

The Impact of Quality on Nurses Job Performance

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Abstract

This study has investigated the internal service quality and its impact on nurses` job performance. In fact it is an attempt to provide a better understanding of internal service quality at healthcare sectors in order to enhance the nurses' job performance. The main aim of this study is to investigate the relation and impact between internal service quality and nurses` job performance. This study was accomplished based on two methods, quantitative and qualitative (mixed method). The population included (160) participants from the nurses who are employed in King Khalid General Hospital- Hafr Al-Batin, Saudi Arabia during 2022-2023. A questionnaire was used as a tool to collect the required data which analyzed by (SPSS) programs mainly person correlation and regression. Based on the hypotheses developed, the results show that there is a positive relationship and impact between internal service quality and nurses` job performance. This study concluded that applying the policies of internal service quality leads to a high job performance among nurses.

Keywords: Service Quality, Nurses, Job Performance, Hafr Al-Batin

المستخلص

تبحث هذه الدراسة عن جودة الخدمة الداخلية وأثرها على الأداء الوظيفي للممرضات. وهي محاولة لتوفير فهم أفضل لجودة الخدمة الداخلية في قطاعات الرعاية الصحية من أجل تحسين الأداء الوظيفي للممرضات. الهدف الرئيسي من هذه الدراسة هو التحقق من العلاقة والتأثير بين جودة الخدمة الداخلية والأداء الوظيفي للممرضات. أنجزت هذه الدراسة على طريقتين، الكمية والنوعية (الطريقة المختلطة). وقد بلغ عدد المشاركين (160) مشاركاً من الممرضات العاملات في مستشفى الملك خالد العام - حضر الباطن - المملكة العربية السعودية خلال العام 2022-2023م. تم استخدام الاستبانة كأداة لجمع البيانات المطلوبة، والتي تم تحليلها بواسطة برامج (SPSS) وخاصة قانون بيرسون للارتباط والانحدار. بناءً على الفرضيات التي تم تطويرها، أظهرت النتائج أن هناك علاقة وتأثير إيجابي بين جودة الخدمة الداخلية والأداء الوظيفي للممرضات. خلصت هذه الدراسة إلى أن تطبيق سياسات جودة الخدمة الداخلية يؤدي إلى أداء وظيفي مرتفع بين الممرضات.

الكلمات المفتاحية : جودة الخدمة ؛ التمريض ؛ الأداء الوظيفي ؛ حضر الباطن .

Introduction

1.1 Background

The Kingdom of Saudi Arabia (KSA) is undergoing a significant national transformation, through systematic well organized plans known as Saudi Vision 2030. The main objective of this vision is to modernize and professionalize government institutions. In the health sector, this will be achieved through sufficient expansion of healthcare system, with high quality and improved efficiency, with a focus on value-based healthcare (Al-Hanawi, 2019). It is clearly seen that healthcare sector is going to face growing demands on the Saudi healthcare system that arise from a population that is both growing and ageing, and rising expectations of improved healthcare for all citizens.

Nurses form the largest group of health professionals in KSA which are essential to all aspects of healthcare. The reform of Saudi nursing will thus be critical to the success of this transformation. Therefore, Managerial practices in the healthcare sector are facing considerable challenges to improve the performance of nursing staff in the ever-growing hospital market conditions. Nurses, among all healthcare practitioners, are considered the front-line care of patients in providing quality health services in hospitals. Nurses also are the largest human resource in healthcare organizations, so their performance remains a long-standing determinate of the quality of patient care. Therefore, the assessment of factors influencing the performance of nurses became essential for scholars and hospital management executives.

1.2 Statement of the Problem

Although Saudi Arabia has a reasonable number of nurses per head of population—about two-thirds of the Organisation for Economic Co-operation and Development (OECD) average (Ministry of Health, 2018). However, the nurses performance still need to be increased and qualified enough to meet the population growth and development. So, the problem of this study comes from the fact that many nurses lack the skill and

knowledge they need to provide high-quality healthcare performance. Since the skills and competence of nurses require some factors such as employees' commitment and satisfaction as both of which help to enhance employee performance.

1.3 Research Questions

- What is the impact of the internal service quality on the nurses' job performance?
- What are the internal service quality policies that lead to nurses' better performance?

1.4 The Significance of the Study

Nurses make up the largest group of healthcare providers working within healthcare services and they contribute significantly to the quality and delivery of patient care (Al-Aameri, 2000; Chan, Tam, Lung, Wong, & Chau, 2013). Therefore, this study is significant because it is focused on crucial aspect related to nursing performance and quality practice in healthcare workplace and how these interactions affected the working manner and performance of nurses. This study is important for those who are interested on nurses jobs to explore that most of the employees who are performed with high quality practice at work report higher levels of job satisfaction and commitment. The findings of this study may provide the employees, administrators, responsible and interested with effective strategies to gain high internal service quality that affect positively on nurses job performance The higher the workplace quality practice, the better informed employees are and, in turn, the less uncertain they are about tasks and goals and the better performance.

