

The Role of Compliance Management in Improving the Quality of Health Services

By

Ahmed Sweilem Falih Al-Sharari*

Ministry of Health, Saudi Arabia

Abstract- The research aims to identify the role of compliance management in improving the performance of the health service provided. It also aims to identify the most important components of organizational commitment and job performance. The research also aims to reach a set of recommendations and proposals that may contribute to improving job performance in the health affairs sector in the Qurayyat Governorate in the Kingdom of Saudi Arabia. The research concluded with a set of results and recommendations, including enhancing organizational commitment among workers in health institutions by involving them in decisions that affect their professional and social lives through seminars and workshops for work, the focus of which is to enhance positive practices for workers in a way that serves the goals of health institutions and their plans drawn up through activating the system. Incentives and rewards and encouraging researchers to conduct more studies on organizational commitment and commitment management to identify the factors that affect the commitment of its employees, with the aim of working to develop organizational commitment in a way that benefits society and achieves the efficiency of the health service in the Qurayyat Governorate in the Kingdom of Saudi Arabia.

Keywords: Compliance Management -Quality -Health Services

Introduction:

The human element is considered one of the most important elements that make up various institutions. It is the basic driver of all their activities and an important source of their effectiveness due to the combination of capabilities and knowledge that are compatible with the nature of the work practiced by the institution.

No matter how developed and complex modern equipment has become, it will remain less important than the human element.

The individual in his organization, whenever his goals coincide with its goals, generates a strong desire to perform his work and maintain it and make a greater effort to remain in it, and this is evident in his job performance, and his commitment increases the more he is associated with it and reduces the presence of non-positive behaviors such as negligence, absence, negligence, and other manifestations of non-commitment.

Universities are one of these institutions that seek to achieve their goals and objectives within the scope of work, and this is evident through their commitment to the jobs assigned to them. Commitment is an intangible behavior resulting from the individual's self that is felt in his behavior and actions and is reflected in his job performance.

Previous studies:

Study by Mohsen Radhi, Abdullah Kazem Hassan (2013):

- The relationship between ethical leadership behavior and organizational commitment. The study aimed to determine the level of availability of ethical behavior among the dean of the College of Administration and Economics from the point of view of the teachers and to determine the relationship between the teachers' perception of ethical leadership behaviors and organizational commitment.

-The College of Administration and Economics at Al-Qadisiyah University was chosen as a research community. The most prominent results showed that leadership Ethics has a significant and positive impact on the level of organizational commitment of employees.

- The study also showed that the dean of the college has a moderately strong level of work ethics, as he acts in an ethical manner, in addition to enhancing the ethical behaviors of the leader at the level of organizational commitment of teachers and workers.

Study by Mahmoud Jawdat Fares (2014): Which came under the title of the relationship between organizational trust and organizational commitment, a field study at Al-Azhar University - Gaza. The study aimed to identify the relationship between organizational trust and organizational commitment at Al-Azhar University in Gaza. This study used the descriptive analytical approach. The study sample was (170) administrative employees at Al-Azhar University, where the research administration, represented by the questionnaire, was distributed. The study reached a set of results, the most prominent of which is the existence of a correlational relationship. There is a moderate correlation between trust in supervisors and organizational commitment, and there is also a weak positive correlation between trust in co-workers and organizational commitment.

Study (2010) Muhammad Ehsan: Which was entitled "Job Satisfaction and Organizational Commitment among University Professors Working in Public Universities in Pakistan." The study attempts to determine the effect of the dimensions of job satisfaction of university professors on perceived organizational commitment. The study consisted of 331 items, and the most prominent results were that satisfaction with the work itself, the quality of supervision, and satisfaction with Wages have a positive and significant effect on organizational commitment among faculty members working in the two universities under test. The results of the study also indicate that the factors predicting organizational commitment among faculty members working in public universities in Pakistan are the nature of the work, satisfaction with salary, and quality of supervision.

7-

4- Study (2010) by Bidgoli et al: Which came under the title "Exploring the relationship between the dimensions of organizational justice, organizational commitment and job satisfaction." The study aimed to research the dimensions of organizational justice and discover the relationship between these different dimensions of organizational justice and discover the relationship between these different dimensions of organizational justice and discover the relationship between these dimensions of organizational commitment and job satisfaction for employees and use the researcher The descriptive analytical approach, in which all (263) subordinates of the University of Nishapur participated, and the questionnaire was used as a tool for the study.

The most prominent results were that there is a close relationship between organizational justice and organizational commitment, and therefore the researcher suggested that managers, to establish organizational justice, encourage employees on the basis of standards A certain form of performance management through merit, respect for the rights of individuals, and working on the principle of equal opportunities to develop employees' capabilities.

5- Jarasa Youssef Abdel-R and Abu Sweirj (2010): Titled The Impact of the Organizational Climate on the Job Performance of Administrative Workers at the Islamic University of Gaza, this study aimed to identify the impact of the organizational climate on the job performance of the administrative workers at the Islamic University of Gaza. This study was conducted on a sample of 180 male and female administrative employees, and the researcher used the descriptive analytical method. The questionnaire was the research tool, and the study reached results, the most important of which is the existence of a strong positive relationship with statistical significance between the availability of an organizational climate and the level of job performance of employees at the Islamic University. There is also the need for the university administration to pay special attention to all elements of the organizational climate, which is considered an important variable that contributes to influencing performance. Career.

