

The Impact of Person-Organization Fit on Improving the Quality of Healthcare Services – A Case Study of the Public Hospital Dahmani Slimane in Sidi Bel Abbas, Algeria –

أثر ملائمة الفرد-المنظمة على تحسين جودة الخدمات الصحية
-دراسة حالة المؤسسة العمومية الاستشفائية دحماني سليمان سيدي بلعباس، الجزائر-

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Abstract:

This research aims to investigate the impact of person-organization fit on improving the quality of healthcare services at Dahmani Slimane Public Hospital in Sidi Bel Abbas, Algeria. focusing on the three dimensions of person-organization fit: value congruence, need-supply fit, and demand-ability fit. The sample consisted of 100 healthcare providers from various specialties. Through the questionnaire and data analysis using SPSS, the results indicated that healthcare providers at the hospital demonstrate a good level of fit, and that person-organization fit positively impacts the quality of health services by 23.2%. The study recommends enhancing person-organization fit by developing policies that support the alignment of values and needs between individuals and the organization, with the aim of improving the quality of services provided.

Keywords: Person-Organization Fit; Value Congruence; Quality Of Health Services; Healthcare Providers; Healthcare Sector.

JEL Classification Codes: M54, L19, I19

ملخص:

يهدف هذا البحث إلى دراسة أثر ملائمة الفرد-المنظمة على تحسين جودة الخدمات الصحية في المؤسسة العمومية الاستشفائية دحماني سليمان بسيدي بلعباس، الجزائر. مع التركيز على الأبعاد الثلاثة لملاءمة الفرد-المنظمة: ملائمة القيم، ملائمة الحاجة الشخصية، وملاءمة القدرة الشخصية. شملت العينة 100 فرد من مقدمي الرعاية الصحية من مختلف التخصصات. من خلال أداة الاستبيان وتحليل البيانات باستخدام برنامج SPSS، أظهرت النتائج أن مقدمي الرعاية الصحية بالمؤسسة يتمتعون بتوافق جيد، وأن ملائمة الفرد-المنظمة تؤثر بشكل إيجابي بنسبة 23.2% على جودة الخدمات الصحية. توصي الدراسة بتعزيز ملائمة الفرد-المنظمة من خلال تطوير سياسات تدعم توافق القيم والاحتياجات بين الأفراد والمؤسسة، بهدف تحسين جودة الخدمات المقدمة.

الكلمات المفتاحية: ملائمة فرد-منظمة؛ ملائمة قيم؛ جودة خدمات صحية؛ مقدمي رعاية صحية؛ قطاع صحي.

تصنيفات JEL : I19, L19, M54

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INTRODUCTION :

Healthcare institutions provide a wide range of healthcare services for the benefit of patients, aiming to ensure that these services are of high quality. The medical and paramedical staff are the primary providers of essential therapeutic services, including identifying life-threatening critical cases, performing effective interventions, administering medications, and undertaking necessary procedures. On this basis, healthcare providers are regarded as valuable assets to any institution, as they strive with all their capabilities and competencies to improve the quality of health services provided.

Finding a suitable healthcare institution is crucial, as healthcare practitioners invest significant time and effort in searching for an organization that meets their specific needs and aligns with their goals and values. Similarly, organizations exert considerable effort in selecting applicants whose values and objectives align with those of the organization to create compatibility within the organizational environment.

The organizational environment plays a crucial role in shaping the behaviors of employees individually. Consequently, the motivation, aspirations, performance, and efficiency of healthcare providers are influenced by how the organization maintains motivation, creativity, engagement with colleagues, and loyalty to the organization, which are all shaped by the workplace environment. A skilled and competent healthcare workforce, adequately supported, is of paramount importance. Workers are more willing to integrate their exceptional use of values, skills, and abilities to achieve high-quality healthcare delivery within a motivating and supportive organization.

- **Research problem:**

Given the above discussion and the potential impact of person-organization fit on improving the quality of healthcare services provided, the research problem is framed by the following question:

What is the impact of person-organization fit on improving the healthcare services quality at Dahmani Slimane Public Hospital ?

