

## The Influence of Organizational Climate on Medical Employee Performance: Empirical Evidence from Hail Health Cluster

\*Faiz Mayah Alshammary, Dhakir Abbas Ali

Faculty of Business and Accountancy, Lincoln University College, Petaling Jaya, Malaysia

\*faiz7378@hotmail.com, drdhakir@lincoln.edu.my

Corresponding Author: Faiz Mayah Alshammary

**Abstract:** The organizational climate is a very important factor that provides comfort to the employee. The performance of the employee intensively depends on the working situation. The objective of this study is to find out the relationship between organizational climate (OC) and employee performance, to find out the relationship between knowledge transfer (KT) and employee performance (EP), to investigate the role of incorporating technology as a moderator between OC and KT as well as KT and EP in the context of Hail healthcare. For the data collection cross-sectional method was adopted and data was collected from medical and non-medical staff with the help of a questionnaire from February to April 2024. After the data collection, the SEM-PLS regression model was used for the extraction of the results. This study found very important results that OC has a positive and significant impact on collaboration among the employees and enhances the activity of KT. Further, KT also has a positive and significant impact on employee performance. This study also found that incorporating technology has become a very important aspect of maintaining the best OC and knowledge transfer as well as Knowledge transfer and performance of employees. This study is unique in its aspect and provides a clear path to another sector for attaining the best employee performance with the help of climate, knowledge transfer, and incorporating advanced technologies.

**Keywords:** *Knowledge sharing, organizational climate, employee Performance, incorporating technologies*

### 1. Introduction

Organizational climate is a perilous factor that influences employee performance across various sectors, including healthcare (Pradoto et al., 2022). From the perspective of the medical sector, the organizational climate includes the shared opinions of employees related to their workplace, which encompasses social links, strategies, and rehearses. A significant and positive organizational climate can improve job satisfaction levels, performance, and inspiration, while a negative environment can reduce output and higher revenue rates (Judge et al., 2020).

Therefore, this research is about the Hail Health Cluster, which is in Saudi Arabia, and gives an exclusive setting to discover the convoluted link between organizational climate and medical employee performance (Brinson, 2020). Thus, the healthcare sector tackles the problem of how organizational climate impacts employee performance, high demands for efficiency and quality of care and satisfaction, and how is it important for fostering healthcare delivery and patient consequences (Pradoto et al., 2022).

Recent research has shown different scopes of organizational climate which include communication, and employee recognition (Chaudhuri et al., 2024; Hadi et al., 2024; Santos et al., 2024), and leadership support (Kwarteng et al., 2024; Naidoo et al., 2024), which has a positive impact on employee engagement and effectiveness. Moreover, these dimensions are linked by empirical evidence to performance consequences in the healthcare sector which remains limited, especially in the context of Saudi Arabia (Saad Alessa, 2021).

Additionally, this research fills this gap by observing the impact of organizational climate on medical employee performance in the Hail Health Cluster of Saudi Arabia. (Alshammary & Ali, 2024). This study will give visions that can update management practices or donate to the progress of a more supportive workplace by examining the perception of healthcare employee and their performance level (Läi et al., 2020). Thus, promoting a positive organizational climate can not only improve employee performance but also improve the patient satisfaction level in the healthcare sector (Radu, 2023).

## 2. Literature Review

This part of the study describes the literature review of recent studies on the variable. For the theoretical implementation, this research used the technology acceptance theory. Technology acceptance theory shows the significance of technological acceptance in various sectors including the healthcare sector. All variables are well-defined.

### **Organizational climate**

Organizational climate is the joint observation and attitudes of workers regarding their workplace. It includes different components like communication patterns, leadership style, and the degree of support provided to staff and all team members by the organization (Pérez-Vallejo & Fernández-Muñoz, 2020). A better organizational climate promotes collaboration and open communication skills which improves worker self-confidence and engagement. Furthermore, teamwork is important for the satisfaction and care of patients in the healthcare sector and a supportive and positive organizational climate is important for encouraging workers to perform better (Mabona et al., 2022). Research has shown that a positive organizational climate not only enhances job satisfaction levels but also higher revenue rates, or promotes the effectiveness of healthcare delivery (Alshammary & Ali, 2024).