6- Study by Khaled Ahmed Al-Sarayrah (2011): Titled the job performance of faculty members in Jordanian universities from the point of view of their department heads, the study aimed to identify the level of job performance of faculty members in public Jordanian universities from the point of view of their department heads. This study was conducted on a sample of 77 academic department heads. They were selected by a simple random method, and the researcher used the analytical description approach and relied on the questionnaire as a research tool. The most prominent results were that the level of job performance of faculty members was high, reaching (3.78) out of (5) degrees. The results also indicated that there were no significant differences due to the demographic variables of the study sample.

7- Study (2013) Ariesandm Iradepta: Titled The Impact of Organizational Commitment on Job Satisfaction in the Performance of Workers in Electronic Organizations in Australia, the study aimed to identify workers' attitudes towards the impact of organizational commitment on job satisfaction in the employees' performance of their work.

The data was collected through a questionnaire and the study sample consisted of 200 managers and job levels. Other, the most prominent results were that employees' attitudes toward work in general are positive, but there is no statistically significant effect on job satisfaction and employee performance, and that any improvement in the level of organizational commitment is offset by a positive effect toward job satisfaction and employee performance in electronic organizations.

8- Negin et al (2013) study: Titled The Impact of Organizational Commitment on the Job Performance of Employees, a Field Study at Bank Melli in Iran, where the study aimed to know the relationship between organizational commitment and job performance of employees at Bank Melli in Iran, where the study used the following dimensions of organizational commitment and job performance of employees, and it was found that normative commitment has a positive relationship. It is statistically significant in the performance of employees. The study examined the demographic characteristics of the respondents and found that males had a relationship with a high level, higher than that of females. Commenting on previous studies Many previous studies dealt with the research variables separately, but the current study deals with the variable of organizational commitment management and its role in improving the health service provided. The current study is also applied in the Directorate of Health Affairs in Qurayyat Governorate, and this is what distinguishes the current study from previous studies.

Survey:

The researcher conducted an exploratory study on a random sample of administrators and employees in the health sector in the Qurayyat Governorate in the Kingdom of Saudi Arabia, and during a full week as a period of time, (20) administrators, workers, employees, doctors, and patients were surveyed to monitor the impact of compliance management in improving the quality of health service. The survey questions included a set of the following questions:

- The Organizational Compliance Department achieves impartial control over employees' commitment
- The Compliance Department verifies work procedures and job tasks o Organizational commitment is an intangible condition that is inferred from organizational phenomena that are followed through the behavior and actions of workers in the organization, and which embodies the extent of their loyalty.
- Organizational commitment is the result of the interaction of many organizational human factors and other administrative phenomena within the organization.
- Organizational commitment is a multidimensional construct, not a single dimension.

Although most researchers agree on its multiple dimensions, they differ in defining these dimensions, but the dimensions affect each other.

- Organizational commitment is characterized as an intangible state embodied in workers' loyalty to their organizations. We find that its degree of stability is not absolute and its dimensions are multiple and influence each other.

- Organizational commitment expresses the individual's willingness to make the maximum possible effort for the organization's benefit in remaining there, and his acceptance and belief in its goals and values.

- Organizational commitment refers to the desire that an individual expresses for social interaction in order to provide the organization with vitality and activity and give it loyalty. Organizational commitment is multidimensional.
- Organizational commitment is a psychological state that describes the relationship between the individual and the organization.
- Organizational commitment influences an individual's decision regarding whether to stay or leave the organization.
- Organizational commitment is characterized by an intangible state embodied in workers' loyalty to their organizations. We find a fixed degree that is not absolute and its dimensions are multiple and influence each other.
- Organizational commitment is affected by a set of personal characteristics, organizational factors, and external circumstances surrounding the work.
- The outcomes of organizational commitment are represented in staying in the organization and not leaving it, the degree of regularity and attendance of employees, job performance, enthusiasm for work, and loyalty to the organization.

Research problem:

The success and progress of health institutions in Qurayyat Governorate and in the Kingdom of Saudi Arabia requires attention to human resources, as they are considered a competitive advantage due to the knowledge, experience and skill they possess. Health institutions seek to compete and excel by enhancing the organizational commitment of their workers, which is reflected in raising the level of their performance and productivity.

This is what many studies have indicated, such as the study of Adel Al-Masdi (2011) and the study of Mahmoud Fares (2014), where they believe that a high level of organizational commitment helps the organization achieve its goals.

The Seraiter study also showed the negative effects caused by a low rate of job performance, and From this standpoint, the current research seeks to shed Through on the role of organizational commitment in improving the performance and quality of the health service provided by defining the research problem in the following main question:

-What is the role of organizational commitment in improving the quality of health service within the health affairs sector in Qurayyat Governorate?

This question includes the following questions:

1. The concept of compliance management?
2. What are the most important components of organizational commitment?
3. What is the nature of the relationship between organizational commitment and performance?
4. What are the recommendations and proposals that contribute to improving the quality of health services?

Research Aims:

The current research aims to identify:

1. The most important components of organizational commitment.
2. The nature of the relationship between organizational commitment and job performance.
3. Coming up with recommendations and proposals that may contribute to improving performance.

Research Importance:

First: practical importance The importance of the research lies in the fact that it deals with a very important topic, which is organizational commitment and its role in improving job performance.

The importance also lies in what the research can benefit the competent authorities to carry out the necessary building programs and organizational policies that contribute to raising job performance and increasing productive efficiency that helps achieve Set goals.

Second: The theoretical importance:

1- Enriching the scientific library and scientific research in the concept of managing organizational commitment with the level of quality of service provided.

2- This study contributes to increasing his knowledge and enriching his information in this field, and this study should be classified as a new scientific addition to the Saudi and Arab library.

