, and thus this is reflected in their performance and productivity. In the work environment.

It is also important, when developing plans, for the manager to take into account the achievability and measurability of the goals, and for them to be time-based, in addition to the necessity of including short- and long-term professional goals.

Fifth. Enable job shadowing

Job shadowing means that the employee benefits from the experience of professionals at work, as the manager must seek to develop employees by integrating them with each other within teams, and providing the necessary capabilities to benefit from mutual experiences, as the employee can learn about different and diverse matters that he was not able to apply. , thus expanding his practical skills.

Through shadowing, the employee can also discover new opportunities and skills that he had not previously discovered, and the manager must ensure that the shadowing process is not only based on observation and learning, but rather the employee must apply what he learns and acquires in new ways.

Sixthly. Providing job rotation: The manager's provision of job rotation exposes the employee to many experiences, and thus he gains experience and a variety of skills to raise his efficiency and level within the company. Through this, the employee becomes aware of the integration of roles between departments, and the manager is aware of key performance indicators.

In light of the above, the importance of job rotation lies in the following:

- ☐ Motivating employees to perform their work and develop their skills and talents.
- ☐ Enhancing employee satisfaction and creating enthusiasm and motivation in the workplace.
- ☐ Develop problem-solving and crisis management skills.
- ☐ Expanding the employees' point of view and achieving integration between the company's departments.

Seventh. Lead by example

The major influence on an employee's behavior in the work environment and his attitude towards the various elements of his role and the organization is shaped by his manager.

When a manager is negative or critical, he will negatively affect the employee's performance. When a manager makes a significant extra effort to grow, learn and develop, the employee will follow suit and want to invest in... His growth.

The manager's endeavor to develop his employees helps him build credibility in the development process, enhance confidence among them, and confirm that development activities are worthwhile. In addition, a work culture is formed that views development as a continuous process.

Eighth. Provide continuous feedback:

Developing employees is not just a one-way road. It is an ongoing process that must be characterized by sustainability. Therefore, employees need to receive regular feedback, be evaluated continuously, and given feedback. The manager must follow up with the employee constantly, and not once a year, for example. To measure his ability to improve and learn, and for this feedback to be constructive.

- While submitting comments, focus should be placed on the following:
- Avoid random criticism, and focus on the employee's behavior and performance.

- Start by mentioning the employee's strengths and what distinguishes him in his work.
- Use the method of dialogue and asking questions; To understand the employee's point of view.
- Teaching the employee how to solve the problems he faces.
- Make sure to respect the employee, and not use harsh and direct terms with him, out of consideration for his feelings.
- Feedback article

Ninth. Encouraging communication:

The development of employees in the work environment depends greatly on the extent of the manager's communication with employees, as this reduces stress and anxiety, enhances the integration of employees with each other, and creates a positive and visionary work culture. This also provides an opportunity for employees to better communicate their ideas and goals, and the manager is familiar with the methods That motivate employees, along with their strengths and weaknesses.

There are multiple methods of communicating with employees, as follows:

1-Verbal communication:

It is direct communication, through meetings, daily conversations, brainstorming sessions, and others.

2- Non-verbal communication:

Such as: body language, gestures, facial expressions, and tone of voice, as all of these things have a positive or negative effect on the employee, as the manager must use them in an appropriate manner, ensuring respect for others.

3- Written communication:

Such as: correspondence, memos, and e-mail, which is any written communication. The manager must ensure that the written communication is understandable and clear, so that no misunderstanding occurs.

Conclusion

The success of any work in any organization depends on the quality of the performance of its employees, so evaluating the job performance of employees in the organization

helps to know whether they are performing the tasks required of them in accordance with the standards that the organization has set for them or not.

Chapter Three:

Research Methodology

First: study design

First: study design

Research design is defined as a plan or diagram that shows the specifications of the processes necessary in order to test a specific hypothesis under the available conditions. The research design allows the various elements of the research to be mobilized (the theoretical framework, the problem, the analysis, and the results). The research design includes both the theoretical and methodological approaches to provide a description of the various phenomena, whether related to individuals or situations, for the purpose of developing a substantiated generalization.

Second: The methodology used in the study

The choice of the study method is subject to the nature of the subject being studied as well as its goal. The study method is defined as “the means through which we can reach the truth or a set of facts in any situation and attempt to test it.” To verify its validity in other situations and generalize it to reach what we call theory. It is the goal of all scientific research. The method is known as “the path leading to revealing the truth in science through a set of general rules that control the course of the mind and determine its operations until it reaches a result.” Using the quantitative-deductive approach to understand

Relationships between research variables. Main data will be collected for the research

Using a Google Forms survey. Non-probability sampling technique will be used through

Using a convenient sample of all workers in the public health sector in the Kingdom of Saudi Arabia

Through the online questionnaire. The research data will be analyzed using SPSS. the

The research will be analyzed quantitatively because the special nature of the social phenomenon requires interpretation more than quantitative measurement. It is also defined as “a set of integrated research procedures to describe the phenomenon or topic based on collecting, classifying, processing, and analyzing facts and data sufficiently and accurately to extract their importance or reach results or generalizations about the phenomenon.” Or the topic under research is linked to the descriptive approach in order to reach accurate knowledge about the topic of the impact of leadership styles on achieving strategic goals in the work environment, as the approach allows presenting a picture of the current situation of the phenomenon as an accurate and objective description and then diagnosing it, revealing its

various elements, and analyzing and measuring that data. Interpreting it and arriving at an accurate description of the phenomenon and its results through the statistical method and observation of the questionnaire.