1.5 Research Objectives

This research is looking forward to accomplishing the following:

- To investigate the impact of the internal service quality on the nurses' job performance.

- To find out the internal service quality policies that lead to nurses' better performance.

1.6 Research Hypotheses

- Hypothesis H1: Internal service quality has a significant impact on nurses job performance
- Hypothesis H2: Internal service quality policies lead to nurses' better performance.

1.7 Methodology of the Study

To answer the study questions and achieve the objectives, this study adopted a descriptive analytical method where data were gathered by means of large-sample survey. The measures, sample and data collection, and data analysis technique are presented in chapter three. The target population consists of nurses who work in Hafer Al Batin government hospitals, which were chosen randomly and (160) nurses fit the research inclusion criteria. After signing the research agreement, the respondents were given a questionnaire on the study main topics.

1.8 Limitations of the Study

This study which entitled "The Impact of Quality on Nurses Job Performance" is conducted at Hafer Al-batin government hospitals mainly king Khalid Hospital. The participants were (160) nurses who work in the target hospital during the year 2022-2023. It is believed that a study might provide more elaborated results if it is conducted on a wider population.

1.9 Related Studies

This study was conducted by Waleed Abdullah & Mohammed Nusari (2019) which entitled "The Relationship between Nurses' Job Satisfaction and Nurses' Performance in the Public Health Care Sector in Yemen". The study aimed to determine the level of job satisfaction and performance among nurses working in public hospitals in the governorates

of Aden and Abyan, Yemen. And, the correlational relationship between nurses' job satisfaction and nurses' performance will be investigated. To fulfill the study objectives, the researcher used a quantitative method in which a self-administered questionnaire was distributed and then analyzed using Pearson correlation and multiple regression in IBM SPSS Statistics ® (SPSS). The findings of the study show that the level of overall nurses' job satisfaction is low, and nurses' performance is poor. The result also reveals that overall nurses' job satisfaction positively correlated to nurses' performance. Moreover, the results also showed that Pay and Benefits are the most influential factors among other job satisfaction dimensions affecting nurses' performance.

This study was carried out by Nursalam, N, and others (2018) which entitled "the Correlation between the Quality of Nursing Work life and Job Performance". The aim of this study was to analyze the correlation between the individual factors and the nurse's performance, and also to see if there was a correlation between QNWL and the nurse's performance. This was a correlational research study with a cross-sectional approach. The sample consisted of 106 nurses, collected by simple random sampling. The independent variables were individual factors (education and length of work), and QNWL and the dependent variable was job performance. The data was collected by using questionnaires analyzed using multiple linear regression with ($p < 0,05$) degree of significance. The results showed that there was a correlation between education and the nurses' performance ($p = 0,035$), and also a correlation between QNWL and nurses' performance ($p = 0,000$). The length of time they'd been working was not influenced by the nurses' performance ($p = 0,103$). The study concluded that the individual factors of education and QNWL had an impact on the nurses' performance. It is suggested for the next researcher to analyze other significance factors that influence QNWL.

This study was done by Dewi Kusumawati & Nyoman Anita Damayanti (2020) which entitled "The Analysis of Nurses' Quality of Work Life at Urban Hospital in Indonesia". the method employed in this study was descriptive-correlation performed among 75 nurses at urban hospital in

Indonesia by utilizing a questionnaire with Work-Related Quality of Life scale. The results obtained and analyzed using the method of Percentage analysis. The samples were taken by a simple random method. The Quality of Work Life measurements used the Work-Related Quality of Life scale. The results of the study revealed that there were still nurses who were dissatisfied with the Homework Interface factor by 19.01%, Control at Work by 34.9%, Working Condition by 28.6%, and Stress at Work by 87.3%. Furthermore, the quality of work life remains low by 30.2%. In a nut shell, the quality of the work-life of nurses at an urban hospital in Indonesia is indicated poor. It is suggested to identify the factors that influence and develop recommendations on improvement of Quality of Work Life on nurses.