- **Research hypotheses :**

To address the research problem, two main hypotheses were formulated as follows:

1. There is a moderate level of person-organization fit among healthcare providers at the hospital under study.
2. There is a statistically significant impact of person-organization fit at the 0.05 significance level on improving the quality of healthcare services provided at the hospital under study."

- **Research objectives :**

The current study aims to achieve the following objectives :

1. To understand the individual and organizational factors that influence the enhancement of person-organization fit among healthcare providers.
2. To describe the outcomes of person-organization fit on the quality of healthcare services provided.
3. To develop recommendations aimed at improving the quality of healthcare services related to the alignment between healthcare providers and their organizations.

- **Research importance :**

The significance of this study lies in addressing one of the key motivational factors for effective work in general and the provision of high-quality healthcare services in particular, which is the person-organization fit for healthcare institutions striving for progress and excellence in healthcare. The importance of the study can be realized through the recognition that high-quality healthcare services require not only modern infrastructure and equipment but also a suitable alignment between the goals and values of healthcare providers and their organizations. Additionally, the study highlights the need to improve healthcare quality by focusing on the human resource, which is the essence of quality and its organizational environment, and emphasizes the importance of developing strategies and policies that enhance the compatibility between healthcare workers and their institutions to achieve excellence in healthcare services.

- **Previous Studies :**

- **Study by Risman et al. (2016) titled: "The Impact of Person-Organization Fit on Nurse Job Satisfaction and Patient Care Quality".**

This study aimed to analyze the effect of person-organization fit on nurses' job satisfaction and the quality of care provided to patients. The sample included 753 nurses from a hospital system in the American Midwest. Surveys were used as the primary research tool, distributed through the hospital's mailing system. By analyzing the data using linear regression, the study concluded that person-organization fit is a significant predictor of nurses' job satisfaction and patient care quality, with positive alignment linked to increased job satisfaction and improved care quality.

- **Study by Arshad et al. (2023) titled: "Impact of Person-Organization-Fit on Patient Care Quality".**

This study sought to determine the impact of person-organization fit on patient care quality at Services Hospital, Lahore. It involved a sample of 150 nurses selected through convenience sampling. Using a closed-ended questionnaire based on a five-point Likert scale and employing descriptive statistics and linear regression for data analysis, the study found a strong positive relationship between person-organization fit and patient care quality. It revealed that 70% of participants indicated that their personal values did not align with those of the organization, negatively affecting the quality of care provided.

The current study builds on a body of previous research examining the impact of person-organization fit on healthcare service quality, leveraging these studies to construct its theoretical framework and identify research gaps to address. Specifically, it draws on previous findings that highlight the importance of aligning healthcare workers' personal values with organizational values, emphasizing the need to strengthen this alignment to improve healthcare service quality.

However, the current study differs from previous research in several aspects. Firstly, it focuses on multiple dimensions of person-organization fit, including value congruence, need-supply fit, and demand-ability fit, providing a more comprehensive analysis of how these dimensions affect healthcare service quality. Secondly, it is uniquely situated within a different context, namely the Dahmani Slimane Public Hospital in Sidi Bel Abbes, Algeria, adding a new dimension to the literature on person-organization fit in Arab healthcare

settings. This context allows for generalizing the findings to similar healthcare environments in the region, which may differ culturally and operationally from those studied previously.

Additionally, the study includes a diverse sample of healthcare providers from various specialties, enhancing the representativeness and generalizability of the results. These strengths position the current study as a valuable contribution to the literature on improving healthcare service quality by fostering alignment between healthcare workers and their organizations.

1- Theoretical Literature:

1-1 Person-Organization Fit: A Multi-Dimensional Concept

The concept of Person-Organization Fit (P-O Fit) originates from interactive behavioral psychology and is a subset of the broader theory of Person-Environment Fit (P-E Fit). P-E Fit is defined as the relationship between an individual's attributes and their environment (Turunç et al., 2013, p. 599). Within this framework, P-O Fit is broadly defined as the extent to which organizational values align with individual values (Octaviana & Setyaningrum, 2024, p. 270). Personal values are "abstract beliefs about desired end-states that serve as guiding principles in people's lives." These values are relatively stable across situations and over time, guiding attitudes and behavior. On the organizational level, values are fundamental assumptions integral to the organization's culture (Vianen, 2018, p. 80).