Research Methodology:

Based on the research problem and consistent with the goals it seeks to achieve, the researcher used the analytical method in collecting data and information on the subject because it is possible to achieve the set goals. In order to achieve the previously mentioned research objectives, the researcher followed a scientific methodology that includes the research method and method, its hypotheses, its intellectual and applied framework, as well as the data and methods of collecting it, and the research population and sample.

Research Assumes :

The hypotheses of this research are determined by the following hypotheses:

1. The researched health centers do not adopt modern technological methods in a way that supports the quality of health service in their work.
2. The computerized health information system does not contribute to improving the efficiency of health organizations .
3. There is no correlation between the computerized health information system and the quality of the health service.
4. There is no impact relationship between technological methods and the quality of health services. Data collection method In collecting data, the researcher relied on the following:

1. The research adopted the descriptive approach by making use of Arabic books, letters, dissertations, and periodicals related to the research topic to cover the theoretical aspect.
2. As for the field aspect, a questionnaire form was organized as the main tool for field research data and to describe the diagnosis of the research variables.

The research community and its sample :

Research community The research community represents great importance, as in its through it is possible to know the field aspect to which the research was applied, so that it can be benefited from in other studies or the same variables applied to another field.

Therefore, the research community is every individual who had the opportunity to appear in the sample, and the research community is represented by Search for health centers in the Kingdom of Saudi Arabia that provide medical services.

Research sample As for the research sample, it represents the individuals surveyed in the health centers to whom the researcher was able to distribute the questionnaire form, and it is represented by the compliance department and workers in the medical centers, including employees, technicians, administrators, and doctors. The following equation was used to determine the sample size $n_0 \geq z^2 p(1-p)/E^2$ (where: n_0 = sample size p = percentage in the sample (50%) E = standard error of estimate (0.05%) z = standard value corresponding to 95% confidence = (1.96) $E = 0.05$ to give the largest sample size, $P = 0.5$ assuming: search limits .

Objective limitations: The study addresses the issue of compliance management and its role in improving the quality of health services .

Spatial boundaries: Directorate of Health Affairs in Qurayyat Governorate in the Kingdom of Saudi Arabia } Time limits: academic year 2023 Search variables .

Independent Variable: Organizational commitment management .

Dependent Variable: Health service quality Statistical methods used The data was analyzed using the statistical program SPSS to determine the accurate results that serve the research objectives and test its hypotheses.

A set of statistical tools were used, including:

1. Frequencies, percentages, arithmetic means, and standard deviations for use in diagnosing and describing research variables .
2. The simple correlation coefficient to be used to determine the strength and nature of the relationship between research variables.
3. Regression analysis to clarify the effects between two variables, one dependent and the other independent.
4. Chi-Square test, which was used to identify the harmonic relationship between variables.
5. The non-parametric test (Mann-Whitney) and (Wilcoxon), which show the significant differences between two non-parametric variables, one of which is the explanatory and the other is a reciprocal response.

The theoretical framework of the study Compliance management ,The concept of compliance is to supervise the application of rules and regulations issued by other government agencies that apply to the government agency itself, by limiting all other government systems. For example, the regulations of the Ministry of Finance are limited, as they apply to most government agencies, such as the government competition and procurement system and the executive regulations for the revenue system.

The state, as well as an inventory of the systems of the Ministry of Human Resources and Social Development and the systems of the National Cybersecurity Authority, etc.

The role of the Compliance Department, after inventorying all the systems, is to ensure that they are implemented within the entity and reflected in the internal regulations of the relevant departments.

The level of compliance is then measured and periodic reports are issued that show the percentage of compliance. It is clear from this that the Compliance Department is a supervisory eye within the entity that ensures compliance with the rules and regulations issued by the legislative or supervisory authorities.

Therefore, compliance employees are required to have a sufficient understanding of the legal and regulatory framework and knowledge of the legislative parts related to the specific oversight task.

Organizational commitment and its dimensions: Interest in the subject of organizational commitment began from the beginning of the second half of the twentieth century until the present time, as Hadi Salman pointed out specifically at the beginning of 1950, the concept of organizational commitment emerged, and despite the great interest in the phenomenon of commitment in general by many studies and research, they were not able to provide a clear concept for its overlap with some other psychological and behavioral concepts.

The first of these attempts is a proposal by Becker (1960) to develop a systematic concept for applying the behavior of building individuals in organizations and taking actions that are consistent and compatible with maintaining survival. Backer called it the concept of Commitment, and it is the first attempt to establish a definition.

For regulatory compliance. Commitment was defined from a psychological perspective as the psychological bond that links the individual to the organization, which prompts him to integrate into work and adopt the organization's values, which affects its productivity and effectiveness. Studies have confirmed that commitment contributes significantly to achieving the goals of organizations and the achievement of workers with high efficiency through their integration into the work. In addition, the longer the period of stay of workers there, the greater their experience and ability to work, thus increasing the productivity of the organization and leading to the development of social relations inside and outside work.

Dimensions of organizational commitment Many studies have tended to define the dimensions of organizational commitment and determine the nature of its impact, not the organizational and behavioral variables.

Most studies have agreed that there are three dimensions of organizational commitment in organizations, which are:

A. Affective Commitment: This dimension is affected by the degree of the individual's awareness of the distinctive characteristics of science, which are the degree of independence and diversity of skills required, and the closeness and guidance of supervisors.

It is also affected by the degree to which the employee feels that he is allowed to participate effectively in making decisions in the organizational environment in which he works, in addition to the feedback that he receives from supervision.

