

# Evaluating Performance And Its Impact On The Quality Of Health Services From The Point Of View Of Health Cadres In The Government Health Sector In The Kingdom Of Saudi Arabia

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## Summary

*The study aimed to evaluate performance and its impact on the quality of health services from the point of view of health cadres in the government health sector in the Kingdom of Saudi Arabia, the study used the descriptive analytical approach, and the study sample consisted of (470) health cadres working in the government health sector in the Kingdom of Saudi Arabia,*

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*and the study used the questionnaire as a tool for data collection, and in light of the study's findings for a number of results, the most important of which are the study members agree on the axis of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia with an arithmetic average of (3.99), where the averages of their approval on the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia ranged between (4.14 to 3.86), which are averages that fall into the category The fifth and fourth categories of the five-scale that refer to (agree) on the study tool, which shows the homogeneity in the approval of the study members on the axis of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia. In light of the findings, the study recommends raising the levels of personal care for patients by the hospital management through training and skills development. Increase interaction between medical staff, staff and patients by improving mutual understanding between both parties. Develop technical training programs to increase the skill of workers in completing work through merit, civility and credibility.*

### **Introduction:**

The continuous evaluation of institutions in the twenty-first century is one of the urgent necessities and the pursuit of an evaluation mechanism for the resources of those institutions in order to achieve their goals and objectives, as evaluation contributes to the access of institutions to strengths and weaknesses and thus contributes directly to decision-making, and the development of future visions in systematic scientific ways to reach the best ways to confront those problems and weaknesses and overcome difficulties, and also work to enhance the strengths, so determine a performance evaluation mechanism for institutions based on scientific foundations with Taking into account the conditions, activities and needs of the organization, has a direct impact on the outputs of that organization. (Abdelkader, 2015)

,Performance evaluation is one of the most important functions of management ,however, many health institutions suffer from special problems in the evaluation process which may lead to the failure of the entire organization due to the lack of clear and precisely defined measurement tools to measure institutional performance.

Institutions generally work through different policies and decisions through which they seek to achieve effective performance and high productivity, design their policies and programs, and create appropriate means of communication to implement these programs and policies, but it is not possible to ensure the validity and integrity of the application of these policies and programs, without evaluating the performance of this institution permanently and continuously.

The quality of service provided to customers is the center of the center of the center of service organizations that seek success and continuity, and in order to achieve the outstanding level of their performance, the organization needs to give more attention to employees and customers together.

Therefore, the quality of services plays an important role in the design and marketing of the service product, as it represents a great importance for both its providers and beneficiaries, and service organizations have become increasingly aware of the importance .and role of applying the concept of total quality in achieving their competitive advantages

Evaluating the performance of health institutions requires intensive and continuous efforts due to the link between health services, so evaluating the performance of health institutions requires the need to identify the organizational aspect of health services to know how they perform, analyze the effectiveness of the procedures followed, and diagnose and compare the reality of the administrative practices followed

### **Study problem**

Performance evaluation is one of the most important control work, and it is considered one of the most important administrative functions that aim to correct the productive path in organizations in general, health institutions in particular, as performance evaluation contributes to increasing the quality of services provided in health institutions, patient satisfaction and achieving their aspirations towards those health institutions. The activation of the performance appraisal process for hospitals must be on an ongoing basis in the light of the practical principles and organizational theories used in the evaluation of health organizations

In light of the changes and transformations, the need to measure the institutional performance of health institutions periodically in order to raise their level and improve its services increases, Al-Ahmadi (2010) says that improving performance, renewing and developing the organization is no longer an optional matter that the administration resorts to or disposes of by choice, but has become a necessity for its survival, so it is necessary to pay attention to evaluating hospitals on an ongoing basis, because of its effective and noticeable impact on the development of the quality of health services provided to patients. Therefore the problem of the study is summarized in the following question

### **What is the extent of performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services**

#### **:Importance of the study**

The importance of the study is divided into scientific importance and practical importance

#### **First: Scientific importance**

- Enriching the library with a new topic on performance evaluation in hospitals and its impact on the quality of services in the government health sector in the Kingdom of Saudi Arabia
- Identify the extent of performance evaluation in hospitals and its impact on the quality of services in the government sector
- Knowing the attitudes of workers in the government health sector in the Kingdom of Saudi Arabia about the importance of evaluating performance in hospitals and its impact on the quality of health services
- Submit proposals that contribute to the effectiveness of evaluating the performance of hospitals to reach the maximum quality of health services in the health sectors

#### **Second: Practical Importance**

- Contribute to increasing the quality of health services by evaluating the performance of hospitals
- Educating health cadres in the government health sector in the Kingdom of Saudi Arabia, including administrators, doctors, pharmacists, nurses, specialists and technicians, about the importance of performance evaluation to increase the quality of health services in the health sectors.

- Reaching a number of recommendations and proposals that contribute to the knowledge of health center employees of the importance of evaluating performance in the hospital.
- Emphasizing the importance of quality of health services in health institutions
- Contribute to increasing the level of quality of health service provided by workers in the health sectors in the government health sector in the Kingdom of Saudi Arabia.

### **Objectives of the study**

1. Identify the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia.
2. Identify the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia
3. Identify the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia

### **Study Questions**

1. What is the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia
2. To what extent does performance appraisal affect the quality of services in the government health sector in the Kingdom of Saudi Arabia
3. What are the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia

### **Limitations of the study**

- **Spatial field:** The study was applied in the government health sector in the Kingdom of Saudi Arabia.
- **Temporal domain:** The study was applied in 2022.
- **Human field:** The study was applied to a sample of health cadres in the government health sector in the Kingdom of Saudi Arabia, including administrators, doctors, pharmacists, nurses, specialists and technicians

### **methodology Study**

The researcher used the descriptive survey method, for its suitability to the nature of the study and its objectives, has been defined by Al-Assaf (2003, p. 178) as "that type of research, by which all members of the research community or a large sample of them are interrogated with the aim of describing the studied phenomenon in terms of its nature and degree of existence only, without going beyond that to study the relationship or deduce the causes

### **Study population:**

The population of the current study consists of health cadres in the government health sector in the Kingdom of Saudi Arabia, including administrators, doctors, pharmacists, specialists, technicians and nurses, during the study period for the second semester of the academic year 1439/1440 AH.

### **Study sample**

The origin of scientific research is to be conducted on all members of the research community, because this is more likely to be true to the results, but the researcher resorts to "selecting a sample of them if this is not possible because of their large number, for example (Al-Assaf, 2003, p. 96), so the researcher chose a random sample and the total sample of the study reached (470) individuals

**:Characteristics of the study subjects**  
**:Genre\*\***

**Table No. (1) shows the distribution of study subjects by gender variable**

| genre  | Iteration | Percentage |
|--------|-----------|------------|
| male   | 330       | 70.2       |
| female | 140       | 29.8       |
| Total  | 470       | 100        |

The above table shows the distribution of study members by gender variable, where (70.2%) of the study members were males and they are the largest group in the study, while (29.8%) of the study members were females

**:Educational Level\*\***

**Table No. (2) shows the distribution of study members according to the variable of educational level**

| Education level         | Iteration | Percentage |
|-------------------------|-----------|------------|
| Doctor                  | 2         | 0.6        |
| Master                  | 45        | 13         |
| Post-university diploma | 40        | 11.6       |
| Bachelor                | 259       | 74.9       |
| Total                   | 470       | 100        |

The above table shows the distribution of the study members according to the educational level variable, where (74.9%) of the study members had a bachelor's degree and they are the largest category in the study, while (13%) of the study members had a master's degree, and (11.6%) of the study members had a diploma, while (0.6%) of the study members their academic qualification was a doctorate

**:Function\*\***

**Table No. (3) shows the distribution of study members according to the job variable**

| Function             | Iteration | Percentage |
|----------------------|-----------|------------|
| Administrative       | 41        | 8.7        |
| Physician/Pharmacist | 75        | 16         |
| technician           | 138       | 29.4       |
| specialist           | 216       | 46         |
| Total                | 470       | 100        |