This study was done by Khoa T. Tran and others (2018) which entitled "The Impacts of the High-Quality Workplace Relationships on Job Performance: A Perspective on Staff Nurses in Vietnam". The main objective of this study was to investigate the effects of healthy workplace relationships on employees' working behaviors, which in turn affect their performance. This study analyzed a questionnaire survey of 303 hospital nurses using a structural equation modeling approach. The findings demonstrated the positive effects of high-quality workplace relationships on working manners including higher commitment, lower level of reported job stress, and increased perception of social impact. The results also showed relationships between leaders and their staff nurses make a significant contribution to the quality of workplace relationship and nurses' performance. In addition, the social impact was illustrated to positively moderate the association between healthy workplace interactions and job stress; however, it had no significant effect on job commitment. Unfortunately, job commitment was surprisingly found to not be related to performance ratings. This paper provides some suggestions for the divergence of performance drivers in the hospital context in Vietnam.

This study was carried out by Reem N Al-Dossary. (2020) which entitled "The Relationship Between Nurses' Quality of Work-Life on Organizational Loyalty and Job Performance in Saudi Arabian Hospitals: A

Cross-Sectional Study". The purpose of this study is to analyze the relationship between quality of work-life on the organizational loyalty and job performance in Saudi Arabia. This study used a cross-sectional design for collecting the data related to the nurses' quality of work-life, organizational loyalty, and job performance from nursing staff in Saudi Arabian hospitals. Three questionnaires were used in this study, which includes Quality of Work Life Scale (QWLS), Organizational Commitment Questionnaire (OCQ), and Individual Work Performance Questionnaire (IWPQ). Results of the study revealed that Nurse managers reflected good quality of life, and high loyalty toward their employers, and also reflected good job performance levels. However, staff nurses reflected poor quality of work-life, organizational loyalty, and job performance. Training and development had strong positive correlation with continuance commitment ($r = 0.628$, $p < 0.01$). Job satisfaction and job security held strong positive correlation with task performance ($r = 0.601$, $p < 0.01$) and contextual performance ($r = 0.601$, $p < 0.01$). Based on the results, it is recommended that Quality of work-life, organization loyalty, and job performance are positively correlated, and poor quality of work-life can negatively impact job performance and organizational loyalty of nurses.

1.10 keywords Definition

Service Quality: (SQ), in its contemporary conceptualization, is a comparison of perceived expectations (E) of a service with perceived performance (P), giving rise to the equation $SQ=P-E$, (Lewis, 1993) In this study it means the achievement in customer service that reflects at each service done to a customer. Service quality must meet the Customers' expectations.

Nurses: Nursing is a profession within the healthcare sector focused on the care of individuals, families, and communities so they may attain, maintain, or recover optimal health and quality of life, (Encyclopedia of Economics and Society, 2022). Nurses may be differentiated from other healthcare providers by their approach to patient care, training, and scope of practice. Nurses practice in many specialties with differing

levels of prescription authority. Nurses comprise the largest component of most healthcare environments. (Maymoun, 2020)

Job Performance: performance is an action or process of performing a task or function (Oxford Concise Dictionary 1999:1060). In this study, the meaning of job performance refers to task performance or in-role job performance as defined by Motowidlo (2003) as the organization's total expected value on task related proficiency of an employee, or fulfilment of tasks that are required by the formal job description. In other words, task performance is the behaviors related specifically to performing job-related matters.

Literature Review

2.1 Background

Health care is one of the fastest-growing industries worldwide, and healthcare professions are in high demand now a day. It is well known that healthcare occupations are of high pressure and have long working hours. Also, healthcare sector is a critical industry, therefore it must provide more timely facilities and high quality services comparing with other service sectors. healthcare organizations are expected to respond to the consumers/patients in no time. The nurses are required to serve patients in the standard approach (Gupta & Sharma, 2009). Nurses' commitment level, performance effectiveness and efficiency are affected due to work-related pressure.

Nurses form the largest human resource in healthcare sectors, and their performance remains a long-standing determinate of the quality of patient care. Therefore, evaluation of factors that have impact on the performance of nurses became crucial for scholars and hospital management executives. Based on the effective event theory, it is necessary to investigate the role of internal services quality to improve the performance of the nurses at healthcare workplace, which will ultimately result in organizational wellness. Moreover, previously there are few studies which have investigated the impact of quality on job performance in the health sector of Saudi Arabia.

2.2 Job Performance

Performance is defined as behavior, that is often done by an employee, since performance is different from outcomes because outcomes result partially from an individual's performance, but they are also the result of other influences (Campbell et al. 's, 1993) . In other words, there are more factors that determine outcomes than just an employee's behaviors and actions. The definition of performance has received considerable scholarly research attention over the past years. Researchers believe that performance is a multi-dimensional subject as there is distinguish between a process aspect (i.e., behavioral) and an outcome aspect of performance. The behavioral aspect refers to the job that workers do at work, the action itself (Campbell, 1990). Performance includes specific behavior (e.g., sales conversations with customers, teaching statistics to undergraduate students, programming computer software, assembling parts of a product). This concept implies that only actions that can be scaled (i.e., counted) are regarded as performance. Moreover, this performance concept explicitly only describes behavior which is goal-oriented, i.e. behavior which the organization hires the employee to do well as performance (Campbell et al., 1993).