P-O Fit refers to the compatibility between employees and organizations in terms of needs, values, interests, and behaviors relative to the company's culture, mission, and strategy (Manzi et al., 2023, p. 1550). (Menter et al., 2024, p. 931) describe P-O Fit as a state where at least one entity (individual/organization) provides what the other needs (supply-demand matching) or shares similar core characteristics (value-congruence) or both. (Liu et al., 2023, p. 4588) outline three dimensions of P-O Fit :

1. Value Congruence : The alignment and consistency between an individual's personal values and the organization's values.
2. Needs-Supplies Fit : Occurs when the organization is able to meet the individual's needs.
3. Demands-Abilities Fit : Occurs when an individual's capabilities meet the organization's requirements.

Based on these definitions, in the healthcare sector, P-O Fit can be defined as the alignment between healthcare workers and their institutions in essential aspects such as ethical and professional behaviors, personal needs, and the benefits provided by the institution, including both material and moral incentives. It also involves a supportive and positive work environment. Additionally, it encompasses the alignment of healthcare providers' skills and competencies with the operational needs and strategies of the institution. This alignment between healthcare providers and institutions enhances performance efficiency and the quality of healthcare services, positively impacting patient experiences within the institution.

Theoretical and empirical research indicates that when individual characteristics and environmental factors are in harmony, positive outcomes such as organizational satisfaction and higher productivity can be achieved. Both the employee and the organization experience the positive effects of this alignment. According to P-O Fit theory, which is part of the broader

P-E Fit concept, P-O Fit has been linked to various outcomes such as organizational culture, job satisfaction, organizational commitment, stress levels, job performance, turnover intentions, and psychological well-being (Turunç et al., 2013, p. 599).

P-O Fit theory suggests that shared values between individuals and organizations contribute to managing outcomes that help achieve organizational goals (Turunç et al., 2013, p. 600). When employees' traits and values align with organizational goals, their behavior and attitudes at work are positively influenced. In the context of healthcare, Yan et al. (2022) found that P-O Fit significantly affects job satisfaction. Furthermore, P-O Fit is an indicator of positive outcomes such as performance quality, service quality, creative behavior, and reduced absenteeism (Sun et al., 2023, p. 2021).

1-2 Definition of Health Service Quality:

According to the International Organization for Standardization (ISO), quality is defined as "the sum of the characteristics of a product or service that determine its ability to meet specified or implied needs" (Jonkisz et al., 2021, p. 1). Compared to product quality, it is more challenging for customers to assess service quality (Goula et al., 2021, p. 2) due to its subjective nature and intangible characteristics (Mosadeghrad, 2014, p. 78).

In the context of healthcare service quality, the primary difference between healthcare services and other services is that healthcare is based on patients' needs rather than customers' desires (Goula et al., 2021, p. 2). This makes the assessment and measurement of healthcare service quality more complex than in other sectors (Mosadeghrad, 2014, p. 78).

The World Health Organization (WHO) defines the quality of care as the extent to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge. Ultimately, it aims to improve health rather than merely increasing service inputs or enhancing system processes. This definition encompasses both therapeutic and preventive care (WHO et al., 2018, p. 30).

High-quality healthcare services include providing appropriate care at the right time, addressing the needs and preferences of service users, while minimizing harm and avoiding resource wastage (WHO et al., 2018, p. 11).

1-2-1 Characteristics of High-Quality Health Services:

The (World Health Organization, 2020, p. 1) identifies seven measurable characteristics of health services that increase the likelihood of achieving desired health outcomes:

- Effective: Delivering healthcare services based on evidence and data to those who need them.
- Safe: Avoiding harm to those receiving care.
- Person-centered: Providing care that responds to individual preferences, needs, and values.
- Timely: Reducing waiting times and harmful delays.
- Equitable: Ensuring care quality does not vary due to age, gender, geographic location, or socio-economic status.
- Integrated: Coordinating care across levels and providers, offering a comprehensive range of services throughout life.
- Efficient: Maximizing resource utilization and minimizing waste.