The above table shows the distribution of the study members by job variable, where (29.4%) of the study members were technicians, while (46%) of the study members were specialized and they are the largest group in the study, while (8.7%) of the study members had an administrative job, and (16%) were a doctor/pharmacist

**Years of Experience\*\***

**Table No. (4) shows the distribution of study members according to the variable of years of experience**

| Years of Experience | Iteration | Percentage |
|---------------------|-----------|------------|
| to 5 years 1        | 125       | 26.6       |
| to 10 years 6       | 196       | 41.7       |
| years old 15-11     | 98        | 20.9       |
| years 25-16         | 51        | 10.9       |
| Total               | 470       | 100        |

The above table shows the distribution of the study members according to the variable of the number of years of experience, where (41.7%) of the study members had years of experience from 6 to 10 years and they are the largest group in the study, while (26.6%) of the study members had years of experience 1 to 5 years, while (20.9%) of the study members had years of experience from 11-15 years And that (10.9%) had 16-25 years of experience

**:Training programs obtained\*\***

**Table No. (5) shows the distribution of study members according to the variable of training programs**

| Training Programs     | ItePercentagen | Percentage |
|-----------------------|----------------|------------|
| There isn't any       | 100            | 21.3       |
| Training Course 3-1   | 217            | 46.2       |
| training courses 7-4  | 72             | 15.3       |
| training courses 10-8 | 81             | 17.2       |
| Total                 | 470            | 100        |

The above table shows the distribution of the study subjects according to the variable of training programs, where (21.3%) of the study members did not have training programs, while (46.2%) of the study members had 1-3 training courses and they are the largest group in the study, while (15.3%) of the study members had 4-7 training courses, while (17.2%) of the total study sample had 8-10 training courses.

**Study Tool**

Based on the nature of the data, and on the methodology used in the study, the researcher found that the most appropriate tool to achieve the objectives of this study is the "questionnaire", and the study tool was built by referring to the literature and previous studies related to the subject .of the study

**Table No. (7) Distribution of phrases on the axes of the questionnaire**

| No              | Themes of the study   | Number of Phrases |
|-----------------|---|-------------------|
| The first axis  | The reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia  | 8                 |
| The second axis | The impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia  | 9                 |
| Third Theme     | The most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia | 9                 |

#### **Believe the study tool**

The sincerity of the questionnaire means ensuring that it will measure what was prepared to measure (Al-Assaf, 1995, 429), and honesty means "the inclusion of the study tool for all the elements that must be contained in the study on the one hand, as well as the clarity of its "paragraphs and vocabulary on the other hand, so that it is understood by those who use it (Obeidat et al. 2001, 179), and the researcher has verified the sincerity of the questionnaire :through the following

#### **:First: The apparent honesty of the study tool (the sincerity of the arbitrators)**

After the completion of the construction of the study tool in its initial form, which deals with **evaluating performance in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services** ", a number of arbitrators were .presented to guide their opinions

The arbitrators were kindly asked to express their opinion on the clarity of the phrases, their suitability for what they were developed for, and the appropriateness of the phrases to the axis to which they belong, with the development of amendments and suggestions through which .the questionnaire can be developed

Based on the amendments and suggestions made by the arbitrators, the researcher made the necessary amendments agreed upon by the majority of the arbitrators, from amending some .phrases and deleting others, until the questionnaire became final

#### **:B – Authenticity of the internal consistency of the tool**

To ensure the validity of the internal consistency, the correlation coefficient (Pearson) between the degree of each statement of the resolution was calculated with the total degree of .the axis to which the statement belongs, as shown in the following two tables

| The reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia |                         |                           |                         |                     |                         |                                  |                         |                                 |                         |
|--|-------------------------|---------------------------|-------------------------|---------------------|-------------------------|----------------------------------|-------------------------|---------------------------------|-------------------------|
| Phrases number   | Correlation coefficient | Phrases number            | Correlation coefficient | Phrases number      | Correlation coefficient | Phrases number                   | Correlation coefficient | Phrases number                  | Correlation coefficient |
| Availability of statistical information  |                         | Availability of medicines |                         | Devices & Equipment |                         | Availability of laboratory tests |                         | Availability of operating rooms |                         |
| 1  | **0.879                 | 1                         | **0.854                 | 1                   | **0.918                 | 1                                | **0.943                 | 1                               | **0.917                 |
| 2  | **0.838                 | 2                         | 0.907**                 | 2                   | 0.90**                  | 2                                | **0.933                 | 2                               | 0.92**                  |
| 3  | **0.898                 | 3                         | 0.920**                 | 3                   | **0.946                 | 3                                | 0.93**                  | 3                               | 0.93**                  |
| 4  | **0.893                 |                           |                         |                     |                         |                                  |                         | 4                               | 0.86**                  |

**Table (8) Pearson correlation coefficients for the statements of the first axis of the study tool**

**D at significance level 0.01 or less \*\***

It is clear from Table (9) that all statements are statistically significant at the significance level (0.01), which gives an indication of the high internal consistency coefficients, and indicates high and sufficient truthfulness indicators that can be trusted in the application of the study tool.

**Table No. (10) Pearson correlation coefficients for the statements of the first axis of the study tool**

| The reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia |                         |                |                         |  |                         |                     |                         |
|--|-------------------------|----------------|-------------------------|--|-------------------------|---------------------|-------------------------|
| Phrases number   | Correlation coefficient | Phrases number | Correlation coefficient | Phrases number                           | Correlation coefficient | Phrases number      | Correlation coefficient |
| Availability of medical and administrative staff   |                         | Emergency Care |                         | Supportive care and infection prevention |                         | Follow-up and audit |                         |
| 1  | 0.894**                 | 1              | **0.894                 | 1  | 0.933**                 | 1                   | 0.919**                 |
| 2  | **0.854                 | 2              | 0.906**                 | 2  | **0.940                 | 2                   | 0.919**                 |
| 3  | **0.882                 | 3              | **0.939                 | 3  | **0.946                 | 3                   | **0.937                 |
| 4  | **0.893                 |                |                         |  |                         |                     |                         |
| 5  | **0.879                 |                |                         |  |                         |                     |                         |



It is clear from Table (10) that all statements are statistically significant at the significance level (0.01), which gives an indication of the high internal consistency coefficients, and also indicates high and sufficient truthfulness indicators that can be trusted in the application of the study tool.

**Table No. (11) Pearson correlation coefficients for the statements of the second and third axis of the study tool**

| Phrases number  | Correlation coefficient | Phrases number  | Correlation coefficient |
|---|-------------------------|---|-------------------------|
| The second axis: the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia |                         | The third axis: The most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia |                         |
| 1   | 0.433**                 | 1   | 0.794**                 |
| 2   | 0.448**                 | 2   | **0.837                 |
| 3   | 0.551**                 | 3   | 0.826**                 |
| 4   | 0.642**                 | 4   | 0.799**                 |
| 5   | 0.684***                | 5   | 0.864**                 |
| 6   | **0.750                 | 6   | 0.877**                 |
| 7   | 0.761**                 | 7   | 0.835**                 |
| 8   | 0.750**                 | 8   | 0.801**                 |
| 9   | 0.870**                 | 9   | **0.741                 |
| 10  | 0.820**                 | 10  | 0.548**                 |
| 11  | 0.664**                 | 11  | 0.678**                 |
| 12  | 0.658**                 | 12  | 0.852**                 |

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**D at significance level 0.01 or less**

It is clear from Table (11) that all statements are statistically significant at the level of the function (0.01), which gives an indication of high internal consistency coefficients, and also indicates high and sufficient truthfulness indicators that can be trusted in the application of the study tool.

**Stability of the study instrument:**

To measure the stability of the study tool (questionnaire), the Cronbach alpha coefficient was used, and Table (12) shows the stability coefficient for the axes of the study tool.