Task performance is the behaviors related specifically to performing job-related matters. Therefore, from the above definitions it is clear that job performance is related to the extent to which an employee is able to accomplish the task assigned to him or her and how the accomplished task contributes to the realization of the organizational goal. (Mawoli and Babandako, 2011). At a general level, task performance consists of activities that transform materials into the goods and services produced by the organization or to allow for efficient functioning of the organization (Motowidlo et al., 1997). Thus, task performance covers the fulfillment of the requirements that are part of the contract between the employer and employee. Moreover, task performance in itself can be described as a multi - dimensional construct. Campbell (1990) proposed a hierarchical model of eight performance factors. Among these eight factors, five refer to task performance:

- (1) job-specific task proficiency;
- (2) non-job-specific task proficiency;
- (3) written and oral communication proficiency;
- (4) supervision, in case of leadership position;
- (5) and partly management/administration.

Each of these five factors include sub factors which are differently important for various jobs. For example, the supervision factor includes (1) guiding, directing, and motivating subordinates and providing feedback, (2) maintaining good working relationships, and (3) coordinating subordinates and others resources to get the job done.

2.3 Nurses' Job Performance

Nurses' performance has effective role in ensuring outstanding care to achieve targeted patient outcomes and developing the performance of the healthcare system. assessing healthcare job's performance is critical to develop nurses career and meet the needs of the patients, where it is also considered a tool to evaluate how much effort is being put forth by nurses to take care of the patients, therefore, evaluating nurses' performance ought to be a priority in healthcare management (Meretoja, 2004).

Nurses' performance is defined as actions and activities taken by them to meet the responsibilities that enable them fulfilling their duties according to the standards set by the management. It also shows the level of nurses' performance and the extent of their success in performing their duties (Awases, 2013), which is attributed to achieve the organization's goals and demands. Moreover, Nurses' performance was defined by (AbuAlrub, 2004) as the nurses' ability to efficiently fulfill the duties of patient care, it has the ability of nurses to perform nursing tasks.

It is obvious from the above definitions of how important nurses' performance is. According to The World Health Organization (WHO, 2010) performance is a mixture of available healthcare staff and specialists contribution towards meeting the patients' needs in perfect accord with international quality standards, where low healthcare workforce performance results in sub-par healthcare at best, by which the entire

healthcare system suffers poor quality of patients care and performance. Since, nurses composite the highest portion of health care providers (Al-Ahmadi, 2009; Zarea et al., 2009), and their performance play a big role in the provision of hospital care, it can be concluded that nurses' performance is a prominent driver of health care system performance.

It is very clear that high quality nurses' performance leads to patients' safety, and can result in low patients' death. therefore, improving nurses' performance is absolutely a must to gain improvement in healthcare system outcome, enhance and handle patients' needs reduce healthcare costs. Similarly, (Shamsi et al., 2003) believes that Hospital systems' strengths, weaknesses and failure are dependent on nurses' performance which has the capability to provide most of the solutions to the ineffective functional systems. Thus, healthcare policy makers and hospital leaders must take actions towards developing the quality of hospital services and increasing efficiency in them which will guarantee active involvement of nurses and raise their performance.

2.4 Internal Service Quality of Nurses

Nowadays, nurses is seen as the "backbone of the medical system", taking into account that nurses are the initial component of the patient's care and it is crucial to ensure the welfare and working life balance to maintain the quality treatment (Varma, 2016). at the other hand nurses have been trained to provide patient care and improve the patient's quality of life, but the quality of their work-life is neglected. The nurses' role in the health care system is expanding and changing. The quality of nursing care is considered an important aspect of evaluating the quality of healthcare. The quality of nursing and health care are directly interlinked to levels of job satisfaction among nurses and the quality of nurse's work life, (Saeed, 2010). The quality of care of the nurse's performance is visible from a nurse's commitment to work. Based on the findings from literature studies, health institutions need to pay attention to fatigue, creating and enhancing a supportive and equitable work environment to increase the level of affective commitment and consequently the performance of nursing staff.