### **Knowledge transfer**

Knowledge transfer includes the processes by which singular shares, and implication of knowledge within an organization. Effective knowledge transfer plays an important role in adjusting high patient care and promoting clinical practices. It can happen through training sessions and joint practices that can inspire the sharing of the best knowledge between medical staff (Gruber et al., 2020). Moreover, a positive organizational climate facilitates knowledge transfer by fostering open communication skills and permitting workers to feel free and learn from teamwork and influence joint abilities (Berraies & Chouiref, 2023). This act is significant in a dynamic healthcare climate, where quick advancement in medical knowledge or technology is important for continued learning and adaptation (Perkonigg et al., 2021).

### **Employee performance**

Employee performance is a complicated perspective that includes efficiency and effectiveness in which healthcare sector employee fulfill their responsibilities (Almohtaseb et al., 2020). It is affected by different components which include competencies and organizational climate in which workers work. Experts in the healthcare sector are important for giving high-quality patient care and satisfaction and getting positive health consequences (McLaughlin et al., 2020). Therefore, a high-performance level involves clinical consequences and patient care scores. Organizational climate that describes recognition, and professional progress, healthcare sectors can improve employee performance and lead to enhanced service delivery and patient care (Mutonyi et al., 2022).

### **Incorporating technology**

In the context of the healthcare sector incorporating technology has described how medical experts work, improving efficiency and data management systems (Haleem et al., 2022). Technologies that include EHRs and health informatics equipment facilitate unlimited access to information and allow workers to make better decisions quickly (Al-Shorbaji & Al-Shorbaji, 2021). Furthermore, incorporating technology can increase training and knowledge transfer through e-learning programs and allow for professional progress (Grubišić et al., 2020). Moreover, the successful use of technology includes a supportive organizational climate that inspires flexibility or innovation. When workers feel free and supported in their integration of technology, they are likely to hold this equipment, leading to enhanced performance and patient consequences (Burnett & Lisk, 2021).

## **Hypothesis Development and Conceptual Framework**

### **Organizational climate and employee performance**

The link between organizational climate and employee performance is well-defined in different sectors, mostly in the healthcare sector (Mutonyi et al., 2022). A positive organizational climate promotes an atmosphere where all workers feel free and liberal to the best of their roles (Naz et al., 2020). Some dynamics like

communication, effective leadership style, and recognition of effort give expressively to workers' satisfaction and performance (Ali & Anwar, 2021). When healthcare workers identify their organizations as helpful sectors they are likely to establish progress and development, which affects the value of patient satisfaction level and operating proficiency (Şanlıöz et al., 2023). On the other hand, a negative organizational climate can lead to disconnection, exhaustion, and high revenue rates, badly impacting total employee performance and patient satisfaction levels and consequences (Yanchus et al., 2020). Based on the above discussion following hypothesis can be developed as

**H1:** *Organizational climate has a positive link with employee performance*

### **Organizational climate and knowledge transfer**

Organizational climate plays an important role in simplifying knowledge transfer with employees' performance. A positive organizational climate is described by belief, sincerity, and teamwork which inspires individuals to share their knowledge improving joint learning within the organization (Nauman et al., 2022). In the healthcare sector where fast progress in medical knowledge and rehearses happen, a positive climate is important for confirming that serious information runs freely between team members. Also, when workers feel safe to precise their ideas and ask queries, knowledge transfer becomes more operative, leading to enhanced medical observation and modernization. (Kmieciak, 2021). A positive organizational climate not only promotes familiar knowledge sharing but also supports official training creativities, confirming that workers are constantly informed on best practices and evolving tendencies. (Wen & Wang, 2022). Based on the above discussion following hypothesis can be developed as