2- Empirical Study:

2-1 Research Methodology

The study employed a descriptive-analytical methodology to address the research problem and test the hypotheses. The descriptive aspect included a review of literature and previous studies on the subject. The analytical aspect focused on examining data collected from the study sample using a structured questionnaire. Statistical analysis was conducted using SPSS, employing statistical techniques such as Pearson correlation and linear regression analysis.

2-2 Study Tool:

To address the research problem and test the validity of the hypotheses, a questionnaire (Appendix 01) was developed by the researchers based on previous studies. The questionnaire consisted of two main sections : a section on the personal information of the sample members and another on the study variables, which included:

- The independent variable, Person-Organization Fit, measured through three dimensions :
 1. Value Congruence : Assessed using a scale comprising five items, evaluating the alignment of employees' personal values with the organization's values.
 2. Needs-Supplies Fit : Measured through five items, evaluating the extent to which the organization meets the personal and professional needs of its employees.
 3. Demands-Abilities Fit : Assessed using five items, evaluating the alignment of employees' capabilities with the organization's requirements.

Responses were rated using a five-point Likert scale (from 1 = "Strongly Disagree" to 5 = "Strongly Agree").

- The dependent variable, Quality of Health Services, was measured using a scale consisting of 14 items. These items covered aspects such as:
 - Responsiveness to patients' needs.
 - Effectiveness of care provided.
 - Patient safety and security.
 - Compassion and empathy.

A five-point Likert scale was also used to evaluate the responses of the sample.

2-2 Study Population and Sample:

The study population consisted of healthcare providers from various medical and paramedical specialties working at Dahmani Slimane Public Hospital in Sidi Bel Abbès, Algeria, totaling 140 individuals. The questionnaire was distributed based on their consent to participate, and after excluding incomplete forms, the final sample size was 100 individuals. Table (01) provides a description of the sample characteristics:

Table (01): description of the sample characteristics:

Variable	Category	Nbr	Percentage %
Gender	Male	38	38,0%
	Female	62	62,0%
	Total	100	100%
Age	Under 25 years old	46	46,0%

	From 25 to 30 years	22	22,0%
	From 31 to 40 years old	26	26,0%
	Over 40 years old	6	6,0%
	Total	100	100%
Experience	Less than 5 years	41	41,0%
	5 to 10 years old	52	52,0%
	More than 10 years	7	7,0%
	Total	100	100%

Source: Compiled by the researchers based on SPSS outputs.

- The majority of the sample were females, accounting for 62%, compared to 38% males.
- The most frequent age group was those under 25 years, representing 46%, followed by those aged 31 to 40 years and 25 to 30 years, at 26% and 22%, respectively, and those over 40 years at 6%.
- Regarding professional experience, most healthcare providers had between 5 and 10 years of experience, representing 52%, while those with less than 5 years of experience accounted for 41%, and those with more than 10 years of experience constituted 7%.

2-2 Questionnaire reliability and validity measurement:

Validity: Internal consistency was calculated as a statistical measure by determining the correlation coefficients between each item and the total score of its corresponding dimension. The analysis revealed that the correlation coefficients were no less than 0.3, with a significance level not exceeding 0.05, indicating good internal consistency.

Reliability: The study utilized Cronbach's Alpha coefficient to assess the reliability of the instrument, with values ranging between 0 and 1. A minimum acceptable value of 0.7 was considered. The Cronbach's Alpha coefficient for Person-Organization Fit was 0,773, while for Quality of Health Services it was 0,855, indicating strong reliability for the questionnaire.

3- Analysis and Results:

3-1 Hypothesis Testing:

3-1-1 Testing the First Hypothesis: There is a moderate level of person-organization fit (value congruence, needs-supplies fit, and demands-abilities fit) among healthcare providers at Dahmani Slimane Public Hospital.