2.5 Relationships Between Internal Service Quality and Performance

It is well known during this era that 'human capital' is the key success factor in today's service-oriented organizations. Because it affects customer satisfaction and thus has positive impact on the organization performance. (McCartney, 2000) In the service marketing literature, many scholars have found the view that organizations provide internal quality services to the customers have generally high level of productivity and success. Hallowell et al, (1996) for example, suggest that internal service quality is related to customer service quality via employee capability. Specifically, they support the notion that job satisfaction is linked more strongly to satisfaction with internal service quality, than to satisfaction with wages and benefits. Therefore, conceptually propose the 'service-profit chain', which establishes links between profitability and customer loyalty, as well as employee satisfaction, loyalty and productivity. in addition, the effect of internal service quality on employees' prosocial customer behavior is examined, to argue that employees may improve their general performance and become cooperative where high internal service-quality climate is available.

Bruhn (2003, 1190) acknowledged that "internal customer satisfaction is an essential prerequisite both for improving internal suppliers–customer relationship and for attaining higher external customer satisfaction, retention and long-term financial success". In addition, this supported the view that the serving ability of a worker depends on the quality of internal processes, available resources and recognition. This ability has impact on the employee job satisfaction, his or her desire to remain in the organization and the quality of services provided, thus affecting the satisfaction of the organizations customers and, in turn, financial performance. This argument that job satisfaction makes employees work harder and more positively, thus affecting organizational performance. Accordingly, it is expected that, in an attempt to capture service provision effectiveness, internal service quality, employee satisfaction and performance form a new framework (service

quality – satisfaction - performance), so that employee satisfaction mediates the relationship between internal service quality and job performance.

Study Method and Design

3.1 Introduction

A quantitative approach was followed. A non-experimental descriptive survey, gathering data by means of a questionnaire was followed to collect data from the nurses who work in King Khalid General Hospital about the impact of the internal service quality on the nurses' job performance. As well as to find out the internal service quality policies that lead to nurses' better performance.

3.2 Population and Sampling

The population for this study consisted of nurses who are employed in King Khalid General Hospital- Hafr Al-Batin, Saudi Arabia. The target population for this study constituted nurses who work in this hospital during the year 2022-2023. The population consisted of (329) professional nurses, from which (160) were randomly selected from a numbered staff list (excluding those on leave).

3.3 Data collection method

The data for the study were collected from primary and secondary sources. Secondary data were collected from books and articles associated to the subject matter from libraries and web sites. In addition, desk reviews were conducted from the hospital's relevant offices. Primary data were collected by structured questionnaires. Structured questionnaire method of collection has been selected because it is relatively quick to collect information from a large portion of employees, are helpful in gathering information that is unique to individual such as attitude and behavior and the result of the questionnaire can be easily and quickly quantified. The questionnaire has two parts. The first part has helped to measure the level of internal quality services in the target hospital. A 5 point level Likert scale

has been used as follows: 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. The second part of the questionnaire has helped the researchers to measure employee job performance behavior from the attitude towards their jobs. The questionnaires were delivered online to the nursing manager of the hospital.

3.4 Data analysis

Descriptive statistics that include frequencies and percentages were used for analysis of data. For the questionnaire statements, data were organized under thematic categories and used in the discussions to support results that obtained from the questionnaire. The statistical analysis programme (SPSS) was used to analyze the data.

3.5 Validity and Reliability of the Questionnaire

Reliability of the instrument was determined by means of the Cronbach's Alpha, testing the internal consistency of items as it has shown on the table below.

Table (3.1): Reliability Statistics

Variables	No. of Items	Cronbach's Alpha
Internal quality services + Nurses job performance	14	0.762

By running a reliability test to the data, the value of Cronbach's Alpha was found to be 0.762 which means that instrument was 76% reliable as shown in table (3.1)

Content validity was achieved because a panel of experts composed of; experienced professional nurses, human resource managers, academics in nursing and a statistician,- judged whether the instrument reflects the known content area. After proposing some changes, there was consensus amongst these experts that the instrument was valid for the study. The instrument was field tested prior to the use of the final document, after which the document was refined and some statements were rephrased.

Results and Discussion

4.1 Introduction

This chapter is limited to the presentation, analysis and discussion of the results of the questionnaire. The data gathered from the mentioned tool was analyzed, discussed and interpreted. Then the results were discussed in relation to the hypothesis.

4.2 Theoretical Framework

The variables in this study consist of internal service quality as an independent variable and job performance variable as the dependent variable. By using this framework, it can be helpful to achieve the study objectives and prove the hypotheses. The researcher used the five-point Likert scale for the five options (strongly agree, agree, neutral, disagree, strongly disagree) according to weights (1, 2, 3, 4, 5) as follows:

Table (4.1) The ranks of the study sample responses

Strongly disagree	1 – 1.80
Disagree	1.81 – 2.60
Neutral	2.61 – 3.40
Agree	3.41 – 4.20
Strongly agree	4.21 – 5

The researchers also have relied on the following criterion in judging the estimation of the arithmetic mean for the questionnaire items:

- Less than or equal to (2.33) weak
- Greater than (2.33) and less than (3.67) mean.
- Greater than or equal to (3.67) high.