**H2:** *Organizational climate has a positive link with knowledge transfer*

### **Knowledge transfer and employee performance**

Knowledge transfer is related to employee performance, especially in the context of the healthcare sector (Lee et al., 2020). Effective knowledge sharing and application permit healthcare experts to be updated about the recent progress in the medical sector, ultimately improving their capability to give high-quality healthcare (King et al., 2021). When workers are involved in knowledge transfer, they feel free and prepared to tackle the problems and implantation of best practices, analyzing enhanced employee performance consequences (Choi et al., 2020). Moreover, knowledge transfer promotes a culture of learning which improves job satisfaction levels among team members (Abdullah et al., 2021). Furthermore, the self-confidence of workers in providing high-quality patient care also rises, which leads to high-performance levels and best patient consequences (Abdullah et al., 2021). Based on the above discussion following hypothesis can be developed as

**H3:** *Knowledge transfer has a significant link with employee performance*

### **Knowledge transfer as a mediator**

Knowledge transfer works as a mediator in the link between organizational climate and employee performance. A positive organizational climate inspires knowledge-sharing behaviors, which improves employee performance (Kim & Park, 2020). A positive organizational climate encourages workers to use valuable info and resources by facilitating effective communication and joint effort which enhances their ability and proficiencies. (Jokanović et al., 2020). Knowledge transfer as a mediator shows the importance of a working environment where knowledge transfer positively impacts on inspiration of workers but is also integrated into everyday practices. (Zhou et al., 2020). Organizations that allow knowledge transfer to check promoted employee performance consequences, as workers control their shared skills to improve their working ability in giving patient care and getting organizational tasks (Nguyen et al., 2023). Based on the above discussion following hypothesis can be developed as

**H4:** *Knowledge transfer has positive and significant mediate the relationship Organizational climate between employee performances*

### **Incorporating technology as a moderator**

In the healthcare sector incorporating technology can work as a moderator in the link among organizational climate, knowledge transfer, and employee performance. (Pandey et al., 2021). Some technological instruments can improve the knowledge-sharing process and reach precarious knowledge (Zamiri & Esmaeili, 2024). When the organizational climate is positive of technology integration, employees feel free to use these instruments, which is the cause of the smoothness of knowledge transfer. Furthermore, technological integration provides new opportunities for practices and progress or also increases employee performance. (Xie et al., 2020).

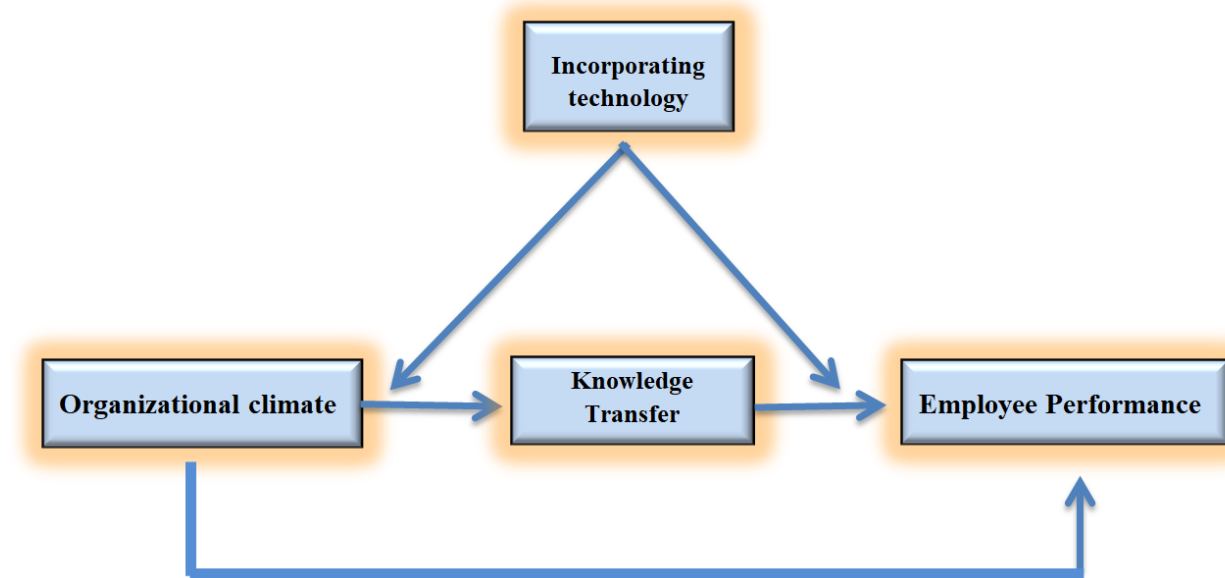
Healthcare workplaces can establish a more professional working atmosphere by leveraging technology, where information is free and all the workers feel free to perform their duties in a better way, finally, increasing patient care and operational efficiency(Salahat, 2021). Based on the above discussion following hypothesis can be developed as