B. Normative Commitment: It means the individual's sense of commitment to staying in the organization, and this feeling is often reinforced by the organization's good support for its workers and allowing them to participate and interact positively, not only in the procedures for implementing work, but also contributing to setting goals, planning, and drawing up general policies for the organization, and it is expressed in the sublime moral connection, and the owners of this The orientation is conscientious employees who work in accordance with the requirements of conscience and the public interest.

C. Continuous Commitment: It means the investment value that workers achieve if they continue to work in the region in exchange for what they will lose by joining other employers, and that workers who have a high level of continuous commitment remain in service because they are in need and not due to their desire to stay.

There are many concepts of organizational commitment, including:

- Organizational commitment is a psychological and social state that indicates the conformity of the employees' goals with the organization's goals, each party's sense of its duties towards the other party, adherence to the organization's values and goals, a strong sense of belonging to it, defending it, and the desire to continue in it.

- The strength of the individual's belief and acceptance of the organization's goals and values and the desire to make every effort for its benefit and maintain his membership in it.

- Mutual investment between the individual and the organization in the continuation of the contractual relationship, which results in the individual's behavior exceeding the behavior expected of him and desired by the organization, and the individual's desire to give a part in order to contribute to the success and continuity of the organization, such as the willingness to make a greater effort, carry out volunteer work, and assume additional responsibilities.

- The employee's commitment to his organization is represented by his positive evaluation of it and dedication to work in order to achieve the goals for which it was established.

By reviewing the previous concepts, it is noted that there is clear agreement on the concept of commitment, which is embodied in three elements that are addressed by all concepts in one way or another, which are:

1. Strong belief in the organization's values and goals and the extent of their acceptance.
2. Willingness and inclination to make a great effort to organize.
3. The overwhelming desire to remain a member of the organization.

There is a difference between three main pillars on which organizational commitment is based: • **First:** The sense of belonging, which is evident in the individual's expression of pride in his institution and his self-satisfaction with its goals and values.

- **Second:** Effective participation and contribution by the individual that stems from his psychological satisfaction with the importance of his activities and the role he plays.

- **Third:** Loyalty, which is expressed by the individual through the firm desire to continue and work for the organization despite all circumstances and to redouble the effort. Characteristics of organizational commitment.

- Organizational commitment is an intangible condition that is inferred from organizational phenomena that are followed through the behavior and actions of workers in the organization, and which embodies the extent of their loyalty.

- Organizational commitment is the result of the interaction of many organizational human factors and other administrative phenomena within the organization.

- Organizational commitment is a multidimensional construct, not a single dimension. Although most researchers agree on its multiple dimensions, they differ in defining these dimensions, but the dimensions affect each other.

- Organizational commitment is characterized as an intangible state embodied in workers' loyalty to their organizations. We find that its degree of stability is not absolute and its dimensions are multiple and influence each other.

- Organizational commitment expresses the individual's willingness to make the maximum possible effort for the organization's benefit in remaining there, and his acceptance and belief in its goals and values.

- Organizational commitment refers to the desire that an individual expresses for social interaction in order to provide the organization with vitality and activity and give it loyalty.

- Organizational commitment is multidimensional.

- Organizational commitment is a psychological state that describes the relationship between the individual and the organization.

- Organizational commitment influences an individual's decision regarding whether to stay or leave the organization.

- Individuals who have organizational commitment are characterized by the following characteristics:

- Accepting and believing in the goals and values of the humanitarian organization
- Make more effort to achieve the organization's goals

- Having a high level of involvement in the organization for a long period .

- There is a tendency to evaluate the organization positively .

- Organizational commitment is characterized by an intangible state embodied in workers' loyalty to their organizations. We find a fixed degree that is not absolute and its dimensions are multiple and influence each other.

- Organizational commitment is affected by a set of personal characteristics, organizational factors, and external circumstances surrounding the work.

- The outcomes of organizational commitment are staying in the organization and not leaving it, the degree of regularity and attendance of employees, job performance, enthusiasm for work, and loyalty to the organization. Stages of development of organizational commitment .

- The experience phase: which extends from the date the individual begins his work and for a period of one year during which the individual is subject to training, preparation and experience.

During that period his interest is focused on securing his acceptance into the organization, trying to adapt to the new situation and the environment in which he works, and trying to reconcile his trends and goals.

The directions and goals of the organization and trying to prove itself. During this period, the individual faces a number of situations that provide him with a stage of experience and prepare him for the next stage.

These situations include: work challenges, conflicts of loyalty, lack of clarity of role, the emergence of cohesive groups, awareness of expectations, growth of tendencies toward organization, and feelings of shock.

- The stage of work and achievement:

The duration of this stage ranges between two and four years, and during this period the individual tries to confirm the concept of achievement.

The most important thing that distinguishes this period is the individual's personal importance and his fear of inability, and the clarity of loyalty to work in the organization crystallizes.

- The stage of trust in the organization: It begins approximately from the fifth year of the individual's joining the organization and continues indefinitely, as his loyalty increases, his relationship with the organization strengthens, and the transition to the stage of maturity.

We can also say that the stages of development of organizational commitment are evident in:

- **Compliance or commitment:** The individual's commitment is initially based on the benefits he obtains from the organization, and therefore he accepts the authority of others and adheres to what they ask.

- The stage of congruence and similarity between the individual and the organization: He accepts the authority of others out of his desire to continue working in the organization, because it satisfies his need for belonging and therefore he is proud of it.

- **Adoption stage:** That is, considering the organization's goals and values as its own goals and values, and here commitment is the result of the congruence of goals and values. The importance of organizational commitment Organizational commitment is one of the most prominent behavioral variables that has been troughed, as the results of many studies and research have confirmed the high cost of absence, high lateness to work, labor leakage from organizations, and low levels of job satisfaction.