4.3 The Statistical Methods Used in Data Analysis

To achieve the objectives of the study and analyze the collected data, several appropriate statistical methods have been used using the Statistical Packages for Social Sciences (SPSS) program. The following statistical measures were applied:

1. Using the arithmetic mean and standard deviations to find out the dispersion or convergence of the respondents' answers.
2. Using the Pearson correlation coefficient to find out the degree of correlation between the dimensions of the study.
3. Using the Cronbach Alpha coefficient to test the stability of the study tool.

4.4 Analysis of the Questionnaire's Results

This study is an attempt to investigate the impact of the internal service quality on the nurses' job performance and to find out the internal service quality policies that lead to nurses' better performance. The following hypotheses will be proved:

- **H1:** Internal service quality has a significant impact on nurses job performance.
- **H2:** Internal service quality policies lead to nurses' better performance.

Table (4.2) Demographic characteristics of the participants

Characteristics	Number	Percentage
Gender		
Male	75	46.9%
Female	85	53.1%
Education level		
Bachelor	71	44.4%
Master	39	24.4%
PhD	17	10.6%
Others	33	20.6%
Years of experience		
Below 5 years	40	25%
6 to 10 y	42	26.3%
11 to 15 y	44	27.4%
Above 15	34	21.3%

The results which were displayed in table (4.2) showed that a total of hundred and sixty (160) out of three hundred and twenty nine (329) participants have completed the survey questionnaire (response rate: 48.6%;

n = 160). All participants are frontline healthcare nurses working in different departments. The gender distribution of the respondents is 46.9% (n = 75) male and 53.1% (n = 85) female. The participants also represented four different educational levels and the majority of them 44.4% (n = 71) hold Bachelor degree; about 24.4% (n = 39) have Master degree; while 20.6% (n = 33) have some other degree; and only 10.6% (n = 17) have PhD degree. The results of analyzing participants year of experience showed that the majority of the respondents 27.4% (n = 44) have 11 to 15 years of experience; then, about 26.3% (n = 42) have 6 to 10 years' experience; while 25% (n = 40) have less than 5 years of experience; and only 21.3% (n = 34) are those who have more than 15 years of experience.

4.2.2 The first dimension concerning the independent variable:

(Internal service quality) Table (4.3)

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Reward is given according to the nurses performance.	48	66	27	14	5
	30%	41.3%	16.8%	8.8%	3.1%
The working condition in the hospital is safety and healthy	50	62	26	13	9
	31.2%	38.8%	16.3%	8.1%	5.6%
Training is done for developing nurses competencies.	55	71	18	12	4
	34.4%	44.4%	11.3%	7.5%	2.5%
Nurses having enough information to get the job done	45	69	19	18	9
	28.1%	43.1%	11.9%	11.3%	5.6%
There is good relations between the leaders and nurses	36	67	41	16	0
	22.5%	41.9%	25.6%	10%	0
Nurses are having all the facilities to get their work done	40	68	25	17	10
	25%	42.5%	15.5%	10.6%	6.4%
Nurses have the right to express opinion	57	61	24	9	9
	35.6%	38.2%	15%	5.6%	5.6%
Total	331	464	180	99	46
	29.6%	41.4%	16.1%	8.8%	4.1%

In order to find out if reward and compensation are given according to the employees performance, the majority responded with 30% strongly

agree, 41.3% agree, 16.8% responded natural, 8.8% disagree, and only 3.1% were strongly disagree. As it was mentioned in the literature review an employee is caring reward and compensation and result in better performance.

For the statement "The working condition is safety and healthy" the answers of respondents were 31.2% strongly agree, 38.8% agree 16.3% natural, 8.1% disagree and 5.6% were strongly disagree. These results indicate that safety and healthy workplace is a priority for healthcare organization and it is one of the elements that push the nurses for a better performance.

The results for the "Training is done for developing employees competencies" showed that 34.3% of the participants were strongly agree, 44.3% agree 8.6% natural, 11.4% disagree and 1.4% were strongly disagree. Having training programs to the employees competencies are utility for performing better.

Responses to this statement "Employees having enough information to get the job done" showed a collective agreement to which means most of the participants have the important information to accomplish the job with a percentage rate of 28.1% strongly agree, 43.1% agree 11.9% natural, 11.3% disagree and 5.6% were strongly disagree.