Research Methodology

Research method is defined as a strategy to increase the validity of social research. Approach is an approach. Furthermore, inductive and deductive reasoning are the broad methods of reasoning discussed by an opponent that begins with a general and ends with a specific. Whereas induction moves from the specific to

general. Arguments based on experience or observation are best expressed inductively, while arguments based on laws, rules, or other widely accepted principles should be expressed deductively.

Argumentation, quantitative and qualitative researchers often consider themselves competitors.

Furthermore, it is difficult to generalize findings and draw conclusions from quantitative research simply because each individual sees the world differently. Qualitative research is based on the cognitive assumption that every person is different and different and therefore has a different view of the world

Study population and sample

It is known that the Saudi health care sector

It is the largest among the Gulf countries, given that the Kingdom has the largest area, population, and economy. The Kingdom accounts for about 48 percent of the total spending of Gulf governments on health care, at a cost that is expected to exceed \$23 billion in the current year 2023. While the health sector budget has increased to \$4.5 billion, which indicates the huge budget provided by the government. In order to advance this sector and make it always in the ranks of leadership. Although the Corona pandemic has exposed the weakness of many giant health sectors around the world, the Saudi health sector has shown great resistance to retreat and resist any pressure, because its leadership has made health and medical services the top priorities of Vision 2030, which has truly made it the focus of attention of citizens and expatriates.

The health sector in the Kingdom of Saudi Arabia has achieved an important qualitative leap, recording the highest levels of efficiency, safety and patient care. The Kingdom prepared the strategic plan for the Ministry of Health 2030, with the aim of ensuring the full and purposeful implementation of the health sector transformation program. The health transformation program works to restructure the sector to be based on serving the individual and society. The plan aims to achieve interest in public health, enhance disease prevention, facilitate individuals' access to health care services, and increase patient satisfaction rates with the services provided to them.

In the nearer term, that is, by the year 2025, the plan aims to achieve a number of goals, namely: increasing the percentage of population centers covered by health services to 88%, in order to facilitate individuals' access to health care services, and for the unified digital medical record to include 100% of the Kingdom's population by the year 2025, which would improve medical practice and increase doctors' ability to diagnose and treat diseases. Vision 2030 also addressed mental health in order to ensure the psychological safety of the individual and society. The development of the health sector was evident during the spread of the Corona pandemic and confronting its effects, and the Kingdom was able to achieve many achievements, including the digitization of the health sector, by launching applications that would improve health care services, such as: the (My Health) and (Mawid) applications. Also, reducing the rate of deaths resulting from road accidents. Reducing the time required to provide health care, and creating a pure healthy environment and a society free of any pollution or disturbances that do not enable it to enjoy good health.

The private medical sector has taken initiatives for years in order to contribute with the Ministry of Health in providing various medical services, and it has reached a stage of confidence and professionalism in its workers to a high degree. For example, there are about 12 million expatriates, all of whom benefit from private medical services, and insurance companies benefit from them.

It provides health care services to more than 31 million citizens and residents, as well as several million visitors during the Hajj and Umrah periods, through health facilities that include medical cities, specialized hospitals, university and military hospitals, and primary care centers.

Study tools

Within the framework of the field study and with the aim of testing the hypothesized relationship between the research variables (information technology and administrative performance), the questionnaire was chosen as a means of measuring “health information technology has a positive impact on management performance. Several executive steps were taken to ensure its validity and stability. The stability of the questionnaire means ensuring that the answer is the same.” Almost if it is repeatedly applied to the same people and its validity means ensuring that it will measure what it was prepared to measure, its preparation was aided by reviewing a group of questionnaires related to information technology and administrative performance.

Study tool distribution table.

Number of questionnaires	Distribution	return	Missing	excluded	Correct questionnaires
total	100	70	12	8	50
percentage	100%	70%	12%	8%	50%