**Table No. (12) Cronbach alpha coefficient to measure the stability of the study instrument**

| Axes and dimensions of the resolution  | Number of Phrases | Axis stability |
|--|-------------------|----------------|
| The first axis: the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia | 30                | 0.987          |
| The second axis: the impact of performance evaluation on the quality of services in the                              | 12                | 0.762          |

| <b>Axes and dimensions of the resolution</b>   | <b>Number of Phrases</b> | <b>Axis stability</b> |
|--|--------------------------|-----------------------|
| <b>government health sector in the Kingdom of Saudi Arabia</b>   |                          |                       |
| <b>The third axis: The most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia</b> | <b>12</b>                | <b>0.935</b>          |
| <b>Overall stability</b>   | <b>54</b>                | <b>0.973</b>          |

Table (12) shows that the study tool has statistically acceptable stability, where the general stability of the study was (0.973) while the stability coefficients of the study tool ranged between (0.987, 0.762-0.935), which are high stability coefficients that can be trusted in the application of the study tool.

### **1- :Procedures for applying the study**

The questionnaire was sent to the employees working in the government health sector in the Kingdom of Saudi Arabia, including administrators, doctors and nurses, and this was done during the year 14-41AH, where the researcher converted the questionnaire to electronic in order to collect the largest possible amount of the study sample, where the researcher distributed (500) questionnaire and after examining it, the researcher got (470) questionnaire valid for statistical analysis, and then the data was entered, and statistically processed by ) computer through the programSPSS The researcher then analyzed the data and extracted the.( .results

### **Comparison of study results**

#### **Answer to the first question: What is the reality of performance evaluation in the ?government health sector in the Kingdom of Saudi Arabia**

To identify the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government ,health sector in the Kingdom of Saudi Arabia, the arithmetic averages, standard deviations and ranks of the responses of the study members were calculated on the dimensions of the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia. The following are the detailed results regarding the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of :Saudi Arabia, and the results are as shown in the following table

**Table (14) Responses of study members to the statements of the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia according to the averages of approval**

| No  | Phrases   | Iteration    | Degree of approval |         |                          |          |                     | Arithmetic mean | Standard deviation | Rank |
|---|---|--------------|--------------------|---------|--------------------------|----------|---------------------|-----------------|--------------------|------|
|   |   | Percentage % | Strongly agree     | I agree | Agree to a medium degree | Disagree | Absolutely disagree |                 |                    |      |
| <b>First: Availability of statistical information</b> |   |              |                    |         |                          |          |                     |                 |                    |      |
| 1   | Reports and statistics for the hospital are prepared periodically.                                  | as           | 175                | 242     | 45                       | 4        | 4                   | 4.23            | 0.72               | 1    |
|   |   | %            | 37.2               | 51.5    | 9.6                      | 0.9      | 0.9                 |                 |                    |      |
| 2   | An independent medical record is maintained for each service recipient permanently.                 | as           | 140                | 261     | 45                       | 18       | 6                   | 4.09            | 0.81               | 2    |
|   |   | %            | 29.8               | 55.5    | 9.6                      | 3.8      | 1.3                 |                 |                    |      |
| 3   | The records include integPercentage information about the medical history of the service recipient. | as           | 143                | 243     | 47                       | 28       | 9                   | 4.03            | 0.90               | 3    |
|   |   | %            | 30.4               | 51.7    | 10                       | 6        | 1.9                 |                 |                    |      |
| <b>Second: Availability of medicines</b>              |   |              |                    |         |                          |          |                     |                 |                    |      |
| 1   | Medicines are provided as soon as possible and older ones are used first.                           | as           | 153                | 244     | 42                       | 26       | 5                   | 4.09            | 0.85               | 1    |
|   |   | %            | 32.6               | 51.9    | 8.9                      | 5.5      | 1.1                 |                 |                    |      |
| 2   | Emergency medications are available within all departments.   | as           | 117                | 249     | 69                       | 26       | 9                   | 3.93            | 0.88               | 2    |
|   |   | %            | 24.9               | 53      | 14.7                     | 5.5      | 1.9                 |                 |                    |      |
| 3   | Medications are available for all different conditions.   | as           | 106                | 252     | 69                       | 35       | 8                   | 3.88            | 0.90               | 3    |
|   |   | %            | 22.6               | 53.6    | 14.7                     | 7.4      | 1.7                 |                 |                    |      |
| <b>Third: Devices and Equipment</b>                   |   |              |                    |         |                          |          |                     |                 |                    |      |
| 1   | The necessary devices and equipment are available at the hospital.                                  | as           | 149                | 244     | 46                       | 20       | 11                  | 4.06            | 0.89               | 1    |
|   |   | %            | 31.7               | 51.9    | 9.8                      | 4.3      | 2.3                 |                 |                    |      |
| 2   |   | as           | 139                | 254     | 53                       | 15       | 9                   | 4.06            | 0.84               | 2    |

| No  | Phrases   | Iteration    | Degree of approval |         |                          |          |                     | Arithmetic mean | Standard deviation | Rank |
|---|---|--------------|--------------------|---------|--------------------------|----------|---------------------|-----------------|--------------------|------|
|   |   | Percentage % | Strongly agree     | I agree | Agree to a medium degree | Disagree | Absolutely disagree |                 |                    |      |
|   | Security and safety standards are applied in the opePercentage and connection of devices and equipment in the hospital. | %            | 29.6               | 54      | 11.3                     | 3.2      | 1.9                 |                 |                    |      |
| 3   | Medical supplies are available to treat all cases.  | as           | 96                 | 253     | 77                       | 30       | 14                  | 3.82            | 0.92               | 3    |
|   |   | %            | 20.4               | 53.8    | 16.4                     | 6.4      | 3                   |                 |                    |      |
| <b>Fourth: Availability of laboratory tests</b> |   |              |                    |         |                          |          |                     |                 |                    |      |
| 1   | Laboratory tests are available to treat various conditions.   | as           | 225                | 155     | 60                       | 23       | 7                   | 4.21            | 0.94               | 1    |
|   |   | %            | 47.9               | 33      | 12.8                     | 4.9      | 1.5                 |                 |                    |      |
| 2   | There is a mechanism that includes the timely arrival of laboratory test results.                                       | as           | 192                | 174     | 68                       | 21       | 15                  | 4.08            | 1                  | 3    |
|   |   | %            | 40.9               | 37      | 14.5                     | 4.5      | 3.2                 |                 |                    |      |
| 3   | The necessary capabilities for various laboratory tests are available around the clock.                                 | as           | 185                | 188     | 63                       | 28       | 6                   | 4.10            | 0.93               | 2    |
|   |   | %            | 39.4               | 40      | 13.4                     | 6        | 1.3                 |                 |                    |      |
| <b>Fifth: Availability of operating rooms</b>   |   |              |                    |         |                          |          |                     |                 |                    |      |
| 1   | Sufficient operating rooms are available in the hospital of all specialties.  | as           | 213                | 173     | 55                       | 25       | 4                   | 4.20            | 0.90               | 1    |
|   |   | %            | 45.3               | 36.8    | 11.7                     | 5.3      | 0.9                 |                 |                    |      |
| 2   | There are nurseries for newborns.   | as           | 177                | 170     | 80                       | 35       | 8                   | 4.01            | 1                  | 3    |
|   |   | %            | 37.7               | 36.2    | 17                       | 7.4      | 1.7                 |                 |                    |      |
| 3   |   | as           | 181                | 185     | 58                       | 32       | 14                  | 4.04            | 1.02               | 2    |