Table (02): The one-sample T-test.

Variable	Mean	Standard deviation	Hypothetical average	The mean difference	Calculated T-value	Sig level
level of person-organization fit	3,60	0,41	3,0	0,60	10,255	0,001
Value Congruence	3,83	0,49	3,0	0,83	11,918	0,001
Needs-Supplies Fit	3,28	0,55	3,0	0,28	3,574	0,001
Demands-Abilities Fit	3,69	0,52	3,0	0,69	9,282	0,001

Source: Compiled by the researchers based on SPSS outputs.

The results presented in the table indicate a moderate to high level of person organization fit among healthcare providers at Dahmani Slimane Public Hospital. The overall

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mean score of the sample responses was 3.60, with a standard deviation of 0.41, exceeding the theoretical mean of the scale (3.0) by 0.60. The one-sample T-test showed a calculated T-value of 10.255 at a significance level of 0.001, which is below the acceptable significance level (0.05), indicating statistically significant results that support these findings.

When analyzing the sub-dimensions of person-organization fit, the results were as follows:

- Value Congruence had the highest mean score of 3.83, exceeding the theoretical mean by 0.83, reflecting a strong alignment between healthcare providers' values and organizational values. The T-value for this dimension yielded a value of 11.918 at a significance level of 0.001, indicating clear statistical significance.
- Demands-Abilities Fit had a mean score of 3.69, exceeding the theoretical mean by 0.69, indicating that healthcare providers effectively meet job demands. The T-value for this dimension was 9.282 at a significance level of 0.001, reinforcing the reliability of the results.
- Needs-Supplies Fit had a mean score of 3.28, exceeding the theoretical mean by only 0.28, suggesting a relatively moderate alignment between healthcare providers' needs and organizational offerings. The T-value for this dimension was 3.574 at a significance level of 0.001, indicating statistical significance.

Conclusion of the First Hypothesis: We reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), which states that the level of person-organization fit among healthcare providers at the hospital is above the average level.

3-1-2 Testing the Second Hypothesis: There is a statistically significant effect of person-organization fit on improving the quality of healthcare services provided at the hospital, at a significance level of 0.05.

Table (03): Simple Linear Regression Analysis Outputs.

Overall significance of the regression model (ANOVA)			Correlation Coefficient	Coefficient of Determination
significance level (SIG)		F-value	r	R2
0,001		65,602	0,767	0,588
Partial significance of regression coefficients				
Regression Coefficient		B	t	significance level (SIG)
Value of the constant	B ₀	0,605	1,494	0,142
Variable : Independent person-organization fit	B ₁	0,825	8,099	0,001

Source: Compiled by the researchers based on SPSS outputs.

The results of the simple linear regression analysis indicate a positive correlation between person-organization fit and the quality of healthcare services provided. The Pearson correlation coefficient was (**$r=0.481$**), reflecting a moderate positive relationship that is statistically significant at (SIG=0.001), which is below the significance level of 0.05. This suggests that enhancing the alignment between healthcare providers and the hospital leads to improved healthcare service quality. The calculated F-value ($F_{cal}=13.577$) also indicates statistical significance, supporting the hypothesis of a meaningful effect between the variables.

Furthermore, the coefficient of determination (**$R^2=0.232$**) shows that person-organization fit accounts for **23.2%** of the variance in healthcare service quality, with the

remaining variance attributed to other factors not explained in the current model. The regression coefficient ($B_1=0.519$) indicates that the effect of person-organization fit on healthcare service quality is moderate, suggesting that a one-unit increase in this alignment results in noticeable improvements in the quality of services provided.

Conclusion of the Second Hypothesis: We accept the second hypothesis, confirming that there is a statistically significant effect of person-organization fit on improving the quality of healthcare services provided at the hospital, at the 0.05 significance level.