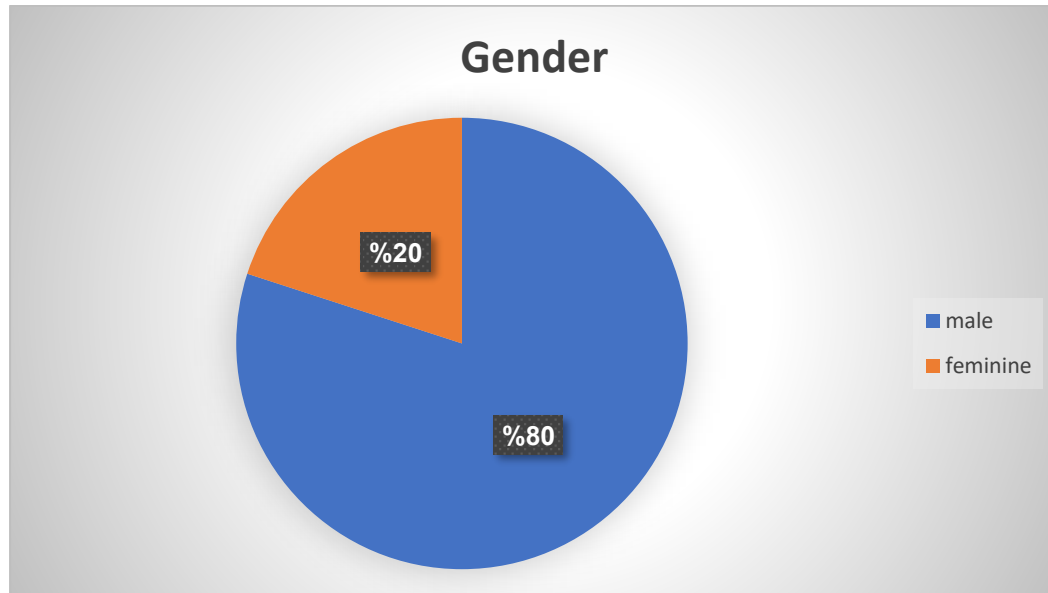
Section One: Personal Data.

Description of the study sample in terms of demographic variables

Describe the study sample in terms of gender

Variable	Category	Number	Percentage%
The gender	male	40	80%
	feminine	10	20%
	total	50	100%

- 1) Gender: It was found that most of the study sample were males, as their number reached (40) people, at a rate of (80%), while the number of females was only (10) females, at a rate of (20%). This indicates a low percentage of female participation

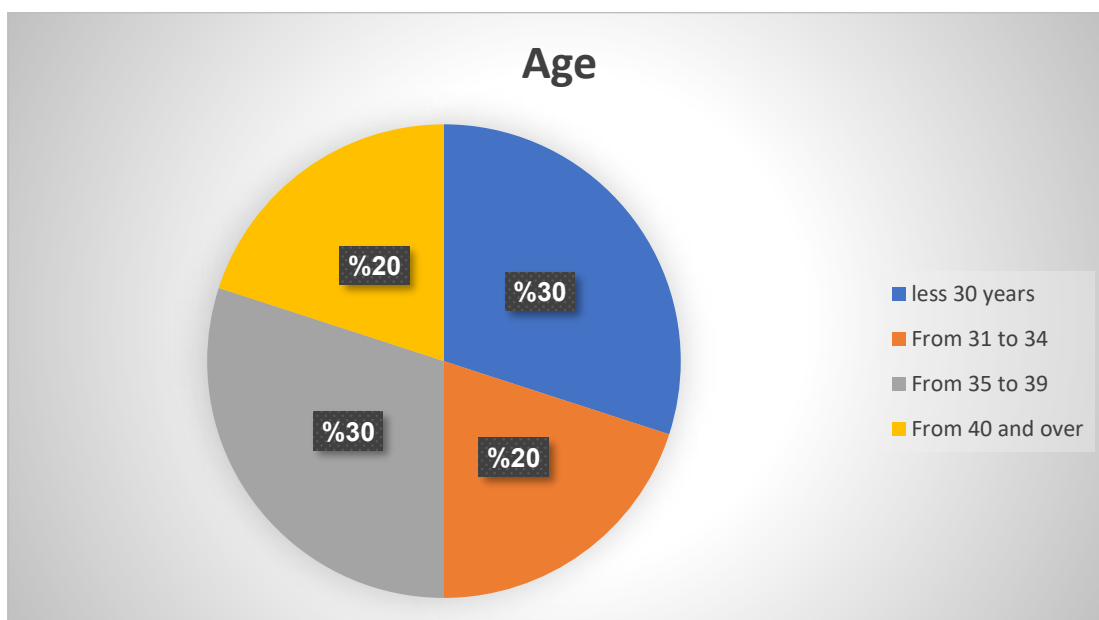


Description of the study sample in terms of age

Variable	Category	Number	Percentage%
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The AGE	less 30 years	15	30%
	From 31 to 34	10	20%
	From 35 to 39	15	30%
	From 40 and over	10	20%
	Total	50	100%

2) Age: It was found that the largest percentage of the study sample was in the age group of 30 years and less, as their number reached (15), with a rate of (30%), followed by the age group from 31 to 34 years, with a rate of (20%). In ages from 35 to 39 years, 30% of the total study sample, as for ages less than 40 years and above, at a rate of (20%) of the total study sample, and this indicates that the average age of the study sample is relatively high.

