

# Factors Affecting Quality of Health Service in Government Hospital in Jordan, The Mediating Role of Digital Transformation and the Moderating Role of Government Support: A Concept Paper

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## Abstract

Providing high-quality and accessible healthcare services is a major challenge for public hospitals globally, including in Jordan. This paper investigates the key factors influencing healthcare service delivery in Jordanian public hospitals, examining the mediating role of digital transformation and. This study focusses in three factors named organizational commitment, organizational culture and physical resources. The study also highlights the importance of digital transformation and government support in healthcare, as it can optimize processes, improve efficiency, and enhance service quality. It informs policymakers and administrators in creating policies and allocating resources to support the adoption of digital technologies in government hospitals. This empirical study is quantitative in nature and involved hypotheses testing. The study adopted a quantitative research design. The results of the study showed that the three factors (organizational commitment, organizational culture and physical resources) have a positive effect on the role of achieving better quality of health services. This study will provide fruitful insight for government hospital in Jordan and valuable recommendations for future research.

**Keywords:** Organizational Commitment, Organizational Culture, Physical Resources, Digital Transformation, Government Support and Quality of Health Service.

## Introduction

When it comes to a country's overall success, the healthcare sector plays a crucial part in the lives of its residents. It's an industry that's always getting analysed, especially at public hospitals that have to ensure everyone has equal access to medical treatment. As countries strive to attain universal health coverage by 2030, it is increasingly recognized that mere provision of access to healthcare services is insufficient. Enhancing the delivery of health care

necessitates a purposeful emphasis on the quality of health services. This entails the provision of care that is effective, safe, centred on individuals, and characterized by timeliness, equity, integration, and efficiency. Jordan's citizens are its most valuable resource, and a robust population is crucial for economic and political stability. The United States Agency for International Development (USAID) and the Hashemite Kingdom of Jordan have partnered to improve the nation's health system, focusing on improving healthcare service quality, providing training for healthcare professionals, and building facilities. However, Jordan faces challenges in providing equitable access to high-quality healthcare due to its expanding population and the arrival of refugees. Overcrowding of hospitals and the COVID-19 pandemic have further strained the healthcare system, making it difficult to expand services while enhancing resilience and quality (Quality Health Care | Jordan | U.S. Agency for International Development, n.d.).

The healthcare industry, often acknowledged as a fundamental pillar of a country's welfare, has been a prominent topic of international discourse and deliberation. The importance of this phenomenon cannot be exaggerated, as it has a direct influence on several aspects such as the standard of living, economic output, and general advancement of society. The dynamics of global healthcare have undergone a significant transformation in the 21st century. The globe has seen a significant increase in novel medical treatments, diagnostic equipment, and healthcare delivery systems as a result of the emergence of technology developments. Nevertheless, the introduction of innovative solutions presents the inherent difficulty of incorporating them into public healthcare facilities, particularly those that serve a heterogeneous patient base with varying requirements (Hammad et al., 2022).

### **Objectives of the Study**

- 1: To investigate the effect of organizational commitment on the quality of health service
- 2: To investigate the effect of organizational culture on the quality of health service
- 3: To investigate the effect of physical resources on the quality of health service
- 4: To investigate the effect of organizational commitment on digital transformation.
- 5: To investigate the effect of organizational culture on digital transformation
- 6: To investigate the effect of physical resources on digital transformation.
- 7: To investigate the effect of digital transformation on the quality of health service
- 8: To examine the mediating effects of digital transformation on the relationship between organizational commitment and the quality of health service.
- 9: To examine the mediating effects of digital transformation on the relationship between organizational culture and the quality of health service.
- 10: To examine the mediating effects of digital transformation on the relationship between physical resources and the quality of health service.
- 11: To examine the moderating effects of government support on the relationship between digital transformation and the quality of health service.

### **Literature Review**

#### *The Social Exchange Theory (SET)*

The Social Exchange Theory (SET) is a theoretical framework that examines the social interactions between two or more individuals, focusing on the reciprocal exchange of resources or benefits (Cropanzano et al., 2017). The hypothesis is grounded in the concept that individuals assess the prospective advantages and disadvantages associated with their

interpersonal connections (Oparaocha, 2016). The idea encompasses a wide range of social interactions, including but not limited to love, friendship, professional, and economic relationships. Based on the theoretical framework, individuals may choose to terminate or discontinue relationships that exhibit a greater ratio of costs to rewards (Zhao et al., 2017). Social exchange theory had been used by organizational researchers to explain the motivational basis behind employee's attitude and motivation. The theory is considered as the most influential conceptual paradigms for understanding workplace behaviour (Cropanzano & Mitchell, 2005). The relevance of the Social Exchange Theory to the model is associated with understanding how organizational commitment and organizational culture improve quality. It is assumed that when employees receive a high level of support from the top management in the form of training, empowerment, rewards, and teamwork, they engage in the organization. Besides such support also can enhance their skills, knowledge and abilities in the form of providing better service (Foa & Foa, 2012).

### **Resource based view theory (RBV)**

RBV's learning capability theory, the second theory used in this investigation, is helpful. A detailed explanation of this hypothesis can be found here. Competitive advantage is generated by a company's unique resources, according to RBV advancements (Abbasi Kamardi et al., 2022). An example of such a resource is a person's ability to develop relationships. Being able to build and sustain strong customer relationships through being more sensitive to client needs is the focus of this trait (Freeman et al., 2021).

Small enterprises, on the other hand, are forced to place greater emphasis on their intangible assets due to a lack of financial resources. Scholars believe that organizational learning capacities aid in the formation of relationships between partners (Weigel & Hiebl, 2023). Capabilities for organizational learning also help with the accumulation of information about export markets. In turn, these skills are essential to a company's ability to compete (Ferreira et al., 2021). As a result, we stress the importance of a firm's learning orientation in the creation of trust. In both the internal and external settings, organizational learning adapts. "Learning is a routine-based activity that is rooted in a particular institutional framework," as one scholar puts it, in corporations (Wenzel et al., 2021).

### **Quality of Health Service**

All types of organizations aim to demonstrate their legitimacy by offering the best services possible that go above and beyond the needs and expectations of the recipients. The quality of service depends on the gap between the beneficiary's expectations and perceptions. The service is poor when the beneficiary expects more than what the service actually delivers. The service is excellent when the service surpasses the beneficiary's prior expectations (Al-Adayla & Al-Muhareb, 2017).

The words service and quality are combined to form the name Quality of Service. Service refers to a specific service's fundamental attributes, whereas quality primarily refers to adopting a user-centered strategy (Varela, Skorin-Kapov & Ebrahimi, 2014). Quality also refers to the value of the service to the customer in addition to service quality. Additionally, service quality combines both technical and functional aspects; functional service quality refers to the customer's requirements for the services they receive, whereas technical service quality refers to what the customer actually gets. A variety of clients are needed for new movements

and work scopes in order to Look into customer trust and satisfaction (Lewis, Reid & Bamford, 2016).

### **Organizational Commitment**

Organizational commitment has been a topic of interest among management scholars, and different researchers have provided their own perspectives and definitions of the concept (Ansari et al., 2021). Organizational commitment refers to the extent of an employee's emotional attachment and devotion towards their employer and the tasks they perform. The aforementioned factors can have an impact on the employee's overall performance, job satisfaction, likelihood of staying with the organization, and overall well-being (Gumasing & Ilo, 2023).

Organizational commitment is the psychological attachment of employees to their organizations (Mueller & Straatmann, 2014). Muthukumaran (2017) and Rasdi and Tangaraja (2020) conducted researches that focused on three elements of employee organizational commitment: affective commitment, continuance commitment, and normative commitment. According to Muthukumaran (2017), Affective commitment, continuance commitment, and normative commitment are all essential forms of commitment in an organization. For instance, employees with a big affective commitment are assumed to have a solid commitment to their organization (Mercurio, 2015).

### **Organizational Culture**

Organizational culture is one of the most studied phenomena and a fundamental element in understanding all organizations' types (Alexe & Alexe, 2018; Tian et al., 2018). Organizational culture is described as "the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them norms for behavior in the organization" (Deshpande & Webster, 1989, p.4). According to (Janićijević, 2011), research on organizational culture spans over a period of thirty years. And so, it is not surprising, therefore, that different definitions have been given for this well-explored phenomenon. However, it is essential to mention that all the works done on this phenomenon have acknowledged that organizational culture is multidimensional, multilayered, and interdisciplinary. Furthermore, Denison (1990) defined organizational culture as the system of norms and values common among an organization's employees, determining organizational members' attitudes and approaches towards confronting different organization problems.

### **Physical Resource**

The physical resources in a working environment encompass various elements such as equipment, supplies, infrastructure, and physical facilities (Ndayishimiye et al., 2022). In the healthcare sector, these resources span across different levels of hospitals, ranging from national referral and teaching hospitals at the highest level to level five hospitals, health centres, and support services (Abere et al., 2021). Additionally, regulations governing the workplace and clear lines of authority play a crucial role in decision-making processes. Health infrastructure encompasses the entirety of physical infrastructure, including inpatient bed capacities, equipment, transport, and technology (including ICT), that is necessary for the efficient delivery of healthcare services (Humphreys et al., 2022). These resources play a crucial role in influencing employee job satisfaction. These definitions imply that human

resource practices should take into account both the satisfaction of the workforce and the essential resources utilized in delivering services (Vuong et al., 2021). The significance of ICT cannot be overstated, as it leads to decreased waiting times for patients and facilitates the efficient management of both patient records and workforce schedules (Alexander, 2023).

### **Digital Transformation**

Definition Digital transformation has been defined as “the integration of technology into all details of life by taking advantage of the information and communications revolution, especially with regard to the speed of transferring and exchanging information and data,” (Dung & Tri, 2021), which leads to a radical transformation and change in lifestyles and the way of living, working, and communicating, including applications of artificial Intelligence, Internet Things, etc. From the perspective of digitalization as an economic or organizational concept, “digital transformation” has been widely defined in the literature, and while these definitions do not differ much from each other, the common denominators are the use of technologies, process improvement, and value creation (Mergel et al., 2019). Saarikko et al., (2020) also defined digital transformation as the use of technology to radically improve the performance of organizations, and it is an area of focus for a number of companies around the world for many reasons, including capturing and remaining in a new market.

### **Government Support**

Government support policies refer to the strategies and programs implemented by the government and its regulatory agencies to influence and control decision-making processes that promote economic growth by ensuring that the business environment is adequately safeguarded (Ibrahim & Mustapha, 2019).

Government support can potentially provide a favorable indication to financiers who operate based on market principles (Schätzlein et al., 2023). Consequently, they may attract greater external investment compared to their counterparts who lack such support. Moreover, governmental assistance can lead to supplementary funding opportunities, enabling companies to access greater resources in situations where resources are scarce (Bartolacci et al., 2018). In addition, private enterprises can surmount institutional and other obstacles on an unequal playing field by leveraging the effectiveness of government assistance. Therefore, companies that receive government support will enhance their performance by increasing their investment in research and development (R&D) (Wu, 2017).

### **Conceptual framework**

The conceptual framework of the study from the above literature reviews, the following conceptual framework is developed for the current study.

(Fig. 1)



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