4- Discussion of Results in Light of the Literature:

The results of the first hypothesis indicate an above-average level of person-organization fit (value congruence, needs-supplies fit, demands-abilities fit) among healthcare providers at Dahmani Slimane Public Hospital. These findings reflect positive alignment between individuals and the institution in several aspects. As noted by (Tang et al., 2021, p. 5), one of the reasons employees leave an organization is the lack of alignment between individuals and organizations. When personal values align with organizational values, teams and institutions experience higher levels of congruence and job satisfaction, increasing employees' willingness to remain with the organization.

Regarding the dimension of value congruence, the results showed a strong alignment between healthcare providers' values and the organization's values, with a mean score of 3.83. This can be attributed to the nature of the healthcare sector, where both healthcare providers and the institution focus on serving and caring for patients, improving their satisfaction with the quality of services provided. This alignment enhances employees' commitment and productivity at work, as emphasized by (Siyal et al., 2020, p. 3), who found that as similarities between employees and organizations increase, employees become more committed and productive in their roles.

For the complementary dimensions (needs-supplies fit and demands-abilities fit), the mean scores were 3.28 and 3.69, respectively. These results suggest that healthcare providers are well-equipped to meet job demands and provide healthcare services that align with organizational requirements and effectively meet patients' needs. However, the assessment of needs-supplies fit indicates that the institution does not fully meet the material and moral needs of the healthcare providers. (Seong & Choi, 2019, p. 3) argue that the level of person-organization fit becomes high when an individual's perspectives, values, standards, goals, attributes, knowledge, and skills align with the organizational resources, culture, standards, and task-related needs. Thus, achieving this balance between employees' needs and their ability to meet the organization's demands is crucial for improving work quality and increasing employee satisfaction.

These findings underscore the importance of enhancing the integration between personal and organizational values while providing necessary support to employees to achieve better person-organization fit.

The statistical analysis for the second hypothesis, using a simple linear regression model, revealed a positive correlation between person-organization fit and the quality of healthcare services provided, with a Pearson correlation coefficient of $r=0.481$. The coefficient of determination $R^2=23.2$ indicates that person-organization fit significantly contributes to explaining the variance in healthcare service quality.

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These results suggest that enhancing person-organization fit improves the work environment, which directly impacts the quality of healthcare services provided. Healthcare providers who have a good alignment with their institutions are capable of delivering efficient and high-quality healthcare, as this alignment fosters a shared goal between employees and the organization to provide a safe and supportive environment that meets patients' needs effectively.

These findings align with previous studies such as (Risman et al., 2016) and (Arshad et al., 2023), which showed that when nurses perceive strong alignment with their institutions, they are more likely to deliver high-quality services. In this context, (Sun et al., 2023, p. 2023) noted that poor service quality is often associated with a lack of alignment between employees and the organization. In other words, nurses are better able to provide high-quality services when their personal characteristics align with the organization's goals. Person-organization fit (P-O Fit) is considered a key predictor of positive outcomes, such as high performance, service quality, and creative behavior (Sun et al., 2023, p. 2021). Therefore, achieving this alignment not only reflects on employees' satisfaction, professional commitment, and ability to adapt to changing work needs but also enhances the quality of healthcare they provide to patients.

Conclusion :

The healthcare sector is one of the most complex and demanding work environments, where healthcare providers face multiple challenges related to the nature of the work and its pressures. In such environments, the quality of healthcare services provided to patients is the primary goal that healthcare institutions strive to achieve. To achieve this goal, effective coordination and collaboration between healthcare providers and their institutions are essential, highlighting the importance of a strong fit between individuals and the organization.

The study's results showed that the level of person-organization fit among healthcare providers in the healthcare institution under study was above average, particularly in the dimension of value congruence, which reflects a strong alignment between the healthcare providers' values and those of the organization. Additionally, the study revealed that person-organization fit contributes to **23.2%** of the variance in the quality of healthcare services. This indicates that enhancing person-organization fit can be one of the key factors in improving performance and elevating the level of services provided in healthcare institutions.

These findings underscore the importance of investing in strengthening person-organization fit through institutional policies and strategies that focus on aligning individual values with organizational goals and meeting the needs of employees to enhance their satisfaction and performance. Despite the significance of these results, they call for further studies using larger samples and diverse healthcare environments to ensure the generalizability of the findings and deepen the understanding of this topic.