| No   | Phrases  | Iteration    | Degree of approval |         |                          |          |                     | Arithmetic mean | Standard deviation | Rank |
|--|--|--------------|--------------------|---------|--------------------------|----------|---------------------|-----------------|--------------------|------|
|  |  | Percentage % | Strongly agree     | I agree | Agree to a medium degree | Disagree | Absolutely disagree |                 |                    |      |
|  | There is a center care that meets the needs of patients in the hospital.   | %            | 38.5               | 39.4    | 12.3                     | 6.8      | 3                   |                 |                    |      |
| 4  | Security and safety precautions are available in the operating rooms, including the availability of electricity, oxygen and the necessary precautions. | as           | 116                | 255     | 59                       | 27       | 13                  | 3.92            | 0.92               | 4    |
|  |  | %            | 24.7               | 54.3    | 12.6                     | 5.7      | 2.8                 |                 |                    |      |
| <b>Sixth: Availability of medical and administrative staff</b> |  |              |                    |         |                          |          |                     |                 |                    |      |
| 1  | The hospital has doctors in all specialties that meet the patient's needs.   | as           | 234                | 56      | 11                       | 9        | 0                   | 4.27            | 0.90               | 1    |
|  |  | %            | 49.8               | 34      | 11.9                     | 2.3      | 1.9                 |                 |                    |      |
| 2  | More than one doctor in one specialty is available in the hospital.  | as           | 187                | 189     | 56                       | 28       | 10                  | 4.10            | 0.96               | 4    |
|  |  | %            | 39.8               | 40.2    | 11.9                     | 6        | 2.1                 |                 |                    |      |
| 3  | There is a conscious management in the hospital that follows the progress of work around the clock.  | as           | 199                | 183     | 51                       | 24       | 13                  | 4.13            | 0.98               | 3    |
|  |  | %            | 42.3               | 38.9    | 10.9                     | 5.1      | 2.8                 |                 |                    |      |
| 4  | The hospital operates around the clock.  | as           | 195                | 183     | 55                       | 31       | 6                   | 4.13            | 0.94               | 2    |
|  |  | %            | 41.5               | 38.9    | 11.7                     | 6.6      | 1.3                 |                 |                    |      |
| 5  | There are enough nurses to   | as           | 180                | 172     | 64                       | 4        | 13                  | 3.99            | 1.05               | 5    |
|  |  | %            | 38.3               | 36.6    | 13.6                     | 8.7      | 2.8                 |                 |                    |      |

| No  | Phrases   | Iteration    | Degree of approval |         |                          |          |                     | Arithmetic mean | Standard deviation | Rank |
|---|---|--------------|--------------------|---------|--------------------------|----------|---------------------|-----------------|--------------------|------|
|   |   | Percentage % | Strongly agree     | I agree | Agree to a medium degree | Disagree | Absolutely disagree |                 |                    |      |
|   | meet the needs of the hospital.   |              |                    |         |                          |          |                     |                 |                    |      |
| <b>Seventh: Emergency Care</b>                          |   |              |                    |         |                          |          |                     |                 |                    |      |
| 1   | A designated place to receive emergency cases is available around the clock.                  | as           | 229                | 169     | 49                       | 17       | 6                   | 4.27            | 0.88               | 1    |
|   |   | %            | 48.7               | 36      | 10.4                     | 3.6      | 1.3                 |                 |                    |      |
| 2   | Medical devices and equipment needed to deal with emergencies are available around the clock. | as           | 122                | 255     | 66                       | 19       | 8                   | 3.99            | 0.84               | 2    |
|   |   | %            | 26                 | 54.3    | 14                       | 4        | 1.7                 |                 |                    |      |
| 3   | An integPercentage medical staff is available to receive emergency cases.                     | as           | 91                 | 263     | 70                       | 28       | 18                  | 3.81            | 0.94               | 3    |
|   |   | %            | 19.4               | 56      | 14.9                     | 6        | 3.8                 |                 |                    |      |
| <b>Eighth: Supportive care and infection prevention</b> |   |              |                    |         |                          |          |                     |                 |                    |      |
| 1   | Specific measures are available to prevent infection from spreading.                          | as           | 91                 | 263     | 70                       | 28       | 18                  | 4.13            | 0.82               | 1    |
|   |   | %            | 19.4               | 56      | 14.9                     | 6        | 3.8                 |                 |                    |      |
| 2   | The hospital provides guidance and educational boards for patients.                           | as           | 153                | 255     | 37                       | 18       | 7                   | 3.94            | 0.93               | 3    |
|   |   | %            | 32.6               | 54.3    | 7.9                      | 3.8      | 1.5                 |                 |                    |      |
| 3   | The hospital takes care of disinfecting and disinfecting                                      | as           | 127                | 241     | 62                       | 28       | 12                  | 3.89            | 0.98               | 2    |
|   |   | %            | 27                 | 51.3    | 13.2                     | 6        | 2.6                 |                 |                    |      |

| No  | Phrases   | Iteration    | Degree of approval |         |                          |          |                     | Arithmetic mean | Standard deviation | Rank |
|---|---|--------------|--------------------|---------|--------------------------|----------|---------------------|-----------------|--------------------|------|
|   |   | Percentage % | Strongly agree     | I agree | Agree to a medium degree | Disagree | Absolutely disagree |                 |                    |      |
|   | corridors and toilets.  |              |                    |         |                          |          |                     |                 |                    |      |
| <b>Ninth: Follow-up and Audit</b>                                 |   |              |                    |         |                          |          |                     |                 |                    |      |
| 1   | There are specific instructions for monitoring and following up on different cases. | as           | 144                | 243     | 54                       | 23       | 6                   | 4.06            | 0.85               | 1    |
|   |   | %            | 30.6               | 51.7    | 11.5                     | 4.9      | 1.3                 |                 |                    |      |
| 2   | A bed guide is available with accurate and up-to-date information on each case.     | as           | 129                | 236     | 70                       | 26       | 9                   | 3.96            | 0.90               | 3    |
|   |   | %            | 27.4               | 50.2    | 14.9                     | 5.5      | 1.9                 |                 |                    |      |
| 3   | The team periodically checks clinical information.                                  | as           | 130                | 251     | 55                       | 21       | 13                  | 3.99            | 0.90               | 2    |
|   |   | %            | 27.7               | 53.4    | 11.7                     | 4.5      | 2.8                 |                 |                    |      |
| <b>Overall average = 4.04</b><br><b>Standard deviation = 0.59</b> |   |              |                    |         |                          |          |                     |                 |                    |      |

Through the results in Table (5), it is clear that the employees working in the government health sector in the Kingdom of Saudi Arabia

We agree on the dimensions of the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia, with an arithmetic mean (4.04) and a standard deviation (0.59), and the following are the detailed results of the dimensions of the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia:

**First: Availability of statistical information:**

It is found that the response of employees working in the government health sector in the Kingdom of Saudi Arabia about the reality of statistical information ranged averages of their approval between (4.23 to 4.03), which are averages located in the fourth category V of the five-scale categories, which indicate approval to the degree of strongly agree - agree with the study tool, which shows the disparity in views in terms of the study members' approval of The phrases of the statistical information availability axis, which are arranged as follows:

- Statement No. (1), which is "reports and statistics for the hospital are prepared periodically", ranked first in terms of approval of the study members with a degree of approval strongly agreed, with an average of (4.23) and a standard deviation of (0.72), and

this result indicates the importance of preparing reports and statistics for the hospital periodically.

- Statement No. (2), which is "an independent medical record is maintained for each service recipient permanently", ranked second in terms of approval by the study subjects with an approval score of (4.09) and a standard deviation of (0.81).
- Statement No. (3), which is "records include integPercentage information about the medical history of service recipients," ranked third in terms of approval of the study subjects with an average of (4.03) and a standard deviation of (0.90).

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#### **Second: Availability of medicines:**

It was found that the employees working in the government health sector in the Kingdom of Saudi Arabia agree with the statements of the axis of availability of medicines, where the averages of their approval ranged between (4.09 to 3.88), which are averages that fall in the fourth category of the quintuple scale categories, which indicate approval with the degree of (agree) on the study tool, which shows the difference in views in terms of the approval of the study members on Drug availability pillar, which is arranged as follows:

- Statement No. (1), which is "medicines are provided first-hand and the oldest ones are used first", ranked first in terms of approval by the study members with a degree of agree, with an average of (4.09) and a standard deviation of (0.85), and this result explains the need to provide medicines first-hand with attention using the oldest ones first.
- Statement No. (2), which is "emergency medicines are available within all departments", ranked second in terms of approval by the study members with a score of OK with an average of (3.93) and a standard deviation of (0.88).
- Statement No. (3), which is "medicines are available for all different cases," ranked last in terms of approval of the study subjects with a high approval score of (3.88) and a standard deviation of (0.90).

#### **Third: Devices and Equipment:**

It was clear that the responses of employees working in the government health sector in the Kingdom of Saudi Arabia about the phrases of the axis of devices and equipment, where the averages of their approval ranged between (4.06 to 3.82), which are averages that fall into the fourth category of the five-scale categories, which indicate approval with the degree of (agree) on the study tool, which shows the difference in views in terms of the approval of the study members on Devices and equipment axis phrases, which are arranged as follows:

- Statement No. (1), which is "The necessary devices and equipment are available in the hospital," ranked first in terms of approval by the study subjects with an OK score, with an average of (4.06) and a standard deviation of (0.89).
- Statement No. (3), which is "the necessary medical tasks are available to treat all cases," ranked last in terms of approval of the study subjects with a high approval score of (3.82) and a standard deviation of (0.92).

#### **Fourth: Availability of laboratory tests:**

It was clear through the responses of the study sample that they agree with the statements of the axis of availability of laboratory tests, where the averages of their approval ranged between (4.21 to 4.08), which are averages located in the fourth and fifth category of the quintuple scale categories, which indicate approval to the degree of strongly agree - agree on the axis, which shows the difference in views in terms of the study members' agreement on The terms of the axis of availability of laboratory tests, which are arranged as follows:



- Statement No. (1), which is "the necessary laboratory tests are available to treat various cases," ranked first in terms of approval of the study members with a strongly agreeable score, with an average of (4.21) and a standard deviation of (0.94).
- Statement No. (2) "There is a mechanism that includes the timely arrival of laboratory test results." ranked second in terms of approval of the study subjects with an average of (4.08) and a standard deviation of (1).

#### **Fifth: Availability of operating rooms:**

It is found that the response of employees working in the government health sector in the Kingdom of Saudi Arabia about the reality of the availability of operating rooms ranged averages of their approval between (4.20 to 3.92), which are averages located in the fourth category of the five-scale categories, which indicate approval to the degree of approval of the study tool, which shows homogeneity in views in terms of the approval of the study members on Operating Room Availability Axis, which are arranged as follows:

- Statement No. (1), which is "There are sufficient operating rooms in the hospital of all specialties," ranked first in terms of approval of the study members with a degree of approval strongly agreed, with an average of (4.20) and a standard deviation of (0.90), and this result indicates that there are sufficient operating rooms in the hospital of all specialties.
- Statement No. (4), which is "security and safety precautions are available in the operating rooms from the availability of electricity, oxygen and the necessary precautions", ranked last in terms of the approval of the study members with a score of OK with an average of (3.92) and a standard deviation of (0.92).

#### **Sixth: Availability of medical and administrative staff:**

It was found that the employees working in the government health sector in the Kingdom of Saudi Arabia agree with the phrases of the axis of availability of medical and administrative staff, where the averages of their approval ranged between (4.27 to 3.99), which are averages that fall in the fifth and fourth category of the five-scale categories, which indicate approval with the degree of (strongly agree - agree) on the study tool, which shows the difference in views in terms of The study members agreed on the statements of the availability of medical and administrative staff, which were arranged as follows:

- Statement No. (1), which is "The hospital has doctors in all specialties that meet the needs of the patient," ranked first in terms of approval of the study members with a degree of strong approval, with an average of (4.27) and a standard deviation of (0.90), and this result explains the need for the hospital to have doctors in all specialties that meet the patient's needs.
- Statement No. (5), which is "There are enough nurses to meet the needs of the hospital", ranked last in terms of approval by the study members with an average of (3.99) and a standard deviation of (1.05).

#### **Seventh: Emergency Care:**

It was clear that the responses of employees working in the government health sector in the Kingdom of Saudi Arabia about the phrases of the emergency care axis, where the averages of their approval ranged between (4.27 to 3.81), which are averages that fall in the fifth and fourth categories of the five-scale categories, which indicate approval with the degree of (strongly agree - agree) on the study tool, which shows the difference in views in terms of the approval of the study members on The terms of the emergency care axis, which are arranged as follows:

- Statement No. (1), which is "There is a place designated to receive emergency cases around the clock," ranked first in terms of approval by the study members with a strongly agreeable score, with an average of (4.27) and a standard deviation of (0.88).

- Statement No. (3), which is "an integPercentage medical staff is available to receive emergency cases", ranked last in terms of approval by the study members with an average of (3.81) and a standard deviation of (0.94).

**Eighth: Supportive care and infection prevention:**

It was clear through the responses of the study sample that they agree with the statements of the axis of supportive care and infection prevention, where the averages of their approval ranged between (4.13 to 3.89), which are averages located in the fourth category of the five-scale categories, which indicate approval to the degree of approval on the axis, which shows homogeneity in views in terms of the approval of the study members on The terms of the axis of supportive care and infection prevention, which are arranged as follows:

- Statement No. (1), "Specific measures are available to prevent infection from spreading", ranked first in terms of approval by the study subjects with a strongly agreeable score, with an average of (4.13) and a standard deviation of (0.82).
- Statement No. (3), which is "the hospital is interested in disinfecting and sterilizing corridors and toilets", came in second place in terms of approval of the study members with an average score of (3.89) and a standard deviation of (0.98).

**Ninth: Follow-up and Auditing:**

It was clear through the responses of the study sample that they agree with the statements of the follow-up and audit axis, where the averages of their approval ranged between (4.06 to 3.96), which are averages located in the fourth category of the five-scale categories, which indicate approval to the degree of approval of the axis, which shows the homogeneity in the views in terms of the approval of the study members on the phrases of the Follow-up and auditing, which are arranged as follows:

- Statement No. (1), which is "There are specific instructions for monitoring and following up on different cases," ranked first in terms of approval by the study subjects with an OK score, with an average of (4.06) and a standard deviation of (0.85).
- Statement No. (2) "A bed guide is available that includes accuPercentage and up-to-date information about each case." ranked second in terms of approval by the study subjects with an average score of (3.96) and a standard deviation of (0.90).

**Answer to the second question: What is the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia:**

To identify the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia, frequencies, percentages, arithmetic averages, standard deviations, and ranks were calculated for the responses of the study subjects to the The impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia, and the results were as shown in the following table:

**Table No. (15) Responses of the study members to the statements of the axis of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia descending according to the approval averages**

| No | Phrases  | ItePercentagen | Degree of approval |         |         |          |                   | Arithmetic mean | Standard deviation | Rank |
|----|--|----------------|--------------------|---------|---------|----------|-------------------|-----------------|--------------------|------|
|    |  | Percentage %   | Strongly agree     | I agree | neutral | Disagree | Strongly disagree |                 |                    |      |
| 5  | Performance appraisal contributes to the permanent provision of medicines and emergency departments.   | as             | 198                | 179     | 60      | 25       | 8                 | 4.14            | 0.94               | 1    |
|    |  | %              | 42.1               | 38.1    | 12.8    | 5.3      | 1.7               |                 |                    |      |
| 12 | Performance evaluation contributes to providing medical and preventive education, guidance and information to patients.  | as             | 138                | 257     | 47      | 16       | 12                | 4.05            | 0.87               | 2    |
|    |  | %              | 29.4               | 54.7    | 10      | 3.4      | 2.6               |                 |                    |      |
| 11 | Performance appraisal contributes to the development and sterilization of hospital buildings, facilities, patient seating and toilets.                           | as             | 131                | 253     | 62      | 19       | 5                 | 4.03            | 0.81               | 3    |
|    |  | %              | 27.9               | 53.8    | 13.2    | 4        | 1.1               |                 |                    |      |
| 4  | Performance evaluation contributes to keeping records of integPercentaged information about the medical history of service recipients and keeping their secrets. | as             | 123                | 270     | 46      | 24       | 7                 | 4.02            | 0.83               | 4    |
|    |  | %              | 26.2               | 57.4    | 9.8     | 5.1      | 1.5               |                 |                    |      |
| 6  | Performance evaluation contributes to the provision of laboratory tests necessary to treat various conditions.   | as             | 124                | 264     | 51      | 22       | 9                 | 4               | 0.85               | 5    |
|    |  | %              | 26.4               | 56.2    | 10.9    | 4.7      | 1.9               |                 |                    |      |
| 1  | Performance evaluation contributes to the provision of equipment and devices necessary to provide medical services.  | as             | 134                | 251     | 46      | 29       | 10                | 4               | 0.90               | 6    |
|    |  | %              | 28.5               | 53.4    | 9.8     | 6.2      | 2.1               |                 |                    |      |
| 2  | Performance evaluation contributes to the provision of appropriate and safe treatment for all patients.  | as             | 123                | 264     | 47      | 26       | 10                | 3.99            | 0.88               | 7    |
|    |  | %              | 26.2               | 56.2    | 10      | 5.5      | 2.1               |                 |                    |      |
| 9  | Performance evaluation contributes to the provision of medical service providers in a way that meets the needs of the  | as             | 113                | 271     | 54      | 21       | 11                | 3.97            | 0.86               | 8    |
|    |  | %              | 24                 | 57.7    | 11.5    | 4.5      | 2.3               |                 |                    |      |