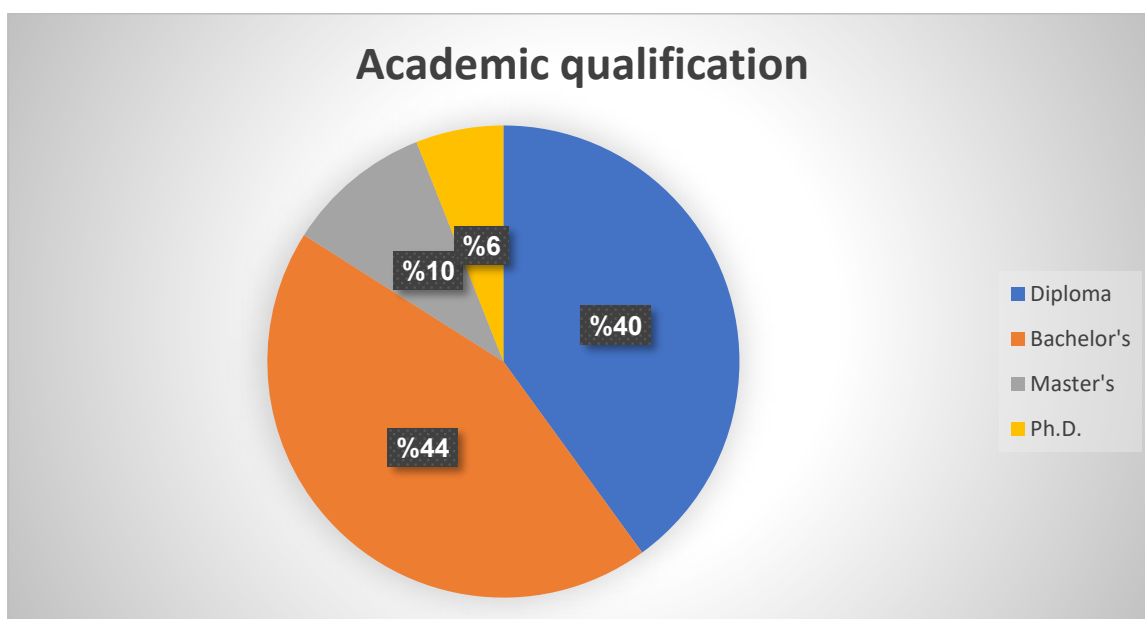


Description of the study sample in terms of qualifications

Variable	Category	Number	Percentage%
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qualification	Diploma	20	40%
	Bachelor's	22	44%
	Master's	5	10%
	Ph.D.	3	6%
	Total	50	100%

3) Academic qualification: It was found that the majority of the study sample hold a first university degree (Bachelor's), as their number reached (22), with a representation rate of (44%), followed by the percentage of diploma holders, with a percentage of (40%), followed by the percentage of holders of a master's degree, with a percentage of ((10% As for the percentage of holders of a doctoral degree, which numbered (3) and amounted to (6%), this indicates that the individuals in the study sample have relatively high academic qualifications.

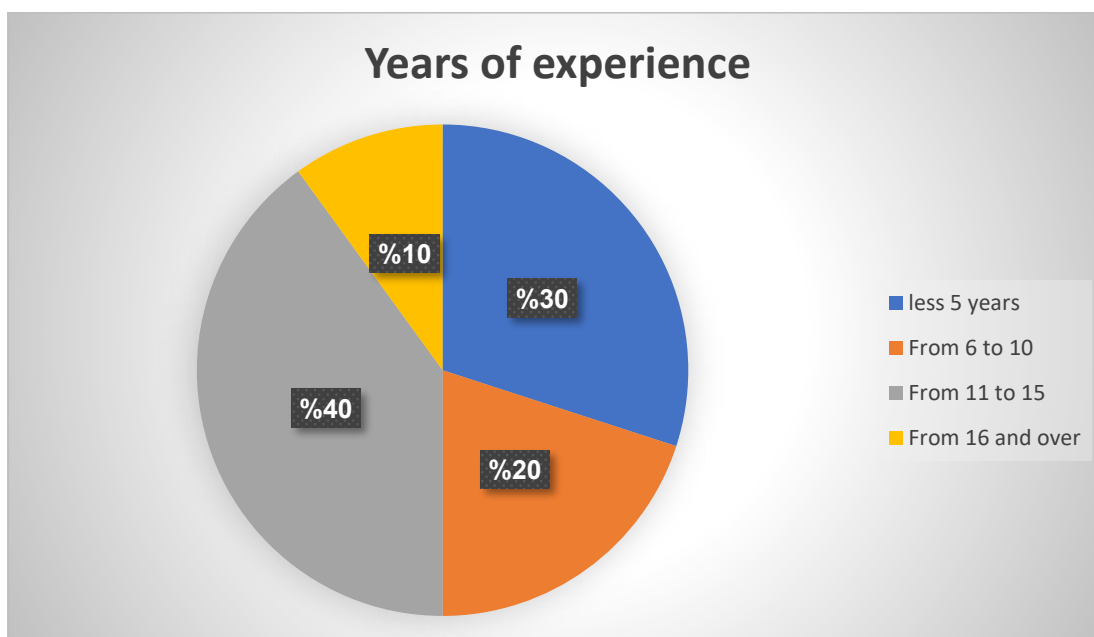


Description of the study sample in terms of experience

Variable	Category	Number	Percentage%
Experience	less 5 years	15	30%
	From 6 to 10	10	20%

	From 11 to 15	20	40%
	From 16 and over	5	10%
	Total	50	100%

4) Years of experience: It was found that the relative distribution of the study sample individuals was according to the number of years of experience, as the largest percentage was for those with experience from 11-15 years, as the number of its members reached (20) individuals, at a rate of (40%), followed by the number of years of experience of 5 years or less, as it amounted to Its percentage is (30%). As for those with experience of more than 16 years, their percentage reached (10%) of the total study sample, and this indicates that the individuals in the study sample have relatively long practical experience.