This study highlights the importance of adopting an integrated approach that enhances the alignment between individuals and organizations in the healthcare sector, contributing to more stable and effective work environments and achieving sustainable healthcare goals.

Based on the findings of the field study, we present the following recommendations:

- To achieve demand-abilities fit, institutions should invest in continuous training programs that focus on developing healthcare providers' skills and technical

competencies, enhancing their ability to provide healthcare services that align with job requirements and patient needs.

- To ensure needs-supplies fit, healthcare institutions are recommended to provide a supportive work environment that includes improving working conditions, increasing material benefits, and enhancing recognition and appreciation of healthcare providers' efforts to meet their personal needs and boost their job satisfaction.
- It is essential to adopt practical strategies to promote a culture of quality in healthcare, by focusing on improving processes and services and integrating them with the organization's values and goals. Additionally, it is crucial to train employees on quality concepts and motivate them to innovate and continuously improve, aiming to provide comprehensive healthcare that meets patients' needs and enhances their satisfaction and trust in the services provided.

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-Appendice 01:

Personal Characteristics	البيانات الشخصية	Questionnaire	الاستبيان
Female ☐	أنثى ☐	Male ☐	ذكر ☐
			:Gender الجنس
Under 25 years old ☐	أقل من 25 سنة ☐		: Age السن
From 25 to 30 years ☐	من 25 إلى 30 سنة ☐		
From 31 to 40 years old ☐	من 31 إلى 40 سنة ☐		
Over 40 years old ☐	أكبر من 40 سنة ☐		
Less than 5 years ☐	أقل من 5 سنوات ☐		:Experience الخبرة المهنية
5 to 10 years old ☐	من 5 إلى 10 أقل من ☐		

More than 10 years أكثر من 10 سنوات ☐

Person-Organization Fit ملائمة الفرد-المنظمة •

Please mark (x) in the box that corresponds to your answer: (1 = Strongly Disagree غير موافق بشدة , 2 = Disagree غير موافق , 3 = neutral محايد , 4 = Agree موافق , 5 = Strongly Agree موافق بشدة).

5	4	3	2	1	Item العبارة	البعد
					01 ما أؤمن به من قيم شخصية يتوافق مع قيم وثقافة المستشفى. My personal values align with the values and culture of the hospital.	Value Congruence ملائمة القيم
					02 أؤمن بأن نجاح المستشفى في تحقيق أهدافه ينعكس على نجاحي الشخصي. I believe that the hospital's success in achieving its goals reflects on my personal success.	
					03 أحمل نفس أهداف ورسالة المستشفى وهي خدمة المرضى ورعايتهم. I share the same goals and mission as the hospital, which are to serve and care for patients.	
					04 أرى ان سماتي الشخصية تتطابق مع بيئة وثقافة المستشفى مما يساعدني على البقاء في مؤسستي الحالية. I feel that my personal traits match the hospital's environment and culture, which helps me stay in my current institution.	
					05 أتوافق مع المستشفى في خدمة المرضى بشكل حيادي ومنصف بعيدا عن التمييز والعنصرية. I align with the hospital in providing neutral and fair patient care, free from discrimination and racism.	
					06 يوفر المستشفى فرصا جيدة للتدريب وتطوير مهاراتي المهنية والشخصية. The hospital offers good opportunities for training and developing my professional and personal skills.	Need-Supply fit ملاءمة الحاجة الشخصية - عرض المنظمة ملاءمة الحاجة الشخصية
					07 يوفر المستشفى بيئة عمل داعمة تحقق اهتماماتي ورغباتي الشخصية والنفسية (توقيت العمل المناسب، نمو العلاقات الاجتماعية، الرفاهية النفسية). The hospital provides a supportive work environment that meets my personal and psychological interests and desires (appropriate work hours, social relationship growth, psychological well-being).	
					08 تسد إدارة المستشفى احتياجاتي المادية (الأجر، الحوافز المادية). The hospital management meets my financial needs (salary, financial incentives).	
					09 يساهم المستشفى في اكتسابي لخبرات قيمة في مجال عملي الحالي. The hospital contributes to my gaining valuable experience in my current field of work.	
					10 يقدم المستشفى جميع الموارد والمستلزمات اللازمة لأداء العمل بفعالية. The hospital provides all necessary resources and supplies to perform the job effectively.	
					11 تتناسب قدراتي وكفاءتي المهنية مع احتياجات المستشفى الواجب تحقيقها. My abilities and professional competencies align with the hospital's requirements.	Demand-Ability fit ملاءمة القدرة الشخصية - طلب المنظمة
					12 يتناسب حجم العمل المطلوب (ساعات العمل، عبء العمل) مع قدرتي الجسدية والذهنية. The workload (working hours, workload) matches my physical and mental capacity	
					13 يتوافق مستواي في مهارات التواصل والتفاعل مع المرضى مع المعايير التي يضعها المستشفى. My level of communication and interaction skills with patients aligns with the standards set by the hospital.	