The answers of participants showed a positive result by nurses the statement regarding good relations between leaders and employees. 22.5% of participants were strongly agreed, 41.9% were agreed, and 25.6% answered natural and 10.0% were disagreeing while there was no strongly disagree for this statement. responses to this statement showed that most of the participants were satisfied with the relationship between them and their leaders , however there are 25.6% which it is a good number to prove that not every participants were fully satisfied with statement.

The feedback by respondents for this statement "Employees having all the facilities to get their work done" showed that most of the employees are happy with the facilities by answering 25% strongly agree, 42.5% agree, 15.5% natural, 10.6% disagree and 6.4% were strongly disagree. These

results indicate that availability of all the facilities will lead to a better performance.

Most of the respondents 38.2% agreed that they have the right to express their opinion, an about 35.6% strongly agree, 15% natural, while 5.6% were the participants who disagree and strongly disagree.

4.2.3 The second dimension concerning dependent variable: (Performance) Table (4.4)

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
You feel satisfied about your job	39	70	30	16	5
	24.4%	43.8%	18.7%	10%	3.1%
Your attitude towards this hospital is positive	49	89	12	8	2
	30.6%	55.6%	7.5%	5%	1.3%
You keep learning new skills to gain knowledge and experiences.	51	56	24	18	11
	31.9%	35%	15%	11.3%	6.8%
Your workload is reasonable for your position.	30	73	21	18	18
	18.7%	45.6%	13.1%	11.3%	11.3%
Your job makes you use your skills and abilities	41	53	34	23	9
	25.6%	33.1%	21.3%	14.4%	5.6%
You feel a sense of responsibility towards your job	33	74	19	17	17
	20.6%	46.2%	11.9%	10.6%	10.6%
You are committed to your job	65	76	9	7	3
	40.6%	47.5%	5.6%	4.4%	1.9%
Total	308	491	149	107	65
	27.5%	43.8%	13.3%	9.6%	5.8%

From the above table (4.4) results showed that the first statement "You feel satisfied about your job", the majority of the nurses who participated in this study 43.8% were agree, while 24.4% strongly agree, 18.7% natural, 10.0% disagree and 3.1 % were strongly disagree. The results of this statement means that most of the employees were satisfied with their the job. While the results of the second statement "Your attitude towards this hospital is positive" clarified that employees` responds were 30.6% strongly agree, 55.6% of respondents selected agree, 7.5% said natural, 5% disagree, and only 1.3% are strongly disagreed. These results

indicate that when an employees` attitude is positive to the work, then there will be a good performance by the employee.

The answers to this statement "You keep learning new skills to gain knowledge and experiences" showed that 31.9 % were strongly agreed that they are learning new skills in their job, and 35% were agreed, whereas 15% were natural, and 11.3% were disagreed, and only 6.8% were strongly disagree. The feedbacks of this statement showed that the majority of the participants were agree that their job is an opportunity for gaining knowledge and experience.

According to the responses of participants to the statement "Your workload is reasonable for your position" 18.7% were strongly agreed to this statement, and about 45.6% of the participants were agreed, while 13.1% replied natural, and 11.3% were those who disagreed, and strongly disagree that their workload is reasonable for their position.

As for this statement "Your job makes you use your skills and abilities" the results given by the nurses showed that 25.6% were strongly agree, and about 33.1% were agreed, while 21.3% were natural, 14.4% were disagree, and only 5.6 % were strongly disagree. It means that more than half participant were agreed that their job is allowing them to use their best of their skills and abilities.

The results of this statement "You feel a sense of responsibility towards your job" stated that 20.6 % were strongly agree, and 46.2% were agreed, about 11.9% were natural, while 10.6% were those who both disagree, and strongly disagree. The results of this statement showed that most of the nurses who took part in this study are not careless, and they have a sense of responsibility and when there is responsibility, there will be a good performance as well.

The responds for this statement "You are committed to your job" were 40.6% strongly agreed, and 47.5% were agreed, about 5.6% selected natural, while 4.4% disagreed and only 1.9% strongly disagreed. Being committed to work is, by all means, an advantage for the organization. When an employee is committed to the job, commitment of employees might be used for forecasting the employees` performance (Dordevic , 2004).

4.2.4 Correlation Between Internal Service Quality and Performance.

The main objective of this study was to investigate the impact of the internal service quality on the nurses' job performance. The researcher developed a correlation table between the independent variable and dependent variable. According to table (4.4) the correlation was made to show the relationship between the two variables by a support from the data collected through questionnaires. The results demonstrated that there is a positive significant relationship between internal service quality nurses' job performance, accordingly first hypothesis was approved because the correlation scores at 0.690 indicated a positive correlation.