**H5a:** *Incorporating technology has positive and significant moderators on the relationship Organizational climate between knowledge Transfer*

**H5b:** *Incorporating technology has positive and significant moderators on the relationship knowledge Transfer between employee performances*

On the base of the literature review following conceptual framework is developed.

**Figure 1: Conceptual framework**



Source: Developed by author

### 3. Methodology

This study specifically targeted healthcare professionals (HCPs) working full-time in selected hospitals within the Hail region. This study used cross-sectional data and distributed a well-developed questionnaire among the 250 participants. In return, 180 questionnaires were received with fill required data. The response rate was favorable for further analysis.

**Table 1: Demographic variable**

Variable	Classification	Percentage
Gender	Male	73.6
	Female	26.3
Participant categories	Nurse	37.85
	Physicians	25.24
	Non-medical staff	12.62
	Dentists	4.72
	Lab technicians	6.31
	Pharmacists	5.36
	Physiotherapists	3.15
Radiology technicians	4.72	

<b>Experience</b>	Less than 1 year	21.4
	2 years to 5 years	38.5
	6 years to 10 years	24.6
	11 years to 20 years	15.5

**Measurement scales of variable**

The organizational climate is the independent variable and is measured with 5 items adopted from a study by (Hussain et al., 2022). Employee performance is a dependent variable as measured with 12 items from (Hee et al., 2019). Further, the knowledge transfer is the mediator between OC and EP and it is measured with 3 items adopted from (Kun, 2022; Shannak et al., 2017). Further incorporation technology is a moderator as it is measured with 5 items from (Alolayyan et al., 2020). For this study, all the variables are measured at five Likert scales where, 1= strongly agree, 5= strongly disagree.

**Instruments used for data analysis**

For the analysis of data, the current study used SmartPLS and applied an SEM test. First of all, a measurement model was conducted for extracting the values of Cronbach alpha values (CA), composite reliability (CR) average variance extracted (AVE), and the Heterotrait-Monotrait (HTMT) ratio. Furthermore, the theoretical model was investigated by analyzing the discriminant validity (DV) and correlation. Moreover, common method bias was used, such as “variance inflation factor (VIF), coefficient of determination (R2), effect size (F2), and predictive relevance (Q2).

**4. Findings**

**Assessment of Measurement Model**

Cronbach's alpha assesses the reliability of the measurement items used in this research. The measurement model explains the factor loading, Cronbach alpha values (CA), composite reliability (CR) average variance extracted (AVE), and Heterotrait-Monotrait (HTMT) ratio. The following table elaborates on all the values.