The results also high the importance of searching for the causes of the previous negative phenomena. Many studies have confirmed the clear importance of organizational commitment, as a high level of organizational commitment in the work environment results in a lower level of a group of negative phenomena, most notably the phenomena of absence and evasion of performing tasks.

Organizational commitment also represents an important element in linking the organization and the individuals working in it, especially in times when organizations are unable to provide appropriate incentives to their employees and push them to achieve the highest level of achievement. Individuals' commitment to the organizations in which they work is considered a more important factor than job satisfaction in predicting whether they will remain in their organizations or leave.

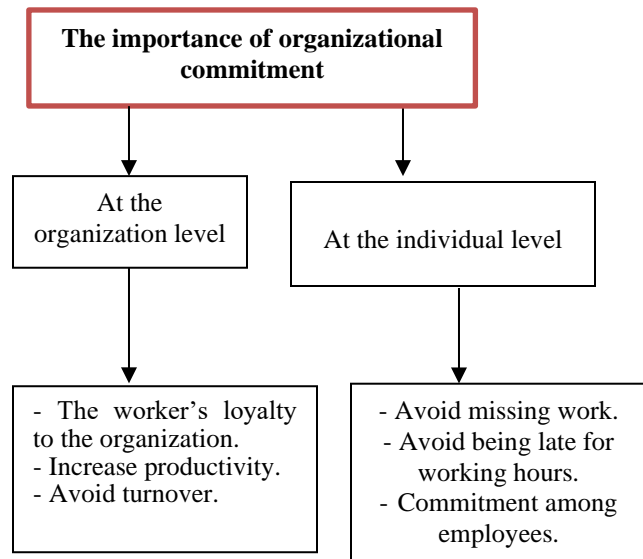
The commitment of individuals to their organizations is also considered an important factor in ensuring the success of those organizations, their continuity, and increasing their production.

The importance of commitment also lies in translating the desires, inclinations, and beliefs that the individual has toward his organization into positive behavior that pushes the organization to progress and survive.

In addition to several reasons that led to interest in this concept, which is that organizational commitment represents one of the basic indicators for predicting many behavioral aspects, especially the rate of work turnover.

It is assumed that committed individuals will stay longer in the organization and work more towards achieving the organization's goals, and the field of commitment also leads to the individual. stability in the organization.

- The following figure shows the importance of organizational commitment:



Dimensions of organizational commitment:

The forms of individuals' commitment to organizations vary depending on the motivating and driving forces behind them - and in general - the literature indicates that there are different dimensions of organizational commitment and not a single dimension, and although the majority of researchers in this field agree on the multiple dimensions of commitment, they differ in defining these dimensions.

- After emotional commitment An individual's emotional commitment is affected by the degree of his awareness of the characteristics that distinguish his work, such as independence, importance, required skills, and the closeness and direction of supervisors.

This aspect of commitment is also affected by the degree of the individual's feeling that the organizational environment in which he works allows him to participate effectively in making decisions, whether related to work or What concerns it, that is, is limited connection, and those with this orientation are those who work according to a self-assessment of the requirements required by different work conditions, so the connection between the individual and the organization is according to what their organizations provide to them, and emotional commitment is due to the feeling of belonging and psychological attachment to the organization.

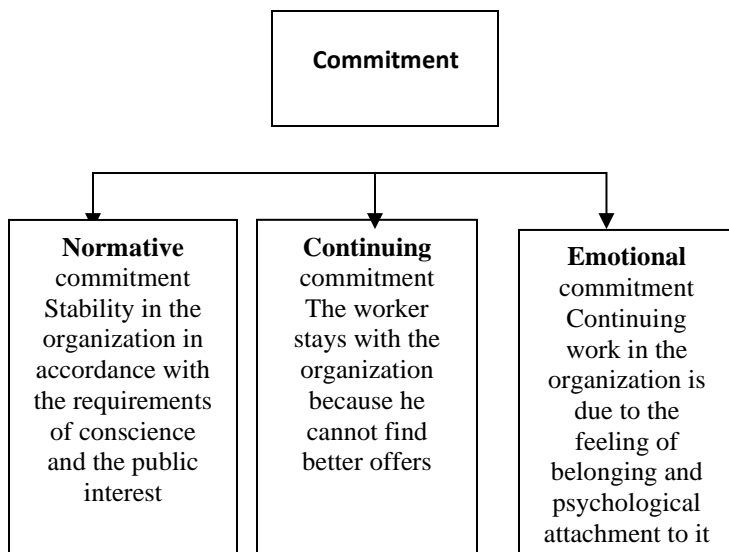
- Following standard commitment It means the individual's sense of commitment to staying in the organization, and this feeling is often reinforced by the organization's good support for its workers and allowing them to participate and interact positively, not only in the work implementation procedures, but also by contributing to setting goals, planning, and drawing up the general policies of the organization, and it is expressed in the high moral connection, and the owners .

This approach includes conscientious employees who work according to the requirements of conscience and the public interest.

• After continuous commitment This dimension emerges from the fact that what controls the degree of an individual's commitment to the organization in which he works is the investment value that he can achieve if he continues to work with the organization, compared to what he will lose if he decides to join other parties, meaning that this is a self-interested connection based primarily on the benefit that he obtains.

As long as the organization in which he works provides him with benefits and returns that exceed what other organizations can provide, he will continue to be associated with it. However, if any better returns appear on the horizon than those offered to him by the organization in which he works, he will not hesitate to move to the other situation.

The owners of this connection are the utilitarian's, the opportunists, and those with high ambitions.



• Determinants of organizational commitment Researchers and scholars have various opinions and attitudes about the factors that help to form organizational commitment within the organization, but the studies of Robert Marsh and Manari are considered among the distinguished studies in which they pointed to the factors that help to form and form organizational commitment, which are:

-Policies: The necessity of working to adopt internal policies that help satisfy the needs of individuals working in the organization.

It is known that any person has a set of overlapping needs that help shape the job behavior of these individuals. The behavior, in its intensity, positivity, or negativity, depends on the individual's ability to satisfy these needs. If these needs are satisfied, this will result in following a positive behavioral pattern in a way that helps to form what is called balanced behavior.

This balanced behavior resulting from the organization's support of the individual in satisfying these needs is generated. The feeling of satisfaction, reassurance, and belonging, then commitment or organizational loyalty.

These needs vary among working individuals in terms of importance and priority in working to satisfy them. Maslow referred to it in his theory of the hierarchy of human needs over physiological needs, the need for security, the need for love and belonging, and the need for... Respect and the need for self-actualization.

- Clarity of goals: Clarity of organizational goals helps increase organizational commitment among working individuals. The clearer and specific the goals are, the greater the process of individuals' awareness and understanding of organizational commitment or loyalty to the organization. This applies to the approach, philosophy, and administrative efficiency.

- Working to develop the participation of individuals working in the organization: Participation by working individuals helps in a positive way to achieve the goals of the organization.

Participation, as Daven sees it, is the actual and mental participation of the individual in a collective situation that encourages him to participate and contribute to achieving the collective goals, and shares the responsibility in achieving those goals. Many studies have shown that participation increases loyalty and organizational commitment and makes individuals more attached to their work environment, such that they consider that the problems the individual faces are a threat to them, their security and stability, which leads to them accepting the spirit of participation with an unbridled desire and high morale.

- Working to improve the organizational climate: Organizational climate is the field that includes methods, methods, tools, elements, and interacting relationships within the organization's environment between individuals.

Accordingly, the organizational climate can be viewed as representing the personality of the successful organization and that its success depends on the prevailing work atmosphere.

A good organizational climate encourages To create a positive work atmosphere that works to achieve stability for individuals and the organization, and makes workers feel their importance at work in terms of participation in decision-making and policy-making and the feeling of a high degree of mutual trust, and because workers enjoy a suitable organizational climate in terms of harmony, cooperation, justice and equality to reach the goals. Organizational strengthening enhances mutual trust, raises morale, increases the degree of job satisfaction, and supports a sense of commitment and organizational loyalty.

- **Applying appropriate incentive systems:**

- A good organizational climate requires appropriate moral and material incentive systems.

- The availability of appropriate systems leads to increased satisfaction with the organizational climate and with the organization as a whole, thus increasing commitment, increasing production rates, and reducing costs. Researchers agreed that organizations operating in the public sector are less organizations. Using incentives and implementing new incentive systems.

Talent management measurement standards	Standards for measuring organizational commitment
1. Follow standards of efficiency and equality 2. Actively participate in improving performance 3. Encouraging innovation and development at work 4. Providing regular and effective training 5. Managing conflict within the organization and stimulating positive competition 6. Low labor turnover 7. A good system for meetings and reports	1. Quantity, presence and production of the institution 2. Regularity at work 3. Effective participation 4. Dealing with colleagues and respecting them 5. Work reports and attendance at administrative meetings 6. Innovation and development at work 7. Positive employee behavior 8. The ability to work without supervision and accept criticism 9. Commitment to the policies of the organization and the company as long as they are in the public interest 10. Loyalty in working for the company and preserving its properties 11. Adherence to work procedures 12. Low labor turnover

- Working to build an institutional culture: Paying attention to satisfying the needs of employees and viewing them as members of a single work environment that establishes standards of distinguished performance for its members, and works to provide a large degree of mutual respect between management and individual employees, and giving them a major role in participating in decision-making, will result in increased The strength and cohesion of the organization, and increased commitment and loyalty to it.

- Leadership style: The major role that management must play is to convince others, in an appropriate work environment, of the necessity of completing work accurately and effectively. Successful management is the management capable of gaining collective support for completing work through developing individuals' administrative skills using appropriate incentive systems. The successful leader is the one who can increase the levels of organizational commitment among individuals.

Standards for measuring organizational commitment:

- Production standards .
- Quantity, presence and production of the institution .
- Standards of performance behavior o Regularity at work o Active participation .
- Dealing with colleagues and respecting them .
- Work reports and attendance at administrative meetings o Innovation and development at work.
- Personal behaviors .
- Positive behavior of the employee .
- The ability to work without supervision and accept criticism .

- Commitment to work o Commitment to the policies of the organization and the company as long as they are in the public interest .
- Loyalty in working for the company and preserving its properties .
- Adherence to work procedures o Low labor turnover.

The nature of the relationship between commitment and job performance:

- The nature of the relationship between organizational commitment and job performance is a direct relationship.
 - The greater the commitment, the greater the quality of the job tool.

-The tool is the final result of all the activities carried out by employees within the organization.

- The organization is more stable and longer lasting when there is outstanding performance, as most studies that delve into commitment indicate. Organizational commitment indicates that there is a strong positive relationship between organizational commitment in its three dimensions (emotional, continuous, and normative) and employee performance.

-Excellence in performing work generates creativity, mastery, and innovation among the organization's employees, which is reflected in the organization's productivity. Factors affecting the quality of health service (Al-Bakri, 2005, 200) explains the factors affecting the quality of health services in the following points:

1- Analyzing customer expectations: that is, understanding patients' expectations and needs when designing the service.

2- Determining the quality of service: Once hospital managers understand the needs of patients, they must establish the appropriate definition or description to help ensure that the required level of quality of health service provided is achieved.

3- Staff performance: The hospital administration's determination of quality standards for health services must be implemented by the medical and technical staff in the hospital. The hospital must also work to find appropriate methods through which to ensure the appropriate performance of the medical, nursing and service staff related to patients in a way that makes their performance At the required level.

4- Health service expectations: It is important for the hospital administration to anticipate the beneficiaries' evaluation of the total health services provided to them or that will be provided in a later period. Dimensions of the quality of health services.

There is a lot of literature that has dealt with the dimensions of service quality in general, including health dimensions in particular. For the purposes of this research, the focus has been on the dimensions addressed by Kotler (1997), which were also emphasized by many researchers, including (Chia Ming - 2002) and (Al-Taweel and Sultan, 2001) and (Dhiab, 2012), as they confirmed the existence of five dimensions of health service quality, and patients base their evaluation of the health service provided to them on the basis of these dimensions, which are:

a. **Reliability:** Cronin (1992, 55), believes that reliability is the ability of the health service provider to perform the service he promised in a reliable manner and with a high degree of accuracy, while Slack (2004, 49), believes that reliability in the field of health services means commitment. By the specified dates for patients and the delivery of the results of laboratory tests and x-rays to the patient according to the specified dates, and reliability is a solution or a means of finding solutions to the expected problems, while (Al-Taweel et al., 2010, 16) refers to reliability as the ability of the health organization to provide and perform health services with the quality promised to the beneficiaries, patients and visitors. To the health organization on time, with reliability, conformity, high accuracy, stability, and without errors, and can be relied upon, in addition to giving the correct solutions to the expected problems and being keen to solve the patient's problems, which gives the beneficiary (the patient) a feeling and confidence that his life is in safe hands, and that his trust is in the doctors and statisticians. High in accuracy.

There are no errors in examination, diagnosis, and treatment, as well as the beneficiary's confidence that his financial accounts are in order when he leaves the health organization (hospital).

B- Responsiveness: Responsiveness means the desire to help, and responsiveness is the presence of the will to help customers and provide them immediately with the service (Al-Malahsen, 2006, 71), while (Love Lock 1996, 456) believes that responsiveness in health services is the ability of the service provider.

He was pleased with his quick response to the beneficiaries' requests and inquiries. Chia-Ming (2002, 5) stated that the response reflects the desire or satisfaction to help the customer and provide quick service. Al-Taweel et al., 2010, 15) refers to responsiveness in the field of health services as the ability of health organization workers to respond quickly to provide assistance to the beneficiaries (patients) of the organization's health services and to respond quickly to all their inquiries and complaints submitted by them, as well as the speed of completion and provision of services. Health care for them when they need it.

T. Guarantee: Kotler (1997, 30) explains that the guarantee consists of not causing harm to the customer and dealing clearly that leads to gaining the customer's trust in the service provider with whom he deals. (Mahmoud, 2001, 42) pointed out that this dimension is covenant, which means the information of those responsible for providing the service, their courtesy, and their ability to inspire trust and confidence.

As for (Dhiab, 2012, 76), he explains that guarantee in the field of health service is the result of patients' reliance or trust in doctors and hospital staff, and confidence in their qualifications and ability.

D - Tangibility: Chia-Ming (2002, 5) stated that tangibility refers to the appearance of facilities, physical and human equipment, communication materials and equipment, and (Daoud, 2012, 176) explained that the dimension of tangibility in the field of health service quality includes the following elements: Doctors' offices are clean.

Hospital workers use standard tools or machines, prescriptions (drugs and medical supplies that should be easy to understand. Kotler (1997, 52) specified that tangibility includes four variables that measure the availability of modernity in the organization's equipment, the attractive vision of the physical facilities, and the elegant appearance of its employees, Finally, the impact of materials related to its services.

H. Empathy: This dimension includes the hospital staff's personal interest in patients, their understanding of the patients' needs, and the compatibility of the hospital's working hours with the patients' times.

Empathy refers to the degree of care and care for patients in particular, paying attention to their problems, and working to find solutions to them in sophisticated, humane ways.

This dimension includes: The extent of service provision in terms of time, place, communications, and showing a spirit of friendship and concern for the patient's interests (Dhiab, 2012, 76) Results and recommendations, The current research recommends a set of recommendations that can be adopted in order to help develop organizational commitment to improve job performance:

1. Strengthening organizational commitment among employees by involving them in decisions that affect their professional and social lives, through seminars in workshops with the focus of promoting positive practices for employees to serve the goals of the health sector and its established plans, by activating the scope of incentives and rewards.

2. Improving the principle of justice in the distribution of work and incentives based on efficiency, which leads to increasing the employees' sense of the principle of justice and increasing their loyalty to their knowledge and their aspiration for continuous career development, which has a good return on the level of their commitment to the health institution in which they work.

3. Working to develop the spirit of initiative and creativity by adopting programs that encourage creative ideas and trying to work on them, which creates a sense of satisfaction and commitment among employees.

4. Reconsidering the health sector's policies towards workers in terms of the privileges that workers can obtain for themselves or their family members, such as health insurance, rehabilitation, and recommendations to provide facilities to workers in order to achieve the development of organizational commitment.

5. Redesigning jobs to make job work more enriching for workers and help develop skills related to job aspects.

6. Leadership must work to develop organizational commitment among employees by providing an organizational environment that allows innovation and job creativity and is characterized by relationships of respect and appreciation for employees, providing care and attention, while providing materials that help the employee work efficiently, which makes him feel cared for and increases his commitment.

7. Encouraging the conduct of more research to explore more of the factors that affect the commitment of its employees, with the aim of working to develop their organizational commitment, which will greatly benefit their job performance and achievement, which contributes to achieving the goals of health institutions.

References

1. Adel Abdel Moneim Al-Masdi: The impact of the organization on organizational commitment behaviors, an applied study. Public Administration Journal issued by the Institute of Public Administration, second issue, Kingdom of Saudi Arabia, 2011 AD.
2. Al-Idrisi, Magdy Wael. (2014). "Measuring the impact of using the Total Quality Management System on improving financial performance in joint-stock industrial organizations," Al-Quds Open University Journal for Research and Studies, Issue 32.
3. Aries, S, Miradi Dta, R 2013, Any ysis of the Effect of Attitvde toward work, organization commitment, and Job satistac faction, on Job performance, (casestudy in Electron icconpany), European journal of business and social sciences, 1 (10): 15- 24.
4. Bidgoli, M., Saadt. A., Asghari, A: Analyzing the relationship between the perception of organization justice and organizational commitment. Case study: Neyshabur medical science college international journal of academic research in accounting, finance and management sciences vol, 5(3), pp. 83-9, 2015.
5. Hadi Athab Salman, "The Role of the contemporary leadership style Contemporary in the Achievement of the Organizational Commitment Analytical Study of the Opinions of a Sample of Senior Managerial Leaderships in Iraqi Industrial Compaines", St Clements University, 2013, P: 99.
- 6.. Jawad Mohsen Radhi, Abdullah Kazem Hassan: The relationship between ethical leadership behavior and organizational commitment, "an experimental study in the College of Management and Economics," The Arab Journal of Economic and Administrative Sciences, fourth year, issue twenty-one, 2013, pp. 103-120.
7. Khaled Ahmed Al-Sarayrah: Job performance among faculty members in Jordanian universities from the perspective of their department heads, Damascus University Journal, Volume 27, Issue (2), 2011.
8. Muhammad Ahmed Darwish: Organizational Commitment Theory, Alam al-Kutub, Cairo, 2008, p. 4.
9. Muhammad Al-Sayyid Hamzawy: Administrative and organizational behavior in civil and security organizations, Al-Shaqri Library for Publishing and Distribution, 2008, p. 85.
10. Muhammad Al-Saamata: The effect of organizational similarity on organizational commitment among government employees in the city of Irbid, unpublished master's thesis, Faculty of Economics and Administrative Sciences, Yarmouk University, Jordan, 296, p. 38.
11. Muhammad Ehsan Malik, Samina Nawab, Bashara Naem, and Rizwan Qaiser Danish, Job sat is faction and organizational commitment of university teacher in public sector of business and management vol, 5. No, 6, June 2010.
12. Mahmoud Jawdat Abu Fares: The relationship between organizational trust and organizational commitment, a field study on Al-Azhar University, Journal of the Islamic University for Economic and Administrative Studies, Volume Twenty-Two, Issue Two, 2014.
13. Madani Abdul Qadir Allaqi: Human Resources Management (2nd edition), Al-Khawarizm Scientific Publishing and Distribution, Jeddah, 2007, p. 119.
14. Ministry of Higher Education and Scientific Research, annual report for 2013, to study and evaluate the current situation of Libyan universities (Libya 2012).
15. Negin, M, Omid, M, and Ahmad, B, 2013, The Impact of organizational commitment on employees job performance, interdisciplinary Journal of contemporary research in business (5): 164- 171.
16. Nima Al-Khafaji: The impact of organizational culture on organizational commitment in Kuwaiti commercial banks, unpublished master's thesis, College of Business, Amman, 2014, p. 14.
17. Namaa Jawad Al-Obaidi: The latest organizational justice and its relationship to organizational commitment, a field study in the Ministry of Education, Scientific Education and Scientific Research, Tikrit Journal of Administrative and Economic Sciences, vol., No. 24, Tikrit University, Iraq, 2012, p. 76.
18. Osama bin Younis: Satisfaction among faculty members in government community colleges and its relationship to organizational commitment from their point of view in Amman Governorate, Magitser's dissertation, Mu'na University, 2016, p. 31.
19. Quality Assurance and Accreditation Center for Higher Education Institutions, Annual Report of the Quality Assurance and Accreditation Center for Higher Education Institutions, Tripoli, 2009, p. 4.
20. Qaisar, Muhammad, Safdar, Rhman and Mohanad Sufyan 2012, Exploring Erect of Organization commitment on Employees' performance, interdisciplinary Journal of contemporary research in business 13 (11): 248.
21. Sherif Mahrous Al-Sayed Al-Halabi. (2021). The Impact of Organizational Commitment on Employees' Performance in Through of Job Satisfaction" as applied to the Palestinian banking sector, during the period from 2011 AD to 2020 AD, unpublished master's thesis, University of Palestine
22. Straiter, K. L (2005): The effects of super visors trust of subor dinates and their organization job stis faction and organization in commitments internaion, journal of leade ships udies, vol, N(1).
23. Sutance, Eddy. 2011, The relationship between employees' commitment and Job performance, journal management and economy, 1 (1): 47-55
24. Tawfiq Muhammad Abdel Mohsen: Principles of Management and Systems, Secrets of Japanese Management Success, Dar Al-Fikr Al-Arabi, Dar Al-Nahda Al-Arabiya, Cairo, 2017, p. 59.
25. Youssef Abdel-Barr, Abu Sweireh: The impact of the organizational climate on the job performance of administrative workers at the Islamic University of Gaza, Journal of Islamic Universities (Human Studies Series), Volume 12, Issue 2, 2010.