| No                     | Phrases  | ItePercentagen | Degree of approval |         |         |          |                   | Arithmetic mean | Standard deviation | Rank |
|------------------------|--|----------------|--------------------|---------|---------|----------|-------------------|-----------------|--------------------|------|
|                        |  | Percentage %   | Strongly agree     | I agree | neutral | Disagree | Strongly disagree |                 |                    |      |
| 8                      | Performance evaluation contributes to providing measures to prevent infection from spreading and following safety and security standards.    | as             | 109                | 67      | 65      | 20       | 9                 | 3.95            | 0.84               | 9    |
|                        |  | %              | 23.2               | 56.8    | 13.8    | 4.3      | 1.9               |                 |                    |      |
| 7                      | Performance evaluation contributes to the provision of adequate operating rooms in the hospital in addition to intensive care and emergency. | as             | 115                | 259     | 65      | 18       | 13                | 3.95            | 0.88               | 10   |
|                        |  | %              | 24.5               | 55.1    | 13.8    | 3.8      | 2.8               |                 |                    |      |
| 10                     | Performance evaluation contributes to the work of the hospital around the clock.   | as             | 109                | 263     | 65      | 25       | 8                 | 3.94            | 0.85               | 11   |
|                        |  | %              | 23.2               | 55.6    | 13.8    | 5.3      | 1.7               |                 |                    |      |
| 3                      | Performance evaluation contributes to respecting patient appointments.   | as             | 101                | 256     | 74      | 24       | 15                | 3.86            | 0.92               | 12   |
|                        |  | %              | 21.5               | 54.5    | 15.7    | 5.1      | 3.2               |                 |                    |      |
| <b>Overall average</b> |  |                |                    |         |         |          | 3.99              | 0.62            |                    |      |

Through the results shown above, it is clear that the study members agree on the axis of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia with an arithmetic average of (3.99).

Through the results shown above, it is clear that there is homogeneity in the approval of the study members on the axis of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia, where the averages of their approval on the extent of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia ranged between ( 4.14 to 3.86), which are averages that fall into the fifth and fourth categories of the five-scale categories, which indicate (agree) on the study tool, which shows the homogeneity in the approval of the study members on the axis of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the

Kingdom of Saudi Arabia, which was arranged in descending order according to The averages of approval by the study subjects are as follows:

1. Statement No. (5), which is "the share of performance evaluation in the provision of medicines permanently and emergency departments" ranked first in terms of approval of the study members with a degree of approval with an arithmetic average of (4.14) and the researcher believes that the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia contributes to the provision of medicines permanently and emergency departments.
2. Statement No. (3), which is "Performance evaluation contributes to respecting patients' appointments," ranked last in terms of approval by the study members with an approval score with an arithmetic average of (3.86) and refers to the contribution of performance evaluation to respecting patient appointments by employees in government hospitals.

**Answer to the third question: What are the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia:**

To identify the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia, frequencies, percentages, arithmetic averages, standard deviations, and ranks were calculated for the responses of the study members to the phrases of the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia. The results are as shown in the following table:

**Table No. (16) Responses of the study members to the statements of the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia in descending order according to the approval averages**

| No | Phrases  | ItePercentage | Degree of approval |         |         |         |                   | Arithmetic mean | Standard deviation | Rank |
|----|--|---------------|--------------------|---------|---------|---------|-------------------|-----------------|--------------------|------|
|    |  | Percentage %  | Strongly agree     | I agree | neutral | Disagre | Strongly disagree |                 |                    |      |
| 5  | Conducting training courses for medical service providers with optimal performance evaluation standards.                               | as            | 148                | 255     | 45      | 16      | 6                 | 4.11            | 0.80               | 1    |
|    |  | %             | 31.5               | 54.3    | 9.6     | 3.4     | 1.3               |                 |                    |      |
| 12 | Coordination with specialized academic bodies to conduct training courses for hospital workers in the field of performance evaluation. | as            | 147                | 259     | 35      | 19      | 10                | 4.09            | 0.85               | 2    |
|    |  | %             | 31.3               | 55.1    | 7.4     | 4       | 2.1               |                 |                    |      |
| 9  | The need to provide a complete information base on all human resources and procedures in the hospital to provide the                   | as            | 142                | 261     | 42      | 18      | 7                 | 4.09            | 0.82               | 3    |
|    |  | %             | 30.2               | 55.5    | 8.9     | 3.8     | 1.5               |                 |                    |      |

| No | Phrases   | ItePercentagen | Degree of approval |         |         |         |                   | Arithmetic mean | Standard deviation | Rank |
|----|---|----------------|--------------------|---------|---------|---------|-------------------|-----------------|--------------------|------|
|    |   | Percentage %   | Strongly agree     | I agree | neutral | Disagre | Strongly disagree |                 |                    |      |
|    | necessary data for performance evaluation.  |                |                    |         |         |         |                   |                 |                    |      |
| 11 | Linking the evaluation of hospital performance to the Ministry of Health in order to involve the Ministry of Health in the evaluation process and thus contribute to the treatment process. | as             | 141                | 254     | 57      | 12      | 6                 | 4.09            | 0.79               | 4    |
|    |   | %              | 30                 | 54      | 12.1    | 2.6     | 1.3               |                 |                    |      |
| 8  | The need to adopt the performance criteria indicators proposed by the World Health Organization.  | as             | 144                | 242     | 54      | 21      | 9                 | 4.04            | 0.87               | 5    |
|    |   | %              | 30.6               | 51.5    | 11.5    | 4.5     | 1.9               |                 |                    |      |
| 1  | Continuous performance evaluation must be maintained periodically to improve the quality of services.   | as             | 177                | 168     | 103     | 13      | 9                 | 4.04            | 0.93               | 6    |
|    |   | %              | 37.7               | 35.7    | 21.9    | 2.8     | 1.9               |                 |                    |      |
| 4  | Establishing a department in each hospital whose task is to follow up and audit the extent to which optimal performance standards are applied.  | as             | 138                | 252     | 47      | 27      | 6                 | 4.04            | 0.85               | 7    |
|    |   | %              | 29.4               | 53.6    | 10      | 5.7     | 1.3               |                 |                    |      |
| 10 | Conducting a periodic evaluation by the hospital administPercentagen in prepaPercentagen for performance evaluation.  | as             | 138                | 253     | 47      | 24      | 8                 | 4.04            | 0.86               | 8    |
|    |   | %              | 29.4               | 53.8    | 10      | 5.1     | 1.7               |                 |                    |      |
| 6  | Employing balanced scorecards in the performance evaluation process in hospitals.   | as             | 122                | 278     | 36      | 24      | 10                | 4.02            | 0.85               | 9    |
|    |   | %              | 26                 | 59.1    | 7.7     | 5.1     | 2.1               |                 |                    |      |
| 3  | A special body should be prepared to evaluate the performance of hospitals and develop plans to increase the quality of services.   | as             | 123                | 258     | 58      | 17      | 14                | 3.98            | 0.89               | 10   |
|    |   | %              | 26.2               | 54.9    | 12.3    | 3.6     | 3                 |                 |                    |      |
| 7  |   | as             | 121                | 260     | 55      | 24      | 10                | 3.97            | 0.87               | 11   |

| No                     | Phrases   | ItePercentagen | Degree of approval |         |         |         |                   | Arithmetic mean | Standard deviation | Rank |
|------------------------|---|----------------|--------------------|---------|---------|---------|-------------------|-----------------|--------------------|------|
|                        |   | Percentage %   | Strongly agree     | I agree | neutral | Disagre | Strongly disagree |                 |                    |      |
|                        | Developing electronic programs specialized in evaluating the performance of hospitals electronically.                 | %              | 25.7               | 55.3    | 11.7    | 5.1     | 2.1               |                 |                    |      |
| 2                      | Hospital performance evaluation standards should be updated according to international standards on an ongoing basis. | as             | 139                | 180     | 121     | 21      | 9                 | 3.89            | 0.94               | 12   |
|                        |   | %              | 29.6               | 38.3    | 25.7    | 4.5     | 1.9               |                 |                    |      |
| <b>Overall average</b> |   |                |                    |         |         |         |                   | 4.04            | 0.61               |      |

Through the results described above, it is clear that the study members agree on the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia with a degree of approval and an arithmetic average of (4.04), and the researcher sees the effectiveness of these proposals in evaluating the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia.