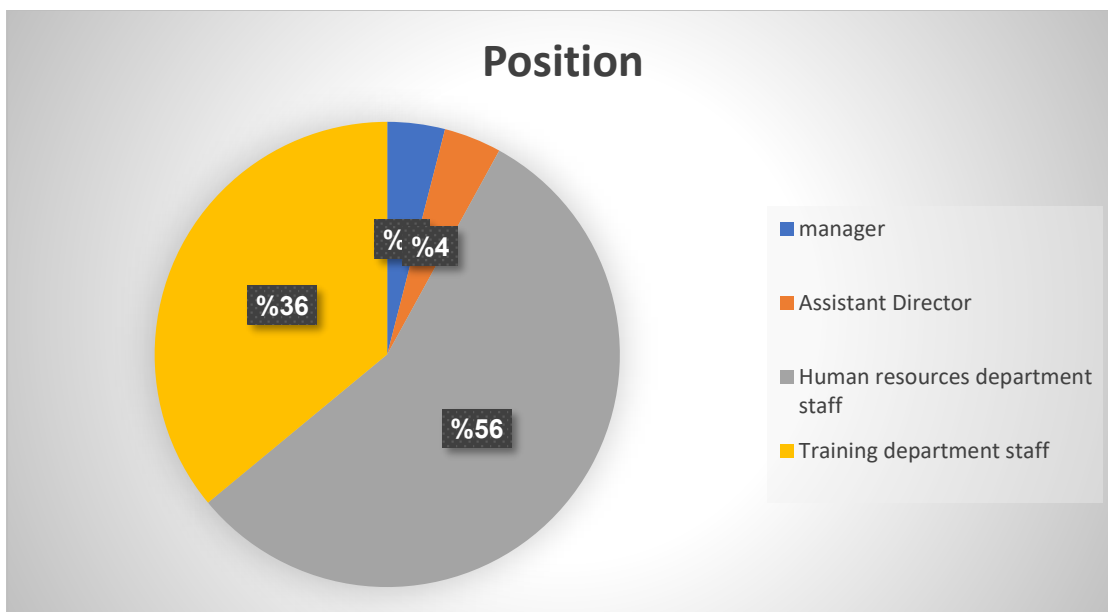


Description of the study sample in terms of occupation

Variable	Category	Number	Percentage%
The job	manager	2	4%
	Assistant Director	2	4%

	Human resources department staff	28	56%
	Training department staff	18	36%
	Total	50	100%

5) Position: It was found that the majority of the study sample were employees of the Human Resources Department, where they numbered (28), with a representation rate of (56%), followed by the percentage of employees of the Training Department, at a rate of (36%), and the percentage of the manager's job, at a rate of (4%). As for the percentage of assistant director the number of its members was (2), with a rate of (4%).



Presentation and discussion of the results Analysis of the study hypotheses

H1: The health information technology has a positive impact on the management performance.

N	Phrase	level of importance
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	priority level	Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
1	Information Systems Management provides continuous training capabilities for system users.	20	15	5	5	5
2	Implementing regulatory information systems contributes to developing job performance and work completion.	18	18	6	4	4
3	The information systems used provide senior management with information that is characterized by speed and relevance.	16	14	8	1	11
4	The use of information systems leads to reducing the use of labor in the health institution.	19	17	3	2	9
5	The use of information systems reduces cases of fraud and forgery to which the organization is exposed.	17	25	6	1	1
6	The organization's senior management follows up the process of developing information systems in line with business service.	9	21	7	7	6
7	The available software capabilities keep pace with the transition requirements for systems implementation and development in work within the organization.	24	8	8	5	5
8	The available software capabilities are easy and quick to use during information retrieval.	23	11	11	2	3
9	Available software provides detailed information when needed.	15	15	5	10	5

10	Suitable computers are available to complete the work required in the organization.	11	21	9	6	3
11	There is a department specialized in the general management of information systems within the organization that provides the appropriate limit for the requirements for implementing the systems.	23	13	4	4	6
12	All hardware components available for use of health information technology are available in the health facility	18	19	7	3	3
13	Health information technology's use of software increases the effectiveness of data transfer.	17	17	7	7	2
14	The software used in the health institution facilitates communication between administrative levels.	9	30	1	9	1
15	The software used is compatible with the work requirements of the health institution	28	8	8	5	1
16	The software used reduces the time needed to work between different departments.	11	11	11	11	6
17	Information systems help in performing and preparing reports and the required work with the required speed.	15	14	13	7	1
18	Information systems management personnel understand the requirements and needs of the business and therefore have the ability to provide information directly.	26	20	1	2	1
19	Suitable (qualification) elements for using the systems are available.	8	28	8	2	4
20	Information management workers have an appropriate degree of qualification and competence.	30	15	1	3	1