H1: Internal service quality has a significant impact on nurses job performance

Moreover the relationship between the two variables is positive, which means if the level of internal service quality is increased, nurses job performance level will also increase. The p-value =.000 tells that the relationship is statistically significant. This result strongly proved the positive impact of the internal service quality on nurses' job performance.

The correlation between quality and performance, table (4.5)

Variables	Internal service quality	Performance
Internal service quality		
Pearson Correlation	1.000	0.690**
Sig. (2-tailed)	.	0.000
N	160	160
Performance		
Pearson Correlation	0.690**	1.000
Sig. (2-tailed)	0.000	.
N	160	160
** Correlation is significant at the 0.01 level		
a. Dependent Variable: Employees' performance		
b. Predictors: (Constant), Internal service quality		

Source: Prepared by the researchers from the data of the questionnaire 2022

The second hypothesis "Internal service quality policies lead to nurses' better performance" is approved by the below table (4.5). The regression table reveals the affect by the internal service quality polices on nurses job performance. The value representing the level of effect of quality on nurses` job performance is 0.663the results is showing that any changes that is happening in the independent variable "job` performance" is 47% occurs because of internal service quality. This result strongly prove the second hypothesis.

Table (4.6): Regression

Model	B	T	Sig.	F-value	R ²
Performance	1.27	4.23	0.000	61.75	47.1%
Internal service quality	0.65	7.85	0.000		
<ul style="list-style-type: none"> • **Significant at the 0.05 level (Sig ≤ 0.05) • Dependent Variable: nurses job performance • Independent variable: internal service quality 					

Source: Prepared by the researchers from the data of the questionnaire 2022

Finding and Conclusion

5.1 Introduction

This section is limited to the conclusion of the study, summary of findings, and recommendations concerning the study. A number of suggestions for further studies are also included.

5.2 Findings

The findings of this study confirm that internal service quality has a positive impact on nurses job performance in the hospital under investigation. The majority of the staff perceive that the level of internal services quality as moderate and job performance as high. In terms of correlation, high level of internal service quality is related to higher levels of nurses job performance amongst the staff. This study supports previous findings by Bellou & Andronikidis (2008) found that internal services quality help the employees to improve their customer oriented behavior and hence enhancing the overall performance. Thus healthcare organizations

need to focus on critical aspects of service quality in order to enhance its employees job performance. A higher nurses job performance level always result in perfect serving to the customers namely the patients in a more effective manner. This study has also confirmed that internal service quality policies can influence job performance and lead to nurses better performance.

The study presents two major findings: theoretical contribution and practical contribution. In terms of theoretical contribution, the results of this study show that internal service quality and job performance are highly correlated and strongly Influence each other. thus, they contribute to improve the organizations outcomes and productivity in the healthcare sectors or others public sectors. In terms of practical contributions, the findings of this study can be used as a guideline by both the public and private hospitals to enhance internal service quality and to increase its staff's level of job performance. In addition its contribution to high quality services delivery to patients in healthcare sector is another important implication whereby a higher job performance will enhance nurses commitment to provide excellent service to its customers.

5.3 Recommendations

Based on the findings of this study, it is recommended the following:

1. Healthcare leaders and managers need to understand that internal service quality has related to job performance and a satisfactory level of internal service quality will strongly enhance and promote higher levels of job performance.
2. The management should always look forward to improving the internal service quality because this can lead to superior performance, creativity and innovation and excellent value creation for the organization.
3. The policies of internal service quality that affect nurses' performance must be taken into consideration while developing healthcare strategies in order to elevate the low nurses' performance which will lead to improvement of the healthcare sector outcomes.

4. Nurses' job performance and the outcome can be changed to better by providing facilities such as training programs, modern technology, and security, etc.; these facilities are having a big role in accomplishing the aim and goals of organizations through satisfying nurses in terms of their emotions and physical needs.

The study has acknowledged several limitations. First, a cross-sectional research design was used to gather data at one point within the period of study. This may not be able to capture the developmental issues and/or causal connections between variables of interest. Second, the survey questionnaires relied heavily on the respondents' self-responses that were selected based on random sampling technique. Finally, the samples were taken from King Khalid general hospital in Hafer Al Batin only via survey questionnaires. These limitations may decrease the ability of generalizing the results to other healthcare sectors in Saudi Arabia. For future research it is suggested researchers explore a mixed methodology namely quantitative and qualitative methods to get a better understanding of the relationship between the variables. In addition, researchers can also examine the influence of moderating variables such as job satisfaction or employee motivation in moderating the relationship between internal service quality and job performance.

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