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					14	تتوافق مهارتي ومعارفي التقنية مع معايير استعمال التكنولوجيا المستخدمة في المستشفى. My technical skills and knowledge align with the standards for using the technology employed in the hospital.
					15	قدرتي على التعاون والمشاركة مع تخصصات الرعاية الأخرى تتوافق مع المعايير التي يضعها المستشفى. My ability to collaborate and participate with other healthcare specialties aligns with the standards set by the hospital.

● Healthcare Service Quality جودة الخدمات الصحية

غير موافق (1 = Strongly Disagree) : Please mark (x) in the box that corresponds to your answer:

(موافق بشدة 5 = Strongly Agree , موافق 4 = Agree , محايد 3 = neutral , غير موافق 2 = Disagree , بشدة 1 = Strongly Disagree).

5	4	3	2	1	Item العبارة	
					أُسعى إلى تقديم خدمات صحية نوعية طوال اليوم. I strive to provide quality healthcare services throughout the day.	01
					أقدم التدخلات الطبية (التشخيص، العلاج...) / الفحوصات التكميلية (المخبرية، الأشعة)، في الوقت المناسب ودون تأخر. I deliver medical interventions (diagnosis, treatment) and complementary exams (laboratory, radiology) promptly and without delay.	02
					أقوم باتخاذ قرارات وإجراءات متابعة حالة المرضى بشكل مستمر. I continuously make decisions and take actions to follow up on patients' conditions.	03
					أقدم التشخيص/ العلاج/ نتائج الفحوصات بشكل دقيق. I provide diagnoses, treatments, and test results accurately.	04
					أُسعى إلى تقديم خدمات صحية ذات موثوقية. I aim to deliver reliable healthcare services.	05
					أقدم خدمات صحية ملائمة لاحتياجات المرضى وتفضيلاتهم. I offer healthcare services that are appropriate to the needs and preferences of patients.	06
					أمتلك المهارات والكفاءات العالية في تقديم الخدمات الصحية الجيدة للمرضى. I possess high skills and competencies in delivering quality healthcare services to patients.	07
					أستخدم المعدات والتجهيزات الطبية بكفاءة عالية وبشكل صحيح. I use medical equipment and devices efficiently and correctly.	08
					أقدم خدمات صحية آمنة. I provide safe healthcare services.	09
					أُسعى إلى حفظ سلامة المرضى وتجنب أخطاء الرعاية الصحية قدر الامكان. I strive to ensure patient safety and minimize healthcare errors as much as possible.	10
					أحرص على سرية وخصوصية المرضى داخل وخارج المؤسسة. maintain the confidentiality and privacy of patients within and outside the institution.	11
					أقدم الدعم والتعاطف للمرضى ومرافقيهم. I offer support and empathy to patients and their companions.	12
					لا تختلف جودة الرعاية التي أقدمها باختلاف الوضعية الاجتماعية او الاقتصادية للمرضى. The quality of care I provide does not vary based on the social or economic status of patients.	13
					أهتم بشكاوى المرضى وأعمل على حلها. I address patient complaints and work to resolve them.	14