21	There is a sufficient number of specialists working in the Information Systems Department.	25	10	5	5	5
22	Suitable components of competency experience are available for use of the systems.	15	15	10	5	5
23	Information Systems Management provides continuous training capabilities for system users.	22	22	2	2	2
24	The means of output (information) are tailored to the specific needs of the business.	23	20	3	2	2
	Total	442	407	149	110	92
	The ratio	37%	34%	12%	9%	8%
	Arithmetic mean	18	17	6	5	4
	Mediator	18	16	6.5	4.5	3.5
	standard deviation	6.18	5.77	3.35	2.81	2.63
	Level of importance	High	High	Medium	Low	Low

1- By analyzing the hypothesis of the study H1: Health information technology has a positive impact on the performance of the administration, we find that the result of the questionnaire with the answer "strongly satisfied" came with a total number of 442 answers to the questionnaire

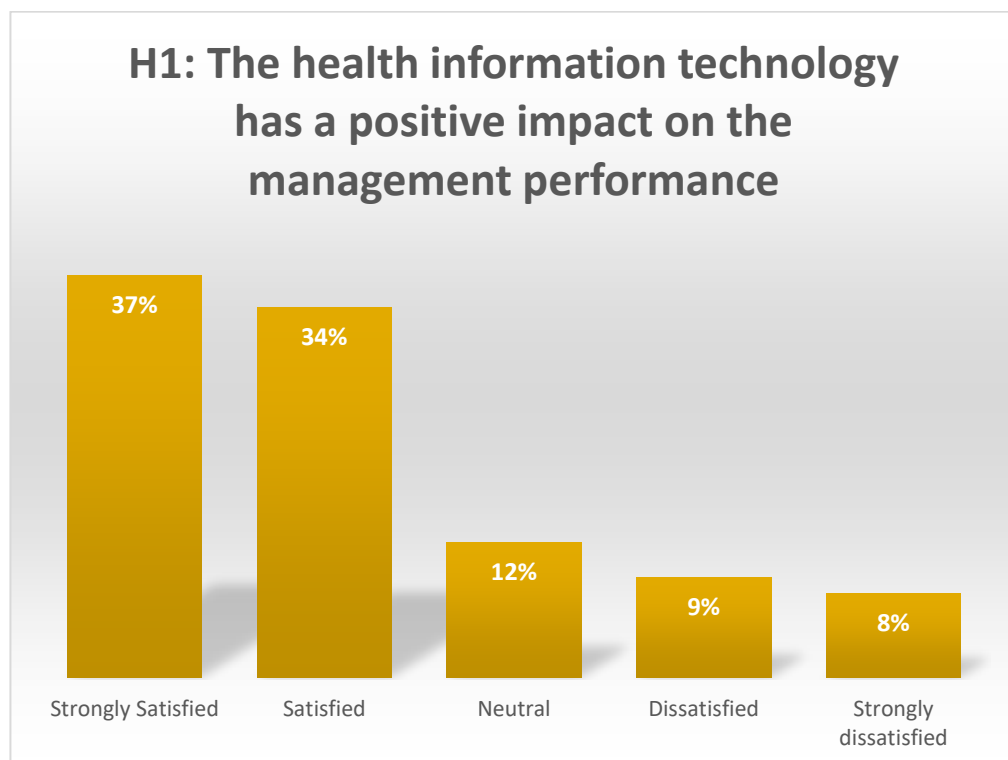
questions 24. The response rate “strongly satisfied” was 37%, and the arithmetic mean was 18, the median was 18, and the standard deviation was 6.18 with a high degree of importance.

2- Analyzing the hypothesis of the study H1: Health information technology has a positive impact on the performance of the administration, we find that the result of the questionnaire with a satisfied answer came with a total number of 407 answers to 24 questionnaire questions. The satisfied answer rate was 34%, and the arithmetic mean was 17, the median was 16, and the standard deviation was 5.77 with a high degree of importance.

3- By analyzing the hypothesis of the study H1: Health information technology has a positive impact on the performance of the administration, we find that the result of the questionnaire answering “neutral” came with a total number of 149 answers to the 24 questionnaire questions. The response rate was “neutral” 12%, and the arithmetic mean was 5, the median was 4.5, and the standard deviation was 2.81 with a moderate degree of importance.

4- Analyzing the hypothesis of the study H1: Health information technology has a positive impact on the performance of the administration, we find that the result of the questionnaire by answering “dissatisfied” came with a total number of 110 answers to 24 questionnaire questions, and the response rate was “dissatisfied” at 9%. The arithmetic mean was 4.5, the median was 2.81, and the standard deviation was 6.18, with a low degree of importance.

5- By analyzing the hypothesis of the study H1: Health information technology has a positive impact on the performance of the administration, we find that the result of the questionnaire with the answer “strongly dissatisfied” came with a total number of 92 answers to the 24 questionnaire questions. The response rate was “strongly dissatisfied” at 8%, and the arithmetic mean was 4, the median was 3.5, and the standard deviation was 2.63 degrees. Low importance



Chapter FOUR

The theoretical framework of the study

Presentation of study results

The study concluded with a set of results, which were as follows:

- Information technology systems constitute one of the most important strategic resources in the health sector in the Kingdom of Saudi Arabia, which has a significant impact by rationalizing decisions, increasing performance, and opening up opportunities for success and growth for the authority that is looking for leadership and excellence in performance.
- Information technology systems have affected the performance of individuals and organizations and have effectively contributed to increasing their productivity and operational efficiency.
- Information technology systems are considered one of the factors that contribute to increasing administrative creativity in the health sector in Riyadh.
- The contribution of information technology systems to developing and improving health sector work mechanisms
- Information technology systems allow opening new markets by attracting customers
- A feature of administrative creativity is improving the authority's image and contributing to increasing efficiency and effectiveness in production.
- Performance represents the organization's ability to achieve results that are consistent with its plans and objectives.
- The use of advanced information systems has improved administrative creativity in the health sector.
- Raising the performance level of employees and investing in their abilities to help them advance and develop.
- Helping the organization establish accurate standard performance rates.
- There is clarity among the study sample about the importance of using information and communication technology systems in human resources management and an awareness of its multiple benefits.
- There is a statistically significant correlation between the availability of human resources for health information technology and improving performance development in the Saudi public health sector institution in the city of Riyadh.

- There is a statistically significant correlation with the availability of regulatory requirements for health information technology to improve administrative performance in the Saudi public health sector institution in the city of Riyadh.
- Hypothesis 3:
- There is a statistically significant correlation between the availability of physical and software capabilities for health information technology and the development of administrative performance in the Saudi public health sector institution in the city of Riyadh.
- There are statistically significant effects in the study sample's estimates of the application of health information technology and performance development in the Saudi public health sector institution in the city of Riyadh due to the following demographic variables: gender, academic qualification, practical experience, and job title.

Recommendations and suggestions

Through the findings of this study, a set of recommendations can be presented that help improve the administrative creativity of the Saudi Telecommunications Authority, through the use of advanced information technology systems to make it more effective and achieve its goals: the most important of which are the following: -

- Benefiting from scientific research in the fields of applying information technology systems and communication systems to address weaknesses, reduce threats, and increase and strengthen strengths and weaknesses in scientific ways.
- The Authority must keep pace with current developments and work to benefit from the information technology revolution.
- Expanding the use of information technology systems in the health sector and generalizing the applicable systems to all jobs.
- Encouraging and intensifying training in the field of modern technology in various material and programming issues.
- The need for the Authority to focus on the aspect of information and communication technology systems when building strategies in practice in a way that leads to improved job performance.

- Conduct further studies and research on information and communication technology systems and job performance.
- The Authority must develop new ideas that allow the provision of the largest possible number of services.
- Integrating information and communication technology systems within the Authority has become an inevitable necessity to keep pace with the technological developments and changes witnessed in the current era.
- The necessity of conducting training courses with the aim of increasing the skills and experience of human resources to enable them to deal with information and communication technology systems and keep pace with their developments.
- It is important to use information and communication technology systems in all institutions, regardless of their activities at the national level, whether service or educational, and not be satisfied with the economic aspect only.
- Providing all methods and means to implement electronic management of human resources, which ensures the continued optimal performance of its human resources. Management's commitment to crystallizing change and adapting to the changes occurring in its environment.
- Seeking the assistance of information and communication technology systems experts in order to hold practical training courses.

Conclusion:

Fully interoperable, patient-centered, and easy-to-use systems are necessary but not sufficient to unlock the potential of health IT. Ultimately, there is only so much the government and users can do. Providers must do their part by re-engineering current processes to take full advantage of the efficiencies provided by health information technology. The study will aim to identify the impact of health information technology in the process of evaluating administrative performance in the methods and quality of the Saudi public health sector institution in the city of Riyadh in the Kingdom of Saudi Arabia providing services and the extent of its ability to achieve the level of satisfaction and develop performance for those services provided. We also see that the extent of the institution's ability to innovate in a distinctive manner. To meet many services, however, the development of these programs has contributed to improving the development of programs and services provided by the Saudi Public Health Sector Foundation in the city of Riyadh through better and faster response to the needs of the beneficiaries and recipients of these services, by paying attention to the needs of the service recipients and improving the development of these services and their satisfaction with them for the employees. Information is the main factor on which the evaluation process depends. The more accurate and timelier it is in providing the necessary information, the greater the efficiency of evaluating the development of the administrative performance of employees and the development of the services provided. The successive rapid developments and challenges that the world has witnessed in all economic, political, social, environmental and humanitarian fields have resulted in many challenges facing the health sector institution. The Saudi General Assembly in the city of Riyadh. One of the most prominent of these challenges is the emerging Corona virus crisis, which has placed on both public and private administrations the burden of changing work methods and procedures through the development

of health information technology that can contribute to promoting and rewarding workers without them having to follow up on their files themselves due to the situation imposed by the virus. Which reflects negatively on administrative performance. Based on the above, this research directs to study the indicators of the role of health information technology and its impact in achieving the development of administrative performance in the Saudi public health sector institution in the city of Riyadh, the Kingdom of Saudi Arabia, to build a theoretical and practical framework to know the impact of health information technology indicators in achieving administrative efficiency, as well as analyzing that relationship and its impact. On the variables and presenting recommendations and proposals to the Saudi Public Health Sector Foundation in Riyadh and researchers on this topic in the future.

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Appendices

Mid-Ocean University

College of Management

Master of Management



**The Impact Of Using The Health Information Technology On The
Management Performance In The Health Public Sector At Riyadh City In
Saudi Arabia**

The researcher asks you to kindly participate actively and constructively, which represents an important resource in the completion of this study. Therefore, I hope for your great cooperation in providing me with the required, necessary and necessary data by filling out this questionnaire and answering objectively on all points, because of this's great impact in reaching accurate and sound results that can be relied upon.

Baothman

Team members /Eyad Abdulqader Baothman / Amal Saeed Al Omari / Dhaher alsulami
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The first axis - personal data

Variable	Category	flag here
The gender	male	
	feminine	
The AGE	less 30 years	
	From 31 to 34	
	From 35 to 39	
	From 40 and over	
Qualification	Diploma	
	Bachelor's	

	Master's	
	Ph.D.	
Experience	less 5 years	
	From 6 to 10	
	From 11 to 15	
	From 16 and over	
The job	manager	
	Assistant Director	
	Human resources department staff	
	Training department staff	

Please put a shading in the appropriate box under the rating that expresses the degree of your satisfaction and in front of each of the following statements

H1: The health information technology has a positive impact on the management performance.

N	Phrase	level of importance				
		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
1	Information Systems Management provides continuous training capabilities for system users.					
2	Implementing regulatory information systems contributes to developing job performance and work completion.					
3	The information systems used provide senior management with					

	information that is characterized by speed and relevance.					
4	The use of information systems leads to reducing the use of labor in the health institution.					
5	The use of information systems reduces cases of fraud and forgery to which the organization is exposed.					
6	The organization's senior management follows up the process of developing information systems in line with business service.					
7	The available software capabilities keep pace with the transition requirements for systems implementation and development in work within the organization.					
8	The available software capabilities are easy and quick to use during information retrieval.					
9	Available software provides detailed information when needed.					
10	Suitable computers are available to complete the work required in the organization.					
11	There is a department specialized in the general management of information systems within the organization that provides the appropriate limit for the requirements for implementing the systems.					
12	All hardware components available for use of health information technology are available in the health facility					
13	Health information technology's use of software increases the effectiveness of data transfer.					

14	The software used in the health institution facilitates communication between administrative levels.					
15	The software used is compatible with the work requirements of the health institution					
16	The software used reduces the time needed to work between different departments.					
17	Information systems help in performing and preparing reports and the required work with the required speed.					
18	Information systems management personnel understand the requirements and needs of the business and therefore have the ability to provide information directly.					
19	Suitable (qualification) elements for using the systems are available.					
20	Information management workers have an appropriate degree of qualification and competence.					
21	There is a sufficient number of specialists working in the Information Systems Department.					
22	Suitable components of competency experience are available for use of the systems.					
23	Information Systems Management provides continuous training capabilities for system users.					
24	The means of output (information) are tailored to the specific needs of the business.					



جامعة ميد أوشن

كلية الإدارة

ماجستير إدارة

أثر استخدام تقنية المعلومات الصحية على الأداء الإداري في القطاع الصحي

العام بمدينة الرياض في المملكة العربية السعودية

أعضاء الفريق:

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Abstract

This current research aims to the impact of using the health information technology on the management performance in the health public sector at Riyadh city in Saudi Arabia.. The research conceptual model developed for this research, whereas the independent variable (IV): “Health Information Technology”. Also, the dependent variable (DV) “Management Performance”. The deductive quantitative approach will be use to understanding the relationships between the research variables. The main data for the research will gather using a Google Forms survey. It will use the non-probability sampling technique through using a convenience sampling for all employees at the public health sector in Saudi Arabia via an online questionnaire. The research data will be analyze using SPSS software. The research analysis will be done quantitatively. Hence, the expected result is that hypotheses (H1) will be satisfied.

Keywords: “Health Information Technology”. “Management Performance”.

خلاصة

يهدف هذا البحث الحالي إلى التعرف على أثر استخدام تكنولوجيا المعلومات الصحية على الأداء الإداري في القطاع الصحي العام بمدينة الرياض في المملكة العربية السعودية تم تطوير النموذج المفاهيمي للبحث لهذا البحث، حيث كان المتغير المستقل (رابعا): "تكنولوجيا المعلومات الصحية". كما أن المتغير التابع (DV) "الإدارة أداء". سيتم استخدام المنهج الكمي الاستنتاجي لفهم العلاقات بين متغيرات البحث. سيتم جمع البيانات الرئيسية للبحث باستخدام استطلاع نماذج Google. وسيتم استخدام تقنية أخذ العينات غير الاحتمالية من خلال باستخدام عينة ملائمة لجميع العاملين في قطاع الصحة العامة في المملكة العربية السعودية من خلال الاستبيان عبر الإنترنت. وسيتم تحليل بيانات البحث باستخدام برنامج SPSS. سيتم تحليل البحوث كميًا. وبالتالي فإن النتيجة المتوقعة هي تلك الفرضيات (ح ١) سوف يكون راضيا. الكلمات المفتاحية: "تكنولوجيا المعلومات الصحية". "الأداء الإداري".