**Table 2: Factor loading, CA, CR, and AVE values**

<b>Variable</b>	<b>Code</b>	<b>Factor loading</b>	<b>CA</b>	<b>CR</b>	<b>AVE</b>
Organizational climate	OC1	0.76	0.83	0.75	0.61
	OC2	0.80			
	OC3	0.77			
	OC4	0.84			
	OC5	0.81			
Employee performance	EP1	0.78	0.88	0.84	0.66
	EP2	0.82			
	EP3	0.86			
	EP4	0.71			
	EP5	0.85			
	EP6	0.84			
	EP7	0.88			
	EP8	0.79			
Knowledge transfer	KT1	0.86	0.79	0.91	0.67
	KT2	0.83			
	KT3	0.82			
Incorporate technologies	IT1	0.77	0.81	0.85	0.70
	IT2	0.79			
	IT3	0.86			
	IT4	0.80			
	IT5	0.83			

Table 2 explains the factor loading CA, CR, and AVE of the variables. The values of the variable explain that the variables are significant. The table explains the composite reliability of the variable as well as how CA meets

the threshold level. Whereas, the AVE explains the variance of the variable is acceptable. Furthermore, the results of Table 3 also explained that the validity of the model and variable, values of the constructs are high.

**Table 3: Discriminant validity (Fornell and Lacker Criterion)**

Construct	OC	EP	KT	IT
OC	0.84			
EP	0.52	0.78		
KT	0.42	0.51	0.81	
IT	0.41	0.48	0.46	0.80

**Assessment of Structural Model**

This model was assessed based on its explanatory power ( $R^2$ ), predictive relevance ( $Q^2$ ), and path coefficients ( $\beta$ -values), providing insights into hypothesis testing results.

**Table 6: Results of Hypothesis testing**

Hypothesis	Path	Beta value	t-value	p-value	Decision
H1	OC->EP	0.47	3.11	0.004	Accepted
H2	OC->KT	0.41	4.84	0.008	Accepted
H3	KT->EP	0.73	2.67	0.010	Accepted
H4	OC->KT->EP	0.23	7.34	0.000	Accepted
H5a	IT*OC->KT	0.67	3.88	0.009	Accepted
H5b	IT*KT->EP	0.91	4.74	0.031	Accepted

The table explains that Knowledge Transfer has a strong positive effect on Employee Performance ( $\beta = 0.73$ ). Additionally, the mediating role of Knowledge Transfer between OC and EP was confirmed ( $\beta = 0.23$ ). The statistical significance of these relationships is supported by low p-values (all below 0.01), demonstrating that enhancing organizational commitment can lead to improved employee performance through better knowledge-sharing.

Furthermore, the interaction effects of Innovation Teamwork on these relationships were also significant. Specifically, the influence of OC on KT was strengthened by Innovation Teamwork ( $\beta = 0.67$ ), and similarly, the relationship between KT and EP was significantly enhanced by IT ( $\beta = 0.91$ ). The p-values for these interactions (0.009 for H5a and 0.031 for H5b) indicate their statistical significance.

**Discussion**

This study has developed a conceptual framework with explains the organizational climate as the independent variable and significantly relates to the employee performance of healthcare professionals. After the data analysis, this study has found that the entire hypotheses are accepted and explains that the relationship between organizational climate and employee performance is well-documented in various fields, particularly in healthcare settings. A positive organizational climate fosters an environment where employees feel valued, supported, and motivated to excel in their roles. Factors such as effective communication, strong leadership, and recognition of efforts contribute significantly to employee satisfaction and performance. When healthcare workers perceive their organization as supportive, they are more likely to demonstrate higher levels of engagement, commitment, and productivity, which directly impact the quality of patient care and operational efficiency. Conversely, a negative organizational climate can lead to disengagement, burnout, and high turnover rates, adversely affecting overall performance and patient outcomes.