Through the results described above, it is clear that there is homogeneity in the approval of the study members on the axis of the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia, where the averages of their approval of the statements ranged between (4.11 to 3.89), which are averages located in the fourth category of the five-year scale, which indicates (OK) on the study tool, which shows the homogeneity in the approval of the study members on the axis of the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia, where they were arranged in descending order according to the approval of the study members with a degree of approval as follows:

- Statement No. (5), which is "conducting training courses for medical service providers with optimal performance evaluation standards" ranked first in terms of approval by the study members with a degree of approval with an arithmetic average of (4.11) and this result is explained by the need to pay attention to conducting training courses for medical service providers with optimal performance evaluation standards.
- Statement No. (2), which is "standards for evaluating the performance of hospitals according to international standards must be updated continuously" ranked last in terms of approval by the study members with a degree of strong agreement with an arithmetic average of (3.89) and this result indicates that standards for evaluating the performance of hospitals must be updated according to international standards on an ongoing basis.

**Answer to the fourth question: Are there statistically significant differences at the level of (0.05) on performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services attributed to variables (educational level - years of service - training courses):**

**Second: Educational Level:**

\* To identify whether there are statistically significant differences between the averages of the answers of the study sample members on the performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services according to the scientific qualification, the researcher used the test " one way anova" to clarify the differences in statistical significance between the average answers of the study sample members due to the difference in educational level as shown in the following figure:

**Table (17) Results of "One Way Anova Analysis" test for the differences between the answers of the study subjects according to the different educational level**

| Axis  | Sources of variation | Sum of squares | Degrees of freedom | Average sum of squares | Value (F) | Statistical significance level |
|---|----------------------|----------------|--------------------|------------------------|-----------|--------------------------------|
| The reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia  | Between groups       | 0.325          | 3                  | 0.108                  | 0.104     | 0.957                          |
|   | Inside groups        | 354.818        | 342                | 1.037                  |           |                                |
|   | Total                | 355.143        | 345                |                        |           |                                |
| The impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia in the educational process                     | Between groups       | 2.920          | 3                  | 0.973                  | 2.801     | 0.040                          |
|   | Inside groups        | 118.822        | 342                | 0.347                  |           |                                |
|   | Total                | 121.742        | 345                |                        |           |                                |
| The most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia | Between groups       | 1.032          | 3                  | 0.344                  | 0.917     | 0.433                          |
|   | Inside groups        | 128.23         | 342                | 0.375                  |           |                                |
|   | Total                | 129.626        | 345                |                        |           |                                |
| Total grade of the interlocutor   | Between groups       | 0.161          | 3                  | 0.054                  | 0.100     | 0.960                          |
|   | Inside groups        | 182.712        | 342                | 0.534                  |           |                                |
|   | Total                | 182.873        | 345                |                        |           |                                |

Table 17 shows the following:

It is clear through the results in the above table that there were no statistically significant differences at the level of (0.05) for the average answers of the study sample members on the



performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services according to the educational level variable, where the value of P was (0.104-0.917-0.100), which are not statistically significant values at the level of (0.05).

It is also clear from the table that there are statistically significant differences at the level of (0.05) for the average answers of the study sample members on the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia in the educational process attributed to the scientific qualification, where the value of P (2.801), which is a statistically significant value at the level of (0.05).

**Second: Differences according to the variable of years of service:**

To identify whether there are statistically significant differences between the averages of the answers of the study sample members on the performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services attributed to the years of service, the researcher used the "One Way Anova Analysis of Variance Analysis" test to clarify the differences in statistical significance between the average answers of the study sample members due to the different years of service as shown in the following table:

**Table (18) Results of "One Way Anova Analysis" test for the differences between the answers of the study subjects according to the different years of service**

| Axis  | Sources of variation | Sum of squares | Degrees of freedom | Average sum of squares | Value (F) | Statistical significance level |
|---|----------------------|----------------|--------------------|------------------------|-----------|--------------------------------|
| The reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia  | Between groups       | 19.479         | 2                  | 9.740                  | 9.953     | 0.00                           |
|   | Inside groups        | 335.664        | 343                | 0.979                  |           |                                |
|   | Total                | 355.143        | 345                |                        |           |                                |
| The impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia in the educational process | Between groups       | 0.784          | 2                  | 0.392                  | 1.111     | 0.330                          |
|   | Inside groups        | 120.958        | 343                | 0.353                  |           |                                |
|   | Total                | 121.742        | 345                |                        |           |                                |
| The most important proposals to evaluate the performance of hospitals to reach the maximum quality of   | Between groups       | 1.231          | 2                  | 0.616                  | 1.649     | 0.194                          |
|   | Inside groups        | 128.031        | 343                | 0.373                  |           |                                |
|   | Total                | 129.262        | 345                |                        |           |                                |

|   |                |         |     |       |       |      |
|---|----------------|---------|-----|-------|-------|------|
| services in the government health sector in the Kingdom of Saudi Arabia |                |         |     |       |       |      |
| Total grade of the interlocutor   | Between groups | 8.219   | 2   | 4.11  | 8.071 | 0.00 |
|   | Inside groups  | 174.654 | 343 | 0.509 |       |      |
|   | Total          | 182.873 | 345 |       |       |      |

It is clear through the results in the above table that there were no statistically significant differences at the level of (0.05) the averages of the answers of the study sample members on the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia in the educational process, as well as the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia among employees working in the government health sector in the Kingdom of Saudi Arabia attributed to the years of service, where the value of P (1.111-1.649) is statistically significant at the level of (0.05).

While it was found that there were statistically significant differences at the level of (0.05) the averages of the answers of the study sample members on the performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services The reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia is attributed to the years of service, where the value of P (9.953-8.071), which is statistically significant values at the level of (0.05).

**Third: Differences according to the variable of training courses:**

To identify whether there are statistically significant differences between the averages of the responses of the study sample members on the performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services due to the number of cycles, the researcher used the "One Way Anova Analysis" test to clarify the differences in statistical significance between the average answers of the study sample members due to the different cycles as shown in the following table:

**Table (19) Results of "One Way Anova Analysis" test for the differences between the answers of the study members according to the different number of training courses**

| Axis   | Sources of variation | Sum of squares | Degrees of freedom | Average sum of squares | Value (F) | Statistical significance level |
|--|----------------------|----------------|--------------------|------------------------|-----------|--------------------------------|
| The reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia | Between groups       | 18.282         | 3                  | 6.094                  | 6.187     | 0.00                           |
|  | Inside groups        | 336.861        | 342                | 0.985                  |           |                                |
|  | Total                | 355.143        | 345                |                        |           |                                |

|   |                |         |     |       |       |       |
|---|----------------|---------|-----|-------|-------|-------|
| The impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia in the educational process   | Between groups | 1.326   | 3   | 0.442 | 1.255 | 0.290 |
|   | Inside groups  | 120.416 | 342 | 0.352 |       |       |
|   | Total          | 121.742 | 345 |       |       |       |
| The most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia among employees working in the government health sector in the Kingdom of Saudi Arabia for boys | Between groups | 3.351   | 3   | 1.117 | 3.034 | 0.029 |
|   | Inside groups  | 125.911 | 342 | 0.368 |       |       |
|   | Total          | 129.626 | 345 |       |       |       |
| Total grade of the interlocutor   | Between groups | 7.736   | 3   | 2.579 | 5.036 | 0.002 |
|   | Inside groups  | 175.137 | 342 | 0.512 |       |       |
|   | Total          | 182.873 | 345 |       |       |       |

It is clear in the above table that there were no statistically significant differences at the level of (0.05) between the averages of the responses of the study sample members on the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia in the educational process due to the number of training courses, where the value of P (1.255), which is not statistically significant values at the level of (0.05).

