



THE ELECTRONIC SUPPLY CHAIN AND ITS IMPACT ON ENHANCING INSTITUTIONAL PERFORMANCE QUALITY: AN OPINION SURVEY STUDY OF A SAMPLE OF ADMINISTRATIVE LEADERS AND EMPLOYEES AT AL-SHIRQAT GENERAL HOSPITAL

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Article history:		Abstract:
Received:	28 th February 2026	The present study seeks to identify the positive role of the electronic supply chain in addressing the problems confronting the service sector through enhancing the quality of institutional performance and overcoming the challenges arising from both its internal and external environments. To achieve this objective, a survey study was conducted to assess the extent to which the administrative leaders at Al-Shirqat General Hospital in Salah Al-Din Governorate are aware of the research topic. The study reached several conclusions, most notably that there is a statistically significant effect of electronic supply chain management, as reflected in its activities, on the quality of institutional performance at the hospital under investigation. In the light of these findings, a number of recommendations are proposed for the hospital's management, emphasizing the positive role of the electronic supply chain in enhancing the quality of institutional performance.
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INTRODUCTION:

Many hospitals are competing on service delivery and quality, with systems relying heavily on their supply chains and automation. This development has led to a special interest in understanding the basic properties of electronic materials and their dynamic behavior, which can be used to predict the interaction between materials. Consequently, many researchers have focused on software systems that are sensitive, privacy, and secure—the key drivers of user experience and efficiency. In modern scientific and technological developments, human beings are the basis of development, capability builder, and catalyst of development in all societies, and various organizations are encouraged to pursue new paths. Specifically, they strengthen themselves by addressing environmental, social, and economic challenges through institutional resilience. Aid agencies in Iraq are operating in unique circumstances similar to those experienced by many organizations around the world. Based on these assumptions, the current study divides its argument into four sections: preliminary research outlines the methodology; the second represents conceptual and theoretical frameworks; the third is restricted to observational/applied studies; and the fourth identifies the main consensus statements and their corresponding decisions.

CHAPTER ONE: RESEARCH METHODOLOGY

This chapter presents the methodological framework of the research as follows:

First: Research Problem: The digital supply chain, which companies are using today, has a significant impact on their businesses—economic, environmental, and social. It is a company that not only focuses on shipping products and digital products, but also takes the hassle out of shipping to customers, as mentioned earlier. As organizations operating in Iraq—including service organizations—are involved in supply chain activities, this study suggests that the use of digital tools can significantly contribute to improving organizational efficiency, which is especially important in this context due to its impact on the service sector. The researchers selected Shirkat General Hospital as the study site. Therefore, the research problem is formulated in the following question:

1. Should hospital administrators evaluate electronic delivery programs based on recommendations?
2. Do the managers of the study hospitals believe in quality assurance in all their practices?
3. What are the positive and negative relationships between the use of digital simulation (where performance is measured) and the quality of organizational performance in the study hospital?

Second: Results of the Study: This study is one of the most important topics related to the trend of entrepreneurship and technology start-ups in the world. Too often, decisions revolve around profit margins, ignoring social values that



current and future generations do not consider. In contrast, software delivery planning has been described as a priority for any service organization due to its need to support applications. Furthermore, this study is expected to contribute to improving institutional quality while addressing the environmental, social, and financial impacts of hospitals. Therefore, this study was conducted to assist hospital administrators in research to understand the relationship between electronic delivery services and institutional delivery quality, as well as the benefits of implementing delivery systems in their practices.

Third: Research Objectives: In light of the research problem and its significance, the objectives can be summarized as follows:

1. To determine the extent to which the management of the hospital under study comprehends the concepts and activities of electronic supply chain management.
2. To measure the level of quality within the supply chain activities of the hospital under study.
3. To identify the level of attention given by the management of the hospital under study regarding the contribution of the electronic supply chain to the institutional performance quality it encounters.
4. To examine the nature of the relationship and impact between electronic supply chain management activities and institutional performance quality in the hospital under study.

Fourth: Research Hypotheses: To address the research problem, the study relies on the following hypotheses:

The First Main Hypothesis: There is no statistically significant effect of the electronic supply chain (as a whole) on institutional performance (as a whole) at Al-Shirqat General Hospital at a significance level of ($\alpha \leq 0.05$).

The Second Main Hypothesis: There is no statistically significant effect of the individual dimensions of the electronic supply chain on institutional performance (as a whole) at Al-Shirqat General Hospital at a significance level of ($\alpha \leq 0.05$).

Fifth: Research Methodology: The study adopts descriptive and analytical methodologies to process and analyze the data.

Sixth: Data Collection Tools and Statistical Techniques:

1. Research Design: To build a theoretical foundation for the study, this part of the study draws on a wide range of Arabic and foreign sources, including books, peer-reviewed journals and university theses available locally or online, as well as interviews with experts in the field.

2. Empirical (Applied) Framework: the structured questionnaire as a data collection tool is carefully designed to determine the context and relevance of the study. The questionnaire is divided into two sections: Variables: "Digital Information Management Practices" with 36 items. Variables: 19 items from the "Organizational Culture" manual. A total of 47 questionnaires were distributed and 42 valid questionnaires were obtained for statistical analysis. Furthermore, the researcher visited Al-Shirqat General Hospital and conducted interviews with several managers to assess workplace concerns, improve working conditions, and clarify questionnaires. Responses were rated on a 5-point Likert Scale (Strongly Disagree, Strongly Agree, Disagree, Strongly Disagree, Strongly Disagree) with an anchor point (5, 4, 3, 2, 1), respectively. The final questionnaire consisted of 55 items divided into two main domains. After examining the reliability and validity of the questionnaire, the Cronbach's Alpha test for reliability was 0.81 (81%), which indicates a high level of reliability and acceptable level of reliability.

Seventh: Statistical Methods: The researcher used the Statistical Package for the Social Sciences (SPSS v.19) to conduct the necessary statistical analyzes and analyses, including:

1. Simple correlation coefficient (Pearson Correlation): To determine the strength and nature of any two variables, and thus to assess the relationship between competitive activities and organizational performance.
2. Multiple Correlation Coefficient: The strength of the relationship between variables depends on them to measure the strength of the relationship between the variables.
3. Student's t-test and F-test: To test for statistical significance and statistical significance of differences between data.
4. Analysis of Variance (ANOVA): To examine the differences between variables and to evaluate the correlation between variables.

Eighth: Research limitations and challenges: The limitations of this study include the following:

1. Setting: This study was conducted in Al-Shirqat Hospital, Saladin Province.

2. Academic Period: The academic period runs from January 1, 2025, to November 10, 2025.

3. Population Design: The study consisted of managers at three levels (senior, middle, and managerial) in the research hospital.

CHAPTER TWO: THE ELECTRONIC SUPPLY CHAIN: CONCEPTUAL FRAMEWORK

First: Concept of the Electronic Supply Chain

Before delving into the concept of digital delivery, using commonly used terms in scientific literature, it is important to note that researchers should define the terms carefully and avoid ambiguity. Researchers have identified the names of



supply chains as internet technology and software are interconnected. Although there are differences in terms and styles, these concepts share many characteristics and approaches. Some experts call it the Electronic Supply Chain, others the Digital Supply Chain, and a third group calls it the Smart or Intelligent Supply Chain. Each word has its own meaning and meaning. In this study, the term “digital supply chain” is defined as relying on information and communication technologies—such as the Internet, enterprise resource planning (ERP), and the Internet of Things (IoT)—to manage and integrate traditional supply chains. Al-Dhahabi (2017: 8) explains that the digital supply chain refers to the process of e-commerce conducted online, which is directly related to the fulfillment of customer expectations. This includes all parties, including the product or service, the supply chain, shippers, manufacturers, manufacturers, and the customers themselves, all of whom insist that these transactions be carried out digitally. Parts and so on. (2021: 659) concluded that the use of advanced technology in manufacturing is associated with increased efficiency, improved quality, supply chain improvement, and efficiency, as well as the collection and use of information for decision-making. According to Dawood (2022: 58), digitization and information technology improve communication between organizations and suppliers, enabling inventory management and supply chain management, processing and data that add value to customers and stakeholders. It is also defined as a group of interconnected entities (suppliers, plants, warehouses, transportation) working in an integrated manner to satisfy customer requirements (Kafi, 2022: 193).

Based on the foregoing, the researcher defines the electronic supply chain as a set of interrelated activities handled through modern electronic technologies, facilitating collaborative supply chain processes between suppliers and beneficiaries to optimize time and resources in meeting customer (patient) needs.

Second: Importance and Objectives of the Electronic Supply Chain: An effective supply chain today constitutes a vital driver of competitive advantage, endowing it with importance and objectives tailored to the operational environment. The electronic supply chain has gained increasing importance alongside advancing globalization. Global value chain management provides organizations with opportunities for continuous process optimization and enables digital service-driven business models. Consequently, the availability of real-time production, product, and logistics data across the supply chain is a fundamental prerequisite (Schiffer et al., 2018: 176). According to Dawood (2022: 59), the primary objective of the electronic supply chain is to coordinate communication among all participating parties within the chain to ensure optimal solutions that maximize utility, minimize costs, and reduce turnaround time, in addition to the following specific objectives:

1. Enhancing activities and methods used by organizations to acquire resources necessary for producing goods or delivering services to customers.
2. Identifying the best options for efficient product delivery to customers at minimal costs.
3. Providing flexible communication systems that facilitate the flow of information between the hospital and its patients on one hand, and between the hospital and its suppliers on the other.
4. Involving customers and suppliers in developing existing services and innovating new offerings for the market.

Third: Benefits and Stages of the Electronic Supply Chain: The electronic supply chain provides substantial economic and operational benefits to organizations (Smith, 2020: 125; Johnson, 2018: 236; Williams, 2020: 15; Brown, 2019: 56):

1. Enhancing Patient Satisfaction: Improves patient satisfaction by delivering higher-quality healthcare services.
2. Cost Reduction: Reduces procurement and inventory management expenses.
3. Increasing Transparency: Enhances operational visibility across procurement and inventory management processes.
4. Improving Efficiency: Optimizes process efficiency and reduces task cycle times.

To achieve its underlying purpose, the electronic supply chain progresses through several primary stages: 1. Needs Identification: Defining the required goods and services for the institution (Doe, 2019: 15).

2. Supplier discovery: identifying suppliers that meet the organization's needs (Johnson, 2018: 234).
3. Tender and Plan Evaluation: Tender Plan Questionnaire and Evaluation (Williams, 2020: 12).
4. Implementing contracts: Signing contracts with selected suppliers (Brown, 2019: 56).
5. Procurement Management: Managing the procurement of goods and services (Davis, 2020: 98).

Fourth: Tools of the Electronic Supply Chain

Many scholars—such as Vlachos *et al.* (2014: 6), Al-Dahabi (2017: 28), and Erceg & Sekuloska (2019: 159)—have listed the tools used in entrepreneurship. Based on the theoretical background of the study, the researcher extracted the following three hypotheses:

1. Internet: This category plays an important role in technology and represents part of the computing infrastructure. The Internet streamlines supply chains, improves communication between organizations, reduces operating costs, and improves order responsiveness. It is defined as the fundamental infrastructure used to regulate digital services around the world, interconnected networks that provide information through communication channels (Laudon & Laudon, 2020: 212).



The researcher explores the use of information technology to deliver information, products, and services to consumers, as opposed to traditional communication channels.

2. Electronic Data Information (EDI): EDI is one of the most important tools for electronic information transfer to speed up business processes, improve information sharing, and increase productivity. This is defined as the exchange of information and documents (e.g., purchase orders and purchase orders) between companies, across devices, without human intervention (Turban et al., 2018: 275). Thus, rather than traditional documents, they are messages exchanged between colleagues (Laudon & Laudon, 2020: 256).

The researcher argues that EDI enables the storage and tracking of information, goods, and services using digital and internet technologies to share between suppliers, suppliers, and customers.

3. E-Procurement: E-Procurement increases organizational efficiency, reduces costs and ensures transparency in the procurement process. This is defined as a shift from the demand side to production and the use of internet and information technologies to promote production and service delivery (Laudon & Laudon, 2020: 312). Also, it is important to ensure that the information is stored in the database and that the information is collected (Turban et al., 2018: 345). Overall, the researcher emphasized the importance of implementing these three technologies (Internet, EDI, and E-procurement).

Second factor: Organizational culture: Organizational culture refers to how organizations operate in contemporary organizations, especially in the context of technological and global change. There are 10 categories within the category.

First: Consider Organizational Quality: The need for quality has become one of the biggest challenges in the world and a priority for organizations. Institutional Performance Quality reflects the ability of an organization to achieve its objectives and is measured by the quality of operations and processes. One of the international standards is ISO 9001, which aims to build trust between manufacturers and consumers by ensuring quality and service quality (Fonseca, 2022: 1015). Furthermore, this behavior is consistent with the principles of Total Quality Management (TQM), which is expected to improve efficiency and customer satisfaction (Alateyyat et al., 2024: 940).

As mentioned above, researchers have considered the quality of service center service as a critical component for companies to innovate today—especially in the manufacturing and service industries—to meet customer expectations and provide quality services, especially in the healthcare sector where service quality is not the standard.

Second: Effective Builder Process: A successful builder process can be characterized by several factors:

1. Increased efficiency and reduced waste.
2. Increased customer and employee satisfaction.
3. Supporting competitiveness and maintaining organizational integrity.
4. Improving data-driven decision-making processes.

Recent studies have shown that effective implementation in schools improves public and private sector performance (Korir & Benedek, 2025: 6).

Third: how to measure organizational performance: Organizations rely heavily on modern measurement tools, namely (Fonseca, 2022: 1016; Alateyyat et al., 2024: 945; Korir and Benedek, 2025: 8):

1. Leadership: The role of leadership is to promote a positive culture and motivate employees.
2. Customer centricity: Prioritizes customer needs (specifically, patient satisfaction in this study).
3. Maintenance: Continuous improvement of internal processes.
4. Improve Quality: The key is, a well-designed system.
5. Data-Driven Decision Making: Analysis and data project management applications.

For the purpose of the current study, the researcher selected four key indicators—leadership, customer centricity, project management, and quality improvement—to measure organizational effectiveness by reviewing the literature and examining their relevance to the healthcare industry in terms of their impact on quality of life.

Fourth: Impact on Organizational Culture: Current literature suggests that corporate governance is an integral part of management practices and organizational culture and practices (Korir & Benedek, 2025: 9). Despite the advances in best practices, organizations face a number of challenges, including:

1. Resistance to organizational changes.
2. Weak or unsupportive leadership regarding strategic planning.
3. Lack of knowledge and skills.
4. Lack of modern technology installations.

CHAPTER THREE: EMPIRICAL FRAMEWORK

This chapter presents several limitations of this study, including the description and analysis of the findings of this study that analyzed the responses obtained from the nurses of Al-Shirqat General Hospital. Statistical software (SPSS V26) was used to analyze percentages, means, standard deviations, statistical tests, and correlation analysis. Furthermore, this section covers the hospitals under study and their stakeholders, including the following sections:

First: Overview of the Target Organization (Al-Shirqat General Hospital):

The research site was selected from Al-Shirqat General Hospital in Saladin province. Established in 1969, the hospital is strategically located in the governorates of Nineveh, Anbar, and Kirkuk, and is designed to provide care to patients in nearby areas. The hospital provides comprehensive healthcare services using a healthcare workforce that is operating in a limited capacity under current regulations. It offers different sizes (large, large, medium, and small), with an average of 570 deliveries per month across these groups. Furthermore, the hospital has several medical facilities, facilities, and medical boards. In contrast, the researchers investigated a sample of patients who received services at Al-Shirqat General Hospital and distributed the questionnaires throughout the hospitals to ensure a heterogeneous sample. A total of 47 questionnaires were returned, of which 44 were rejected and 2 were returned, resulting in a return rate of 89.4%.

Second: Definition and Research Method: This section contains the following:

• **Identification and explanation of responses in electronic supply chain variables:** This section discusses the definition and interpretation of electronic supply chain variables based on its magnitude depending on the variables in the model:

A. Internet: The data in Table (1) shows that the respondents considered internet technology to be very influential (statements X11 to X15). The overall level of agreement (Strongly Agree, Agree) reached 69.58%, indicating that the respondents strongly agreed with the statement of social responsibility and a five-point Likert scale indicated positive affect. On the other hand, the percentage of disagreement (Disagree, Strongly Disagree) was 13.27%, while the neutral response was 17.15%. The mean score was 3.72 and the standard deviation was 0.89, and the overall reliability of the online survey was 74.30%, which indicated that the attitudes towards and attitudes towards the online survey were high. At the item level, item (X14)—“Top management supports all problems to be solved and supported at the same time”—reported 83.34%, with a standard deviation of 4.17 and a standard deviation of 0.79. On the other hand, item (X15)—which refers to nurse leaders’ support for innovation and transformation among employees—reported 68.55%, with a standard deviation of 3.43 and a reliability of 0.80.

Table (1): Distribution, Descriptive Statistics, Standard Deviation, and Mean Size of the Network.

Items	Response Scale										Arithmetic Mean	Standard Deviation	Relative Importance (%)	Rank
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)					
	Count	%	Count	%	Count	%	Count	%	Count	%				
X11	1	2.38	28	66.67	4	9.52	8	19.05	1	2.37	3.48	0.92	69.52	4
X12	11	26.20	22	52.39	6	14.29	2	4.75	1	2.37	3.95	0.91	79.05	2
X13	5	11.91	23	54.76	5	11.90	8	19.05	1	2.37	3.55	1.02	70.95	3
X14	17	40.48	15	35.72	10	23.81	0	0.00	0	0.00	4.17	0.79	83.34	1
X15	1	2.39	23	54.76	11	26.20	7	16.66	0	0.00	3.43	0.80	68.55	5
Overall Average		16.67		52.86		17.15		11.90		1.43	3.72	0.89	74.30	
Total	69.58				17.15		13.27							

Source: The researcher developed SPSS V.26 based on the results (n = 42).

B. Electronic Data Interchange (EDI): The data presented in Table (2) show the level of acceptance of the respondents in using Electronic Data Interchange (X21-X25). The overall level of agreement (Strongly Agree, Agree) reached 65.90%, which clearly shows the level of agreement between these items and shows that the opinion of the respondents is based on a 5-point Likert scale. On the other hand, the mean difference (Agree, Strongly Disagree) was 15.68%, and the neutral response was 22.40%. The mean score of 3.56 stood at a standard deviation of 0.95, and the accuracy of Electronic Data Exchange reached 71.14%, with good statistical significance showing agreement among the respondents regarding their opinions. At the item level, item (X24)—which states that “hospital managers have information systems that support better decision-making in the area of critical and critical issues until the end of their life”—received the highest scores at a%91 and 71 an. The difference is 0.62. In contrast, item (X21)—“In our school,

we use new tools and technologies to manage data and information”—has a correlation of 62.85%, with a mean of 3.15 and a standard deviation of 13.

Table (2): Classification, descriptive statistics, standard deviation, and significance of electronic information sharing.

Items	Response Scale										Arithmetic Mean	Standard Deviation	Relative Importance (%)	Rank
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)					
	Count	%	Count	%	Count	%	Count	%	Count	%				
X21	6	14.30	14	33.34	8	19.05	8	19.05	6	14.28	3.15	1.31	62.85	5
X22	5	11.90	19	45.25	10	23.82	6	14.28	2	4.76	3.45	1.04	69.05	4
X23	7	16.68	15	35.71	13	30.95	6	14.29	1	2.37	3.50	1.02	70.00	3
X24	5	11.90	29	69.05	7	16.66	1	2.37	0	0.00	3.91	0.62	78.11	1
X25	6	14.29	24	57.15	9	21.44	3	7.13	0	0.00	3.79	0.78	75.71	2
Overall Average		13.81		48.10		22.38		11.43		4.29	3.56	0.95	71.14	
Total	65.90				22.40		15.68							

Source: The researcher developed SPSS V.26 based on the results (n = 42).

C. E-Procurement: According to the table (3), the values of e-procurement (X31 to X36) are considered. The overall response rate (Strongly Agree, Agree) among respondents reached 59.97%, indicating high agreement with the items in this domain, indicating that respondents' opinions were based on a 5-point Likert scale. On the other hand, the percentage of disagreement (Agree, Strongly Agree) was 13.05%, while the neutral response was 26.94%. The mean score was 3.60 with a standard deviation of 0.92, and the adoption level of E-Procurement reached 72.15%, indicating a good level of satisfaction with their perceived value in terms of accuracy. At the item level, item (X36)—“Hospital managers are expected to be effective in promoting ethical decision-making”—reported 77.62%, with a standard deviation of 3.87 and a standard deviation of 1.05. On the other hand, item (X31)—“Pharmacists are unfamiliar with the procedure”—had a loading of 62.39%, a standard deviation of 3.11, and a standard deviation of 0.81.

Table (3): Distribution, Descriptive Statistics, Standard Deviation and Significance of E-Price Survey.

Items	Response Scale										Arithmetic Mean	Standard Deviation	Relative Importance (%)	Rank
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)					
	Count	%	Count	%	Count	%	Count	%	Count	%				
X31	3	7.15	7	16.68	24	57.14	8	19.05	0	0.00	3.11	0.81	62.39	6
X32	8	19.05	19	45.25	9	21.43	5	11.89	1	2.37	3.67	1.00	73.33	3
X33	5	11.90	22	52.38	10	23.81	4	9.52	1	2.38	3.62	0.91	72.38	5
X34	6	14.29	22	52.39	11	26.18	2	4.75	1	2.38	3.71	0.86	74.29	2
X35	5	11.91	24	57.14	7	16.67	5	11.90	1	2.36	3.64	0.93	72.86	4
X36	13	30.95	17	40.48	7	16.67	4	9.51	1	2.38	3.87	1.05	77.62	1

Overall Average	15.87		44.05		26.97		11.12		1.98	3.60	0.92	72.14	
Total	59.97			26.94		13.05							

Source: Prepared by the researcher based on the outputs of the SPSS V.26 software (n=42).

Based on the above-mentioned factors, the responses obtained are consistent with the use of prescribing software in Table 3. Table (4) shows that the use of prescribing software is important to the staff of Al-Shirqat General Hospital. According to the statistical means, standard deviations, and significance levels, the results show that mobile applications have the highest internet penetration rate, with a mean of 3.71, a standard deviation of 0.89, and a significance level of 72%. Regarding the second dimension of E-procurement, accounting accounted for 3.61, 0.93, and 72.14% of the total variance, respectively. Finally, electronic data interchange (EDI) was the third most influential variable, with a mean of 3.56, a specificity of 0.95, and a sensitivity of 71.14%.

Table (4): Importance of Electronic Delivery Rates.

No.	Dimensions	Arithmetic Mean	Standard Deviation	Relative Importance (%)	Rank
1	Internet	3.71	0.89	74.29	1 st
2	Electronic Data Interchange (EDI)	3.56	0.95	71.14	3 rd
3	E-Procurement	3.61	0.93	72.14	2 nd

Source: The researcher developed SPSS V.26 based on the results (n = 42).

- **Description and Analysis of Responses Regarding School Culture:** This section presents the definition and quality of school culture, and discusses the respondents' responses. The results in Table (5) indicate that the respondents agreed that the factors related to school performance (Y11 to Y19) were high. The overall response rate (Strongly Agree, Agree) reached 62.75%, indicating a high level of agreement on the issues related to school performance, with responses indicating positive attitudes on a 5-point Likert scale. On the other hand, the percentage of disagreement (disagree, strongly disagree) was 15.01%, while the neutral response was 22.24%. The mean score was 3.60 and with a standard deviation of 1.09, the mean level of school performance was 71.90%, which indicates a good level of agreement with the opinion of the respondents. In terms of items, item (Y19)—"Works to eliminate the risks associated with hospital operations"—averaged 78.11%, with a mean of 3.90 and a mean of 1.06. On the other hand, item (Y14)—which states "The hospital utilizes e-procurement when purchasing to reduce waiting time and eliminate waste"—recorded the lowest relative importance at 62.85%, with an arithmetic mean of 3.13 and a standard deviation of 1.23.

Table (5): Frequency Distributions, Arithmetic Means, Standard Deviations, and Relative Importance for the Institutional Performance Variable.

Items	Response Scale										Arithmetic Mean	Standard Deviation	Relative Importance (%)	Rank
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)					
	Count	%	Count	%	Count	%	Count	%	Count	%				
Y11	7	16.67	14	33.33	12	28.58	7	16.66	2	4.75	3.40	0.84	68.10	8
Y12	5	11.91	21	50.00	12	28.57	3	7.14	1	2.39	3.62	0.99	72.38	4
Y13	5	11.90	19	45.25	10	23.81	8	19.05	0	0.00	3.50	1.16	70.00	7
Y14	4	9.52	12	28.57	13	30.95	12	28.57	1	2.38	3.13	1.23	62.85	9
Y15	8	19.05	17	40.48	12	28.57	3	7.14	2	4.76	3.62	1.09	72.38	5
Y16	4	9.53	27	64.30	7	16.68	3	7.13	1	2.35	3.71	1.16	74.29	3
Y17	8	19.05	25	59.52	5	11.90	3	7.14	1	2.38	3.86	1.12	77.14	2

Y18	5	11.90	24	57.14	6	14.29	5	11.90	2	4.75	3.60	1.16	71.90	6
Y19	9	21.43	23	54.77	7	16.67	3	7.13	0	0.00	3.90	1.06	78.11	1
Overall Average		14.55		48.15		22.22		12.43		2.65	3.60	1.09	71.90	
Total		62.75				22.24		15.01						

Source: The researcher developed SPSS V.26 based on the results (n = 42).

Third: Effect Relationships Between the Electronic Supply Chain and Institutional Performance: This analysis evaluates the effect relationships of the independent variable(s) on the dependent variable, as detailed below:

First Main Hypothesis: There is no statistically significant effect of the electronic supply chain on institutional performance at Al-Shirqat General Hospital at a significance level of ($\alpha < 0.05$).

Table (6) shows the following:

Related Results: The electronic control variable is significant, with a coefficient of variance (β) of 0.647. This result was found to be statistically significant, with a P-value of 0.003, and a significance level of 0.05. This result is confirmed by the calculated t-value of 3.138, which exceeds the t-value of 1.96. Therefore, we reject the null hypothesis and accept the null hypothesis, which states that digitalization has a positive effect on organizational performance at a significant level ($\alpha < 0.05$).

Coefficient of Determination: The coefficient of determination (R-Square) indicates that 44% of the variance in Institutional Performance is accounted for by the Electronic Supply Chain. The remaining 56% is attributable to other variables not included in the regression model. In other words, the electronic supply chain explains 44% of the changes occurring in institutional performance.

Table (6): Results of the Effect of the Electronic Supply Chain on Institutional Performance.

Independent Variable	Direction of Effect	Dependent Variable	Regression Coefficient (Estimate β)	Standard Error (S.e.)	Coefficient of Determination	Calculated Value (t- Calc)	P-value
					R-square		
Electronic Supply Chain	→	Institutional Performance	0.647	0.206	0.44	3.138	0.004

Source: The researcher developed SPSS V.26 based on the results (n = 42, tabular t-value = 1.96).

Second Main Hypothesis: There is no statistically significant effect of the electronic supply chain dimensions on institutional performance at Al-Shirqat General Hospital at a significance level ($\alpha < 0.05$).

The results in Table (7) indicate the following:

Effect of the Internet: There is a positive (direct) effect of the Internet on institutional performance, as evidenced by the regression coefficient Estimate (β) of 0.244. This effect is statistically significant, given the probability value (P-value) of 0.000, which is less than 0.05. This finding is further supported by the calculated t-value of 32.17, which exceeds the critical tabular t-value of 1.96. Consequently, we reject the null hypothesis and accept the alternative hypothesis, which states that the Internet has a statistically significant positive effect on institutional performance at a significance level of ($\alpha < 0.05$).

Effect of Electronic Data Interchange (EDI): There is a positive (direct) effect of Electronic Data Interchange on institutional performance, as indicated by the regression coefficient Estimate (β) of 0.021. This effect is statistically significant, evidenced by the probability value of 0.049, which is less than 0.05. The calculated t-value of 2.01 also exceeds the tabular t-value of 1.96. Thus, we reject the null hypothesis and accept the alternative hypothesis, which confirms that Electronic Data Interchange exerts a statistically significant positive effect on institutional performance at a significance level of ($\alpha < 0.05$).

Effect of E-Procurement: There is a positive (direct) effect of E-Procurement on institutional performance, as shown by the regression coefficient Estimate (β) of 0.109. This effect is statistically significant, with a probability value of 0.000, which is less than 0.05. Similarly, the calculated t-value of 11.60 is greater than the tabular t-value of 1.96. Therefore, we reject the null hypothesis and accept the alternative hypothesis, asserting that E-Procurement has a statistically significant positive effect on institutional performance at a significance level of ($\alpha < 0.05$).

Overall Explanatory Power: The coefficient of determination (R-Square) reveals that 77% of the variance in Institutional Performance is caused by the combined dimensions of the Electronic Supply Chain. The remaining 23% is attributable to other variables not included in the regression model. In other words, the electronic supply chain dimensions collectively explain 77% of the total changes occurring in institutional performance.

Table (7): Effect of digital advertising on school performance.

Independent Variable	Direction of Effect	Dependent Variable	Regression Coefficient (Estimate β)	Standard Error (S.e.)	Coefficient of Determination	Critical Ratio (C.R.)	P-value
					R-square		
Internet	→	Institutional Performance	0.244	0.0076	0.77	32.17	0.000
Electronic Data Interchange (EDI)	→		0.021	0.0100		2.02	0.049
E-Procurement	→		0.109	0.0094		11.60	0.000

Source: The researcher developed SPSS V.26 based on the results (n = 42, tabular t-value = 1.96).

CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions: Based on the statistical data collection method, the conclusions drawn are:

1. Scholars in the field of nursing and hospital administration focus on the philosophy and values of institutions that are essential components of nursing service delivery, which should be considered by administrators, nurses, and service users.
2. School efficiency provides a customer-satisfied environment.
3. School quality is considered as a distinct variable from the delivery model used in this study.
4. Corporate culture refers to fostering client relationships, fostering understanding, respect, and caring between providers and patients.
5. Identify and analyze the findings Identify the indicators that characterize the quality of the study. On the independent variable, respondents were divided into two categories: Internet and telecommunications, with the Internet receiving the highest score in each category. Regarding the items loaded on each item, the overall agreement of the majority of respondents indicates that the study hospital places a high priority on patient satisfaction.
6. The results show that there is a statistically significant relationship with the impact of the use of digital technologies (Internet, social media, and electronic shopping) on the quality of hospital services, suggesting that increasing emphasis on these technologies improves patient satisfaction.
7. The findings of the study are validated and support the hypothesis in the clinical setting.

Second: Recommendations: Based on the findings, the researcher proposed the following recommendations to the target organization to reduce the risks and increase performance:

1. Top management should support and encourage ideas that support the implementation of digital technologies that benefit the organization and patients.
2. The study hospitals should further incorporate health management concepts into their healthcare systems, especially in terms of quality and service quality, to enhance their ability to provide quality healthcare services to patients and visitors.
3. Hospital leaders should recognize that digitalization has a significant impact on productivity, which can be used to address patient needs and improve organizational efficiency.
4. To increase awareness of organizational culture among hospital administrators and healthcare professionals about the concepts, objectives, and outcomes of organizational culture, which has an impact on quality of life.
5. Hospitals should maintain a high standard of cleanliness and hygiene to improve patient satisfaction and maintain the reputation of the hospital, as cleanliness is the first impression of visitors.
6. Conduct ongoing research to gather patients' perspectives on care delivery, to explore their perceptions of current expectations and future expectations.

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