

The Role of Human Resource Management in Enhancing Healthcare Quality in Hospitals

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Abstract

This study investigates the role of Human Resource Management (HRM) in enhancing the quality of healthcare services in hospitals. It examines the relationship between HRM practices—such as workforce planning, recruitment, training, incentives, and performance evaluation—and healthcare service quality. The study adopts a descriptive-analytical approach, reviewing relevant literature, reports, and previous research to clarify how HRM contributes to improving both technical and human aspects of healthcare. The findings reveal a positive impact of effective HRM practices on employee competence, motivation, and satisfaction, which directly enhances patient care, safety, and overall service quality. The study concludes that improving healthcare quality requires not only advanced medical and technological resources but also strategic management of human resources. It recommends that hospitals adopt HRM as a strategic function, develop continuous training and incentive programs, improve internal communication, and conduct systematic performance evaluations to ensure sustainable quality improvement.

Keywords: Human Resource Management, Quality of Healthcare Services.

Introduction:

Healthcare services are considered one of the most vital sectors in modern societies due to their direct role in maintaining human health and improving quality of life. They also serve as a key indicator for assessing the level of progress and development in countries. Global reports indicate that healthcare expenditure represents one of the largest spending items, with annual global spending reaching approximately two trillion dollars, highlighting the growing importance of this sector and the necessity of enhancing its efficiency and the quality of its outcomes.

Healthcare services are delivered through specialized institutions that comprise diverse human and material resources working collaboratively to provide comprehensive care. These institutions are characterized by a high degree of complexity and sensitivity, due to the multiplicity of their functions, the variety of professional specialties among their staff, and the intricate nature of their organizational structures. Moreover, they operate under strict regulatory and legislative constraints aimed at ensuring patient safety and the quality of services provided (Ammar, 2021).

Amid this complexity, human resource management (HRM) emerges as a fundamental pillar in the success of healthcare institutions. It is responsible for attracting and appointing qualified personnel across various health and administrative specialties, as well as implementing policies and procedures that safeguard the rights of both employees and the organization. HRM also contributes to the development of work practices, the adoption of modern technologies, aligning

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the institution with the labor market, and updating databases and salary scales in accordance with the organizational structure and evolving operational needs.

Human capital represents the most critical resource in healthcare institutions, as the quality of healthcare delivery largely depends on the competence of employees and their ability to perform effectively. Accordingly, human resource management strives to develop employees' capabilities, align their personal goals with those of the organization, and foster a positive organizational climate based on participation and mutual respect. It also aims to enhance employees' sense of responsibility and belonging, and to cultivate cooperation and organizational loyalty, all of which contribute to improving the quality of healthcare services provided.

Building on the foregoing, the significance of studying human resource management and its relationship with healthcare quality in hospitals becomes evident. HRM is recognized as a key factor influencing institutional performance, enhancing employee efficiency, and improving the quality of healthcare services delivered to patients.

Problem Statement:

Despite the growing importance of human resource management in enhancing overall institutional performance and, specifically, the quality of healthcare, many hospitals continue to face challenges related to low-quality healthcare services. These challenges include poor patient satisfaction, reduced employee performance efficiency, and high levels of job stress and burnout among healthcare workers, all of which negatively impact the quality of healthcare delivery.

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The literature and previous studies indicate a growing interest in examining healthcare service quality. The findings of Ammar (2021) demonstrated the significant contribution of human resource management to achieving high-quality healthcare services through effective workforce planning, as well as training, development, and both financial and non-financial incentives. In a similar context, the study by Socrates (2025) revealed a significant relationship between human resource management strategies and performance quality in the healthcare sector. However, the researcher notes a scarcity of comprehensive studies addressing the role of human resource management in improving healthcare quality within hospitals, particularly in Arab healthcare settings, with attention to the human and administrative dimensions alongside the technical and medical aspects. Accordingly, the current study aims to address the central question concerning the extent to which human resource management contributes to enhancing healthcare quality in hospitals, and to identify the deficiencies and challenges that limit the effectiveness of this role.

Research Questions:

Main Question:

What is the relationship between human resource management and healthcare quality in hospitals?

Sub-questions:

1. What is the concept of human resource management in hospitals?
2. What is the concept of healthcare quality and its main dimensions?

3. Which human resource management practices have the greatest impact on healthcare quality?

Study Objectives:

1. To identify the concept of human resource management in hospitals.
2. To clarify the concept of healthcare quality and its key dimensions.
3. To analyze human resource management practices applied in the healthcare sector.
4. To examine the role of human resource management in enhancing healthcare quality in hospitals.

Significance of the Study:

Theoretical Significance:

1. Enriching the scientific literature in the field of healthcare management.
2. Clarifying the relationship between human resource management and healthcare quality.
3. Providing a theoretical framework that may serve as a reference for future studies.

Practical Significance:

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1. Assisting hospital administrations in developing effective human resource management policies.
2. Enhancing employee efficiency and improving the quality of healthcare services.
3. Supporting healthcare decision-makers in formulating effective strategies to improve institutional performance.

Methodology:

The study adopts a descriptive-analytical approach through analyzing relevant literature and previous studies, reviewing human resource management models and practices in hospitals, and examining the relationship between human resource management and healthcare quality.

Theoretical Framework

I. Human Resource Management

Concept of Human Resource Management

Human resource management (HRM) is considered one of the most prominent administrative functions, focusing on the human element, which is regarded as the most valuable and influential resource for productivity. Managing and developing human resources forms a fundamental basis within organizations, aiming to enhance organizational capabilities and enable institutions to attract and qualify the necessary competencies to address current and future challenges. This significantly contributes to achieving organizational objectives and increasing profitability. The role of HRM

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has evolved considerably: whereas its traditional role was limited to workforce recruitment, hiring, payroll, and leave management, it has now expanded to become more comprehensive and specialized. HRM currently plays a strategic role that requires providing specialized competencies to perform its multifaceted activities, thereby enhancing overall organizational performance (Al-Shakhanbeh & Al-Dhalaein, 2015)

Perspectives differ regarding a unified definition of HRM. Traditionalists view HRM as a routine function concerned with matters that do not significantly affect organizational productivity, considering it a limited executive apparatus that does not rank among the organization's main departments, such as production or commercial management. In contrast, modern business management scholars attribute substantial importance to HRM, recognizing it as one of the organization's core functions, with equal significance to other departments due to the strategic role of human capital in achieving organizational goals (Kamel, 2010).

HRM has been defined in various ways: (Al-Aqood & Al-Ashlam, 2024).

- As the process of recruiting, training, compensating, and developing policies for employees, as well as devising strategies for their retention.
- As the philosophy, policies, procedures, and practices related to managing people within an organization.
- As the development and utilization of individuals (employees) to effectively achieve individual, organizational, societal, national, and international objectives.

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- As the processes and efforts to recruit, develop, motivate, and evaluate human resources necessary for the organization to achieve its goals.
- As the planning, organizing, mobilizing, and supervising of recruitment, development, compensation, integration, maintenance, and termination processes to achieve organizational objectives in a comprehensive manner

Importance of Human Resource Management

Human resource management (HRM) is considered one of the core functions in modern organizations, as it deals with the most valuable assets of any organization: people. Unlike other assets, human resources are “thinking assets,” capable of creativity and critical thinking. Through HRM, organizations seek to maximize the potential of their employees by motivating and encouraging them to innovate, and by creating a work environment that supports and develops these capabilities. At the same time, effective HR performance contributes to achieving the organization’s overall objectives and improving the efficiency of other departments (Al-Khalil, 2018).

At the organizational level, ambitious goals in production, marketing, and finance cannot be achieved without capable and motivated individuals. Although physical resources such as equipment and buildings are important, the value and productivity of human resources increase with accumulated experience, making them assets whose value grows when properly invested.

At the national level, effective human resource management is considered the foundation of economic independence and influence, particularly in developing

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countries. Well-trained and qualified human resources contribute to enhancing competitiveness, reducing the bill for imported technology, boosting the national economy, increasing exports, and ultimately helping to reduce unemployment (Al-Aqood & Al-Ashlam, 2024).

Objectives of Human Resource Management

The main objectives of human resource management (HRM) can be summarized as follows (Al-Sanousi, 2021):

- Achieving effective cooperation among employees to accomplish the organization's objectives.
- Creating incentives for the workforce to exert maximum effort in achieving organizational goals.
- Developing positive working relationships among all members of the organization.
- Ensuring fairness and equal opportunities for all employees in terms of promotion, compensation, training, and development.
- Providing suitable working conditions that guarantee a productive environment while protecting employees from potential risks, such as industrial accidents and occupational diseases.
- Selecting the most competent individuals for vacant positions and preparing and training them to perform their duties effectively.
- Maintaining uniform records for each employee within the organization.

- Caring for employees and providing them with social, cultural, and educational services.

Key Functions and Tasks of Human Resource Management

Human beings are the most important element within an organization, and human behavior is the determinant of any organizational success or failure. Human resources, with their knowledge, skills, flexibility, creativity, and responsiveness, enable the organization to achieve its objectives, making them the true driving force of the organization. Accordingly, the HR function, which aims to enhance the fit between individuals and their roles, is considered the most important function within the organization. The HR function has evolved to further develop both the organization and its workforce. The most important functions and tasks of human resource management include (Balqara, 2017):

- **Recruitment:** Attracting individuals to fill specific positions within the organization.
- **Selection and Appointment:** The process of screening, selecting, and officially appointing employees.
- **Training and Development:** Providing employees with training and development in their field of work to enhance their skills and productivity.
- **Program Design and Management:** Considered one of the most critical aspects of HR functions.
- **Performance Evaluation:** Assessing the performance of employees.

II. Healthcare Quality

Concept of Healthcare Quality:

High-quality healthcare is one of those abstract concepts that is difficult to define and measure accurately. Different stakeholders approach it from varying perspectives and emphasize areas that may differ from one another, resulting in no widely accepted single definition (Nuseirat, 2003).

From a medical and professional perspective, the best services that align with the latest scientific and medical developments constitute high-quality healthcare. Factors such as professional ethics, the level of care provided, and the type of service all influence quality (Adnan, 2019).

From an administrative standpoint, healthcare quality refers to the ability to make the best use of existing resources while attracting new resources to meet the requirements for providing a higher level of service. The most critical perspective—the patient perspective—assesses healthcare quality through the treatment process and its outcomes (Al-Enezi, 2019).

Patients often perceive healthcare quality in terms of the staff's attentiveness and kindness, as well as the physician's skill in diagnosing and treating their condition. In contrast, physicians may define quality as possessing the highest level of available medical knowledge and skills and delivering them effectively to patients.

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Healthcare quality is shaped by two main dimensions: the technological and the human. The technological dimension involves using medical knowledge and technology to diagnose and treat patients, while the human dimension encompasses addressing patients' basic needs—such as respect and empathy—and providing them with the information they require (Ateeq, 2011).

This definition underscores the social responsibility of the healthcare unit, regardless of its form or functions, as a provider of services to the community that fulfills its obligations toward patients, their care, and protection. From a societal perspective, healthcare quality represents the accountability of the healthcare unit as a service provider toward patients' rights.

Aspects of the Healthcare Concept:

1. **Care Technology:** Also referred to as the cognitive and technological component, this aspect encompasses the knowledge, expertise, and level of scientific and technological advancement accessible for medical care. It also includes the procedures and methods employed in treatment.
2. **Art of Care:** Sometimes known as the behavioral aspect of care, this dimension describes how healthcare professionals interact with patients. Notably, while this component emphasizes the technological and cognitive aspects of medical treatment, it has a significant impact on service quality, its assessment, and improvement (Moneer, 2021).
3. **Comfort and Hospitality Services:** This includes the level of exterior hospital design, the availability of elegant furniture and equipment,

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advanced computer systems for scheduling patient appointments, and hospitality-related amenities such as dining and waiting areas, internal transportation, and room equipment. According to the gap approach, healthcare quality is defined as the discrepancy between patients' expectations and their evaluation of actual performance (Ashour & Al-Abