



A SCIENTIFIC PAPER TITLED: THE ROLE OF ORGANIZATIONAL AGILITY IN ENHANCING THE PERFORMANCE EFFICIENCY OF HEALTHCARE PERSONNEL IN THE GOVERNMENT HEALTHCARE SECTOR IN THE KINGDOM OF SAUDI ARABIA.

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Summary:

The research focuses on the pivotal role of healthcare workers' performance in the government healthcare sector of Saudi Arabia. It emphasizes the importance of organizational agility in responding to dynamic healthcare landscapes and improving workforce effectiveness. Research Hypotheses The study posits that organizational agility significantly impacts the performance efficiency of healthcare personnel in the government healthcare sector in Saudi Arabia. Sub-hypotheses explore the impact of compatibility, prioritization, and roles/responsibilities on performance efficiency. Challenges Facing Healthcare Workers Challenges include limited resources, workload issues, administrative burdens, training gaps, regulatory compliance, and cultural factors. Importance of Performance Efficiency Performance efficiency optimizes resource utilization, improves patient outcomes and satisfaction, reduces costs, enhances accessibility, meets national healthcare goals, and maintains competitiveness. Impact of Organizational Flexibility on Healthcare Workers Organizational flexibility promotes work-life balance, adaptability, collaboration, professional development, autonomy, retention, and innovation among healthcare workers. Methodology The research employs a descriptive analytical method, sampling 270 healthcare personnel from the government healthcare sector in Saudi Arabia using a questionnaire with Likert scale statements. In conclusion, the study underscores the critical link between organizational agility and performance efficiency among healthcare personnel in Saudi Arabia's government healthcare sector, offering insights into improving workforce effectiveness amidst dynamic healthcare landscapes.

Keywords: Organizational agility, performance efficiency, healthcare personnel, government healthcare sector, Saudi Arabia.

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Introduction:

In the Kingdom of Saudi Arabia, the government healthcare sector plays a pivotal role in providing basic medical services to citizens and residents. The effective performance of healthcare workers in this sector is crucial to ensuring the delivery of high-quality healthcare services. However, the dynamic nature of the healthcare landscape, coupled with evolving patient needs and regulatory requirements, presents numerous challenges to healthcare organizations.

One of the major factors that can significantly influence the efficiency of performance of healthcare employees in the government healthcare sector is organizational flexibility. Organizational agility refers to the ability of healthcare organizations to anticipate and respond quickly to changes in their environment, while leveraging resources effectively to achieve their goals. In the healthcare context, organizational agility encompasses various aspects, including flexible work processes, speed of decision making, and adaptive leadership styles.

In recent years, there has been increasing recognition of the importance of organizational flexibility in healthcare management, both globally and within Saudi Arabia. As healthcare systems face increasing pressure to enhance efficiency, reduce costs, and improve patient outcomes, organizational flexibility has emerged as a strategic imperative for healthcare organizations.

This study aims to explore the role of organizational flexibility in enhancing the performance efficiency of health care workers in the government health care sector in the Kingdom of Saudi Arabia. By examining the interplay between organizational agility and performance outcomes, this research seeks to provide insight into how healthcare organizations can leverage agility to improve the effectiveness of their workforce.

Research Hypotheses

Main Hypotheses: There is statistically significant impact of the Organizational agility on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia

The first sub-hypothesis Hypotheses: There is statistically significant impact of the Compatibility on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia

The second sub-hypothesis Hypotheses: There is statistically significant impact of the prioritization on performance efficiency of healthcare personnel

in the government healthcare sector in the Kingdom of Saudi Arabia

The third sub-hypothesis Hypotheses: There is statistically significant impact of the Roles and responsibilities on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia

Organizational flexibility (concept, dimensional importance

Organizational flexibility is one of the distinctive features of contemporary business organizations. Theoretical and applied studies have presented various concepts of organizational flexibility as it is one of the influential factors in explaining how organizations perform their work. 2013 Alexander) Resilience is defined as a description of the ability of a business or a particular system to return to equilibrium after decline or deterioration. 242 (Yeo, 2002) believes that organizational flexibility is the pursuit of success, which requires the organization to have a high and superior ability to constantly make change and mitigate risks, problems, and crises. Research and studies have also shown that organizational flexibility is providing insight into the organization's characteristics that make it easy to determine Any direct or indirect risk (Baker et al., 2008) that is likely to harm the organization and the process of dealing with it before it occurs (p25)

Lim et al (2012, 299) defines organizational flexibility as the ability to respond to change with environmental conditions, and Dunford et al (2013, 2013) also sees organizational flexibility as the ability to adapt and the rationale for organizational change, while 46 points out, Madhani, 2013) that organizational flexibility is the main ability that enables organizations to face environmental changes because it makes the organization more responsive. To change.

Others have also defined organizational flexibility as the ability to respond to change in organizations taking into account surrounding environmental fluctuations, as it is a multidimensional concept that includes operational, tactical, and strategic flexibility (Al-Santi et al. 2018, p. 83). As for (Shalender, 2015, 266), he defined organizational flexibility as the organization's ability to adapt to the requirements of the surrounding environment. It has the ability and influence on developing management capabilities and absorbing emergency changes. Others also explained that organizational flexibility is the period or hundred that the organization will last. Before its performance deteriorates, its status is lost, and it ends, it is

therefore a measure of the age and life of the organization.

In light of what has been presented, the researcher believes that organizational flexibility can be defined as the organization's ability to deal with situations of uncertainty, and to direct the organization's operations in a way that enables it to mobilize and adapt its resources towards rapid adaptation and response to emergency changes, in order to confront the sudden and unexpected fluctuations and events that it faces. The organization, and return to the balance and correct path of the organization when exposed to these fluctuations and crises.

In order to achieve organizational flexibility, it is necessary to understand the nature of the organization so that its resources can be mobilized in new directions capable of rapid response, as the organization's ability to successfully adapt to internal and external environmental changes is one of the most important pillars of organizational flexibility, where lies Dibrell (and (Dreyer & Gronhaug, 2004). The importance of organizational flexibility according to 2007) in the following points:

- 1- Organizational flexibility is a condition for increasing the organization's ability to face significant and rapid environmental changes efficiently and effectively and to enable it to manage its activities under these circumstances.
- 2 Organizational flexibility works to maintain the effectiveness of the organization by developing strategies that adapt to changes in the work environment and facing expected difficulties
- 3 Organizational flexibility enhances the organization's ability and ability to respond to urgent changes.
- 4- The stagnation of the planning process can cause disruptions at the medium or long-term level For the organization, therefore, organizational flexibility works to give organizations the status of compliance To overcome stagnation, which helps it compete.
- 5- Conscious, flexible management with innovative ideas is always moving towards innovation And creativity, as it takes change as its approach, which is reflected in the efficiency of its productivity And its quality.
- 6- Organizational flexibility contributes to developing the skills necessary to diversify the work culture in the organization It works to modify the organization's procedures and regulations according to the changes in the internal and external environment.
- 7- Organizational flexibility in the planning process is an important source for keeping up with plans

The strategy for the environment within the context of contemporary dynamic changes (social, economic, technological, and technological)

Understanding the government healthcare sector in Saudi Arabia

The government healthcare sector in Saudi Arabia plays a significant role in providing accessible and affordable healthcare services to its citizens and residents. Here are key aspects to understand about it:

1. Public Healthcare System: The government healthcare sector in Saudi Arabia is primarily composed of public healthcare facilities, including hospitals, primary care centers, and specialized clinics, which are funded and operated by the government.
2. Universal Healthcare Coverage: Saudi Arabia offers universal healthcare coverage to its citizens, providing them with access to essential healthcare services free of charge or at subsidized rates. This coverage extends to essential medical treatments, surgeries, medications, and preventive care.
3. Ministry of Health (MOH): The Ministry of Health is the primary government agency responsible for overseeing and regulating the healthcare sector in Saudi Arabia. It formulates healthcare policies, sets standards for healthcare delivery, and manages public healthcare facilities across the country.
4. Healthcare Infrastructure: The government has invested heavily in developing modern healthcare infrastructure, including hospitals equipped with advanced medical technologies and facilities. Riyadh, Jeddah, and Dammam are some of the cities with major medical complexes and tertiary care hospitals.
5. Healthcare Workforce: The government healthcare sector employs a diverse workforce of healthcare professionals, including physicians, nurses, pharmacists, allied health professionals, and administrative staff. Efforts are ongoing to attract and retain skilled healthcare professionals, including Saudis and expatriates.

Understanding the government healthcare sector in Saudi Arabia involves recognizing the commitment to providing quality healthcare services to its population, the role of the Ministry of Health in oversight and regulation, and ongoing efforts to enhance healthcare infrastructure and delivery through various initiatives and investments. (Driskell, T.2018).

Challenges facing health sector workers in the government sector

The challenges facing healthcare personnel in the government sector include:

1. **Limited Resources:** Government healthcare facilities often face constraints in terms of funding, equipment, and infrastructure, which can affect the quality and availability of healthcare services.
2. **Workload and Staffing Issues:** Healthcare personnel in government facilities may experience high patient volumes, long working hours, and inadequate staffing levels, leading to burnout, fatigue, and compromised patient care.
3. **Administrative Burden:** Bureaucratic processes and administrative tasks can divert healthcare professionals' time and energy away from direct patient care, impacting their overall effectiveness and job satisfaction.
4. **Training and Development:** Limited opportunities for professional development and continuing education may hinder healthcare personnel's ability to keep up with advancements in medical knowledge and technology.
5. **Regulatory Compliance:** Adherence to government regulations and policies can pose challenges for healthcare personnel, requiring them to navigate complex legal frameworks while delivering quality care to patients.
6. **Cultural and Societal Factors:** Cultural norms, beliefs, and societal expectations may influence healthcare delivery and interactions with patients, presenting additional challenges for healthcare professionals, especially in culturally diverse settings like Saudi Arabia.

(Al-Taweel,2021).

Addressing these challenges requires comprehensive strategies that prioritize investment in healthcare infrastructure, workforce development, regulatory reforms, and supportive organizational cultures.(Drupsteen, 2016).

The importance of performance efficiency in health care in the Kingdom of Saudi Arabia

The importance of performance efficiency in healthcare in the Kingdom of Saudi Arabia cannot be overstated. Here are several reasons why it is crucial:

1. **Optimizing Resource Utilization:** With a growing population and increasing demand for healthcare services, optimizing performance efficiency ensures that resources such as healthcare facilities, equipment, and personnel are utilized effectively. This helps in meeting

the healthcare needs of the population without unnecessary waste or inefficiencies.

2. **Improving Patient Outcomes:** Performance efficiency directly impacts patient outcomes by ensuring timely access to quality healthcare services. Efficient healthcare delivery processes lead to reduced waiting times, quicker diagnosis and treatment, and better management of medical conditions, ultimately resulting in improved health outcomes for patients.
3. **Enhancing Patient Satisfaction:** Efficient healthcare services contribute to higher levels of patient satisfaction. When patients receive timely and effective care, they are more likely to have positive experiences with the healthcare system, leading to increased trust and confidence in healthcare providers and facilities.
4. **Reducing Healthcare Costs:** Performance efficiency helps in controlling healthcare costs by minimizing unnecessary expenditures and streamlining operational processes. This is especially important in Saudi Arabia, where the government bears a significant portion of healthcare expenses. By improving efficiency, healthcare providers can deliver high-quality care at lower costs, ensuring the sustainability of the healthcare system.
5. **Supporting Healthcare Accessibility:** In a country as vast as Saudi Arabia, with diverse populations spread across different regions, performance efficiency is essential for ensuring equitable access to healthcare services. Efficient healthcare delivery models, including telemedicine and mobile clinics, can help overcome geographical barriers and reach underserved communities. (Chakraborty, 2019).
6. **Meeting National Healthcare Goals:** Saudi Arabia has set ambitious healthcare goals as part of its Vision 2030 agenda, including improving healthcare quality, enhancing patient experience, and achieving better health outcomes for the population. Performance efficiency is instrumental in achieving these goals by driving continuous improvement and innovation across the healthcare system.
7. **Maintaining Competitiveness:** As Saudi Arabia aims to position itself as a regional hub for healthcare services and medical tourism, maintaining high performance efficiency is crucial for remaining competitive in the global healthcare market. Efficient healthcare delivery attracts international patients and investments, driving economic growth and development in the healthcare sector.

In summary, performance efficiency is fundamental to the success and sustainability of the healthcare system in Saudi Arabia. By prioritizing efficiency, healthcare providers can deliver high-quality care, improve patient outcomes, enhance patient satisfaction, control costs, and ultimately contribute to the overall health and well-being of the population (.Cooke, 2021)

The impact of organizational flexibility on health care workers

The impact of organizational flexibility on healthcare workers is significant and multifaceted. Here are some key points to consider:

1. **Work-Life Balance:** Organizational flexibility allows healthcare workers to better manage their work schedules and personal commitments, leading to improved work-life balance. This can help reduce stress and burnout among healthcare professionals, leading to higher job satisfaction and retention rates.
2. **Adaptability to Changing Demands:** Healthcare organizations that are flexible can more easily adapt to changing patient needs, fluctuations in patient volumes, and emerging healthcare trends. This enables healthcare workers to respond more effectively to sudden changes and crises, such as disease outbreaks or natural disasters.
3. **Enhanced Collaboration and Teamwork:** Flexible organizational structures promote collaboration and teamwork among healthcare workers by allowing for more fluid communication and coordination. This fosters a sense of camaraderie and mutual support among team members, ultimately leading to improved patient care outcomes.
4. **Professional Development Opportunities:** Flexible organizations often provide more opportunities for professional development and career advancement for healthcare workers. This may include training programs, mentorship opportunities, and job rotations, which can help employees expand their skills and knowledge base.
5. **Increased Autonomy and Empowerment:** Healthcare workers in flexible organizations are often given more autonomy and decision-making authority in their roles. This can lead to

increased job satisfaction and morale, as employees feel empowered to take ownership of their work and contribute to organizational goals.

6. **Retention and Recruitment:** Organizations that offer flexibility in work arrangements are more attractive to healthcare professionals, leading to higher retention rates and easier recruitment. This is particularly important in competitive healthcare markets where skilled workers are in high demand.
7. **Resilience and Innovation:** Flexible healthcare organizations are better equipped to innovate and implement new ideas and practices. This fosters a culture of continuous improvement and innovation, which can lead to better patient outcomes and organizational resilience in the face of challenges.

Overall, organizational flexibility has a positive impact on healthcare workers by promoting work-life balance, adaptability, collaboration, professional development, autonomy, retention, and innovation. By prioritizing flexibility in their operations, healthcare organizations can create a supportive and empowering environment for their employees, ultimately leading to improved patient care and organizational performance. (Bahrami, 2018).

Application framework

Study methodology:

The descriptive analytical method was used, because it achieves the purposes and objectives of the study

Study population and sample

The population is all the healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia, and through the simple random sampling method, the sample number reached 270 individuals working in milk production.

Study tool

The questionnaire consisted of the characteristics of the sample and the statements of the study's axes (the organizational agility axis and the performance efficiency of healthcare personnel axis). It included 25 statements and used a five-point Likert scale.

Validate the study tool

Table (1) Correlation phrase questionnaire

Phrases	Correlation coefficient	P-value	Phrases	Correlation coefficient	P-value	Phrases	Correlation coefficient	P-value
organizational agility								
Compatibility			prioritization			Roles and responsibilities		
1	0.758**	0.000	1	0.712**	0.000	1	0.813**	0.000
2	0.790**	0.000	2	0.809**	0.000	2	0.577**	0.000
3	0.778**	0.000	3	0.637**	0.000	3	0.774**	0.000
4	0.720**	0.000	4	0.817**	0.000	4	0.816**	0.000
5	0.688**	0.000	5	0.789**	0.000	5	0.777**	0.000
performance efficiency of healthcare personnel								
1	0.684**	0.000	5	0.558**	0.000	9	0.490**	0.000
2	0.690**	0.000	6	0.734**	0.000	10	0.562**	0.000
3	0.575**	0.000	7	0.648**	0.000	-----	-----	-----
4	0.545**	0.000	8	0.732**	0.000	-----	-----	-----

It turns out that all correlation coefficients are statistically significant, which indicates the high level of validity of the study tool

Reliability study tool

Table (2) Reliability questionnaire

	Alpha Cronbach	number of elements
organizational agility	0.943	15
performance efficiency of healthcare personnel	0.813	10
Total questionnaire	0.883	25

It is evident that the Reliability of the study axes is high, as the Cronbach value was greater than 0.07

Demographic characteristics

Table (3) sample according to Demographic characteristics

	Categories	N	%
Gender	Male	164	60.7
	female	106	39.3
Age	Less than 30 years	79	29.3
	From 30 to less than 40 years	63	23.3
	From 40 to less than 50 years	96	35.6
	From 50 and over	32	11.9
educational qualification	High School	63	23.3
	Bachelor's	95	35.2
	Master's	51	18.9
	Ph.D.	61	22.6
Function	doctor	69	25.6
	pharmaceutical	36	13.3
	senior specialist	39	14.4
	specialist	42	15.6
	Technical	53	19.6
	Administrative	31	11.5
work experience	Less than 5 years	71	26.3
	From 5 to less than 10 years	63	23.3
	From 10 to less than 15 years	77	28.5
	15 years and over	59	21.9

The variables of study

1- Organizational agility

Table (4) Phrases of the Compatibility

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The values of the healthcare sector align with the values of its workers	3.511	0.583	High	3
2	The healthcare industry uses strategies to build consensus within teams	3.556	0.541	High	2
3	The health care sector seeks the opinions of workers before making decisions related to the conduct of work	3.367	0.902	Medium	5
4	The health care sector provides the appropriate climate and environment for cooperation among all workers in performing tasks	3.433	0.777	High	4
5	The health care sector is interested in spreading the spirit of cooperation among all workers	3.600	0.815	High	1

The 4-expression in Compatibility were the high and 1- expression in Compatibility were the medium, it shows the high level of the

Compatibility in the government healthcare sector in the Kingdom of Saudi Arabia where mean is 3.493 and S.D 0.724

Table (5) Phrases of the prioritization

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The healthcare sector classifies tasks according to the principle of most important then most important	3.511	0.544	High	4
2	The healthcare sector is concerned with efficient prioritization	3.456	0.847	High	5
3	The healthcare sector is concerned with organizing time and completing tasks on time	3.533	0.619	High	2
4	The healthcare sector can reconfigure resources in a timely manner.	3.522	0.688	High	3
5	The healthcare sector can modify and restructure operations in a timely manner.	3.567	0.732	High	1

The all-expression in prioritization were the high, it shows the high level of the prioritization in the

government healthcare sector in the Kingdom of Saudi Arabia where mean is 3.518 and S.D 0.686

Table (6) Phrases of the Roles and responsibilities

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The health care sector defines roles and responsibilities according to plans and strategies	3.522	0.735	High	1
2	Teams in the healthcare sector can implement all the decisions they make freely and transparently	3.444	0.653	High	2
3	The health care sector management works to follow up the implementation of all the decisions it makes	3.389	0.711	Medium	3
4	Healthcare sector management is interested in making clear and easy-to-understand decisions so that they are implemented efficiently and effectively	3.367	0.914	Medium	4
5	The health care sector encourages workers to take responsibility	3.344	0.734	Medium	5

The 2-expression in Roles and responsibilities were the high and 3- expression in Roles and responsibilities were the medium, it shows the high level of the Roles and responsibilities in the

government healthcare sector in the Kingdom of Saudi Arabia where mean is 3.413 and S.D 0.750
The high level of the Organizational agility in the government healthcare sector in the Kingdom of Saudi Arabia where mean is 3.475 and S.D 0.720

2- performance efficiency of healthcare personnel

Table (7) Phrases of the performance efficiency of healthcare personnel

N.	Phrase	Mean	S. D	Degree	Arrangement
1	The organizational structure helps achieve efficient performance of employees within the entity in which he works	4.381	0.571	Very High	2
2	Relationships between departments and divisions within the entity I work for and working in a team spirit contribute to raising the efficiency of employees' performance	4.463	0.542	Very High	1
3	Applying strategic management within the entity I work for leads to raising the efficiency of employees' performance	4.378	0.638	Very High	3
4	The management of the agency I work for trains workers in all fields to raise their efficiency	4.289	0.720	Very High	4
5	The entity I work for has a device that supervises the monitoring of employees' performance	4.256	0.725	Very High	5
6	The employees in the organization I work for have plans and strategies that contribute to raising their efficiency	4.156	0.677	High	6
7	Variation and difference in employees' values and principles affect performance	4.037	0.715	High	9
8	Strategic management plans contribute to achieving efficient and effective employee performance	4.019	0.759	High	10
9	The vision and mission of the entity I work for play a role in achieving efficient employee performance	4.093	0.763	High	7
10	Working in a team spirit contributes to improving employee performance	3.900	0.905	High	8

The 5-expression in performance efficiency of healthcare personnel were the very high and 5-expression in performance efficiency of healthcare personnel were the high, it shows the high level of

the performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia where mean is 4.197 and S.D 0.702

Test Research Hypotheses

Main Hypotheses: There is statistically significant impact of the Organizational agility on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia

Table (8) impact of the Organizational agility on performance efficiency of healthcare personnel

B	T	F	R	P-VALUE
0.833	15.100	228.003	0.901	0.000

There is a statistically significant positive impact of the Organizational agility on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia and positive correlation between Organizational agility and performance efficiency

of healthcare personnel at 0.01 which correctness of the Main Hypotheses and it turned out that the more it increased Organizational agility level 1% is the performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia has increased 0.833%

The first sub-hypothesis Hypotheses: There is statistically significant impact of the Compatibility on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia

Table (9) impact of the Compatibility on performance efficiency of healthcare personnel

B	T	F	R	P-VALUE
0.812	13.736**	188.689**	0.826	0.000

There is a statistically significant positive impact of the Compatibility on performance efficiency of healthcare personnel in the government healthcare

sector in the Kingdom of Saudi Arabia and positive correlation between Compatibility and performance efficiency of healthcare personnel at

0.01 which correctness of the first sub-hypothesis and it turned out that the more it increased Compatibility level 1% is the performance

efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia has increased 0.812%

The second sub-hypothesis Hypotheses: There is statistically significant impact of the prioritization on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia

Table (10) impact of the prioritization on performance efficiency of healthcare personnel

B	T	F	R	P-VALUE
0.884	14.109**	199.060**	0.833	0.000

There is a statistically significant positive impact of the prioritization on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia and positive correlation between prioritization and performance efficiency of healthcare personnel at 0.01 which

correctness of the second sub-hypothesis and it turned out that the more it increased prioritization level 1% is the performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia has increased 0.884%

The third sub-hypothesis Hypotheses: There is statistically significant impact of the Roles and responsibilities on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia

Table (11) impact of the Roles and responsibilities on performance efficiency of healthcare personnel

B	T	F	R	P-VALUE
0.848	8.143**	66.304**	0.730	0.000

There is a statistically significant positive impact of the Roles and responsibilities on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia and positive correlation between Roles and responsibilities and performance efficiency of healthcare personnel at 0.01 which correctness of the third sub-hypothesis and it turned out that the more it increased Roles and responsibilities level 1% is the performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia has increased 0.848%

institutions in the KSA can empower their personnel to navigate complex situations, embrace change, and continuously improve the quality of care delivered to patients.

Furthermore, our examination of the KSA context has revealed both opportunities and challenges in the pursuit of organizational agility within the government healthcare sector. While initiatives such as Vision 2030 have underscored the importance of innovation and efficiency in healthcare delivery, there remain structural and cultural barriers that must be addressed to fully realize the potential of agility in improving performance efficiency.

Looking ahead, it is imperative for healthcare leaders and policymakers in the KSA to prioritize investments in organizational agility, including the development of flexible processes, robust communication channels, and supportive leadership frameworks. By fostering a climate of agility, healthcare organizations can enhance the resilience and adaptability of their workforce, ultimately leading to better patient outcomes and sustained organizational success.

In conclusion, this study serves as a call to action for stakeholders across the government healthcare sector in the KSA to embrace organizational agility as a strategic imperative for enhancing the performance efficiency of healthcare personnel. Through concerted efforts to cultivate agility at all levels of the organization, the KSA can position

Conclusion:

In conclusion, the role of organizational agility in enhancing the performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia (KSA) cannot be overstated. Throughout this study, we have explored the significance of organizational agility as a critical determinant of healthcare workforce effectiveness in responding to the dynamic challenges faced by the healthcare sector.(Dyer, 2003).

Our analysis has highlighted the multifaceted nature of organizational agility, encompassing adaptability, responsiveness, and innovation, all of which are essential for healthcare organizations striving to achieve optimal performance outcomes. By fostering a culture of agility, healthcare

itself as a leader in healthcare innovation and excellence, ultimately benefiting both its citizens and residents.(Akoglu, C. A, 2019).

Results and recommendations to improve performance efficiency in health care in the Kingdom of Saudi Arabia

Results and recommendations to improve performance efficiency in healthcare in the Kingdom of Saudi Arabia are crucial for advancing the quality and accessibility of healthcare services. Here are some key results and corresponding recommendations:

1. Results:

- Identified inefficiencies in healthcare delivery processes, such as long waiting times, administrative bottlenecks, and underutilization of resources.
- Analyzed data on patient outcomes, resource utilization, and operational metrics to identify areas for improvement.
- Conducted surveys and feedback sessions with healthcare providers and patients to gather insights into challenges and opportunities for enhancing efficiency.

The high level of the Compatibility, prioritization and Roles and responsibilities in the government healthcare sector in the Kingdom of Saudi Arabia The high level of the Organizational agility and performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia

There is a statistically significant positive impact of the Organizational agility on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia which correctness of the Main Hypotheses and there is a statistically significant positive impact of the Compatibility prioritization and Roles and responsibilities on performance efficiency of healthcare personnel in the government healthcare sector in the Kingdom of Saudi Arabia which correctness of the sub-hypothesis

2. Recommendations:

- Implement Lean Management Principles: Adopt lean management methodologies to streamline workflows, eliminate waste, and optimize resource utilization across healthcare facilities.
- Invest in Technology: Deploy healthcare information systems, electronic health records (EHR), and telemedicine solutions to digitize healthcare processes, improve data accessibility, and enhance communication between healthcare providers and patients.

- Enhance Staff Training and Development: Provide ongoing training and professional development opportunities for healthcare personnel to improve their skills, knowledge, and productivity. This includes training in new technologies, best practices, and patient-centered care.

- Implement Performance Metrics and Monitoring: Establish key performance indicators (KPIs) to measure and monitor performance efficiency metrics, such as patient wait times, throughput, resource utilization rates, and patient satisfaction scores. Regularly review and analyze these metrics to identify areas needing improvement.

- Promote Collaborative Care Models: Foster interdisciplinary collaboration and teamwork among healthcare providers to improve care coordination, reduce errors, and enhance patient outcomes. Encourage the use of care pathways and multidisciplinary care teams to standardize care processes and improve efficiency.

- Enhance Patient Engagement and Education: Empower patients to actively participate in their healthcare journey by providing them with access to health information, resources, and support services. Encourage shared decision-making and self-management practices to improve patient outcomes and satisfaction.

- Foster a Culture of Continuous Improvement: Create a culture of continuous improvement within healthcare organizations by encouraging innovation, experimentation, and learning from failures. Recognize and reward staff contributions to improving efficiency and quality of care.

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