Organizational climate plays a significant role in providing knowledge transfer between employees. A climate is categorized by trust, and joint individuals to share info, improving collective learning in the organization (Hussain et al., 2022). In the healthcare sector, where quick progress in medical knowledge and practices takes place, a progressive and helpful climate is important for confirming that important information flows between team members. When workers feel free to show their knowledge, then knowledge transfer becomes more enhanced clinical practices and innovation (Naiwen et al., 2021; Naseem et al., 2020; Naseem et al., 2023). A significant organizational climate not only fosters informal knowledge sharing but also increases formal training advantages, confirming that employees are updated on best practices. Knowledge transfer is



intrinsically linked to employee performance, significantly in the context of the healthcare sector. Effective use permits healthcare experts to be informed about the recent progress in medical practices, ultimately improving their capability to give high-quality care. When workers participate in knowledge transfer, they are better prepared to discourse complicated clinical issues and analyze enhanced performance consequences (Rathi, 2024).

Knowledge transfer works as a mediator in the link between organizational climate and employee performance. Employee performance can be enhanced by knowledge-sharing behavior if the organizational climate has a positive impact on it. A positive organizational climate encourages workers to use valuable info and resources by facilitating effective communication and joint effort which enhances their ability and proficiencies. Knowledge transfer as a mediator shows the importance of a working environment where knowledge transfer positively impacts on inspiration of workers but is also integrated into everyday practices. Organizations that allow knowledge transfer to check promoted employee performance consequences, as workers control their shared skills to improve their working ability in giving patient care and getting organizational tasks.

In the healthcare sector incorporating technology can work as a moderator in the link among organizational climate, knowledge transfer, and employee performance. Some technological instruments can improve the knowledge-sharing process and reach precarious knowledge. When the organizational climate is positive of technology integration, workers are more likely to use these instruments, which is the cause of the smoothness of knowledge transfer.

Furthermore, technological integration gives new opportunities for rehearsal and progress or also increases employee performance. Healthcare sectors can make a more professional working atmosphere by leveraging technology, where knowledge is free and all the workers feel free to perform their duties in a better way, ultimately increasing patient care and satisfaction or operational efficiency. (Muhammad et al., 2019; Sarfraz et al., 2022, 2023).

## **5. Implications and Limitations**

### **Practical Implications**

The practical significance of this model in the Hail Health Cluster shows the vital role of technology in enhancing employee performance. By promoting a significant organizational climate, this model highlights how technology can ease knowledge transfer among healthcare experts and supportive team members. This synergy improves employee performance by promoting communication and ensuring both medical and non-medical staff are equipped with information and instruments that are important for good delivery of service. (Mohsin et al., 2024). For medical staff, this can mean more accurate and timely patient care, while for non-medical staff, it can enhance administrative efficiency and support the overall functioning of the healthcare system.

### **Theoretical Implications**

This study has practical, empirical as well as theoretical implications. This study is grounded in technology acceptance theory with offers important insights for medical and non-medical staff in the context of the healthcare sector. This study explains that the adoption of new technology in work increases the working capacities of the employee. Knowledge transfer is also an important factor in attaining optimal performance from the new staff. Therefore, the current study provides a broader understanding for the reader and administration of the health sector as well as another manufacturing sector for providing the best OC for employees, where this employee can provide and share experience and this activity can enhance the overall performance of sector or organization.

### **Limitations and Recommendations for Future Study**

This has strong theoretical and practical importance and this importance is not limited to one sector. However some limitations also existed first, the limitation of this study is that it focuses primarily on the role of technology, organizational climate, and knowledge transfer without considering other potential factors that may influence employee performance, such as individual motivation, leadership styles, or external environmental pressures. Additionally, the study is context-specific to the Hail Health Cluster, limiting the

generalizability of the findings to other healthcare institutions or industries. The participants, being both medical and non-medical staff, may have different levels of technology adoption, and this model might not fully account for the varied needs and perspectives across these diverse groups. Moreover, the cross-sectional nature of the study may not capture the long-term effects of technology incorporation on employee performance. Finally, the study relies on self-reported data, which could introduce biases such as overestimation of technology use or performance outcomes.

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