While it was clear through the results in the above table that there were statistically significant differences at the level of 0.05) between the views of the answers of the members of the study sample on the evaluation of performance in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services, and the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia, and the most important proposals for evaluating the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia among employees working in the government health sector in the Kingdom of Saudi Arabia. Saudi Arabia is attributed to the number of training courses, where the value of P was (6.187 – 3.034 – 5.036), which is statistically significant values at the level of (0.05).

#### **The results of the study:**

In light of the analysis of the study data in the fourth quarter, many results were reached, according to the study questions as follows:

**Results of the first question: What is the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia?**

The employees working in the government health sector in the Kingdom of Saudi Arabia agree on the dimensions of the reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia, with an arithmetic mean (4.04) and a standard deviation (0.59).

**Availability of statistical information:**

It is found that the response of employees working in the government health sector in the Kingdom of Saudi Arabia about the reality of statistical information ranged averages of their approval between (4.23 to 4.03), which are averages located in the fourth category V of the five-scale categories, which indicate approval to the degree of strongly agree - agree with the study tool, which shows the disparity in views in terms of the study members' approval of Phrases of the statistical information availability axis.

**Availability of medicines:**

It was found that the employees working in the government health sector in the Kingdom of Saudi Arabia agree with the statements of the axis of availability of medicines, where the averages of their approval ranged between (4.09 to 3.88), which are averages that fall in the fourth category of the quintuple scale categories, which indicate approval with the degree of (agree) on the study tool, which shows the difference in views in terms of the approval of the study members on Drug availability axis statements.

**Devices and equipment:**

It was clear that the responses of employees working in the government health sector in the Kingdom of Saudi Arabia about the phrases of the axis of devices and equipment, where the averages of their approval ranged between (4.06 to 3.82), which are averages that fall into the fourth category of the five-scale categories, which indicate approval with the degree of (agree) on the study tool, which shows the difference in views in terms of the approval of the study members on Hardware and equipment hub phrases.

**Availability of laboratory tests:**

It was clear through the responses of the study sample that they agree with the statements of the axis of availability of laboratory tests, where the averages of their approval ranged between (4.21 to 4.08), which are averages located in the fourth and fifth category of the quintuple scale categories, which indicate approval to the degree of strongly agree - agree on the axis, which shows the difference in views in terms of the study members' agreement on Statements of the availability of laboratory tests.

**Availability of operating rooms:**

It is found that the response of employees working in the government health sector in the Kingdom of Saudi Arabia about the reality of the availability of operating rooms ranged averages of their approval between (4.20 to 3.92), which are averages located in the fourth category of the five-scale categories, which indicate approval to the degree of approval of the study tool, which shows homogeneity in views in terms of the approval of the study members on Operating room availability axis phrases.

**Availability of medical and administrative staff:**

It was found that the employees working in the government health sector in the Kingdom of Saudi Arabia agree with the phrases of the axis of availability of medical and administrative staff, where the averages of their approval ranged between (4.27 to 3.99), which are averages that fall in the fifth and fourth category of the five-scale categories, which indicate approval with the degree of (strongly agree - agree) on the study tool, which shows the difference in views in terms of Approval of the study members on the phrases of the axis of availability of medical and administrative staff.

**Emergency Care:**

It was clear that the responses of employees working in the government health sector in the Kingdom of Saudi Arabia about the phrases of the emergency care axis, where the averages of their approval ranged between (4.27 to 3.81), which are averages that fall in the fifth and fourth categories of the five-scale categories, which indicate approval with the degree of (strongly agree - agree) on the study tool, which shows the difference in views in terms of the approval of the study members on Emergency care hub phrases.

**Supportive care and infection prevention:**

It was clear through the responses of the study sample that they agree with the statements of the axis of supportive care and infection prevention, where the averages of their approval ranged between (4.13 to 3.89), which are averages located in the fourth category of the five-scale categories, which indicate approval to the degree of approval on the axis, which shows homogeneity in views in terms of the approval of the study members on Phrases of the axis of supportive care and infection prevention.

**Follow-up and auditing:**

It was clear through the responses of the study sample that they agree with the statements of the follow-up and audit axis, where the averages of their approval ranged between (4.06 to 3.96), which are averages located in the fourth category of the five-scale categories, which indicate approval to the degree of approval of the axis, which shows the homogeneity in the views in terms of the approval of the study members on the phrases of the Follow-up and auditing.

**Results of the second question: What is the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia:**

The study members agree on the axis of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia with an arithmetic average of (3.99), where the averages of their approval ranged on the extent of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia Saudi Arabia between (4.14 to 3.86), which are averages located in the fifth and fourth category of the five-year scale categories, which indicate (agree) on the study tool, which shows the homogeneity in the approval of the study members on the axis of the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia from the point of view of employees working in the government health sector in the Kingdom of Saudi Arabia.

**The results of the third question: What are the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia:**

The study members agree on the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia with a degree of approval and an arithmetic average of (4.04), where the averages of their approval of the statements ranged between (4.11 to 3.89), which are averages located in the fourth category of the five-year scale, which indicates ( Agree) on the study tool, which shows the homogeneity in the approval of the study members on the axis of the most important proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia.

**Results of the fourth question: Are there statistically significant differences at the level of (0.05) on the evaluation of performance in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services attributed to variables (educational level - years of service - training courses):**

**Second: Educational Level:**

There were no statistically significant differences at the level of (0.05) for the average answers of the study sample members on the performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services according to the educational level variable, and it was found that there were statistically significant differences at the level of (0.05) for the average answers of the study sample members on the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia in the educational process attributed to the scientific qualification

**Second: Differences according to the variable of years of service:**

There were no statistically significant differences at the level of (0.05) the averages of the answers of the study sample members on the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia in the educational process, as well as the most important proposals for evaluating the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia among employees working in the government health sector in the Kingdom of Saudi Arabia attributed to the years of service, while it was found that there were statistically significant differences at the level of (0.05)The averages of the answers of the study sample members on the performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services The reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia is attributed to the years of service.

**Third: Differences according to the variable of training courses:**

There were no statistically significant differences at the level of (0.05) between the averages of the answers of the study sample members on the impact of performance evaluation on the quality of services in the government health sector in the Kingdom of Saudi Arabia in the educational process due to the number of training courses, and there were statistically significant differences at the level of (0.05) between the views of the answers of the study sample members on performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health servicesThe reality of performance evaluation in the government health sector in the Kingdom of Saudi Arabia, and the most important proposals to evaluate the performance of hospitals to reach the maximum quality of

services in the government health sector in the Kingdom of Saudi Arabia among employees working in the government health sector in the Kingdom of Saudi Arabia due to the number of training courses.

### **Study recommendations:**

- Raising the levels of personal care for patients by the hospital management through training and skills development.
- Pay more attention to the hospital management giving its best.
- Constant knowledge by the staff of the needs of patients.
- Working hours must be commensurate with the needs of patients.
- Raising the level of personal care for patients by the hospital administration through training and skills development.
- Increase interaction between medical staff, staff and patients by improving mutual understanding between both parties.
- Develop technical training programs to increase the skill of workers in completing work through merit, civility and credibility.
- Conducting more studies on the extent of performance evaluation in the government health sector in the Kingdom of Saudi Arabia and its impact on the quality of health services.
- Conducting more studies that search for the most important ways and proposals to evaluate the performance of hospitals to reach the maximum quality of services in the government health sector in the Kingdom of Saudi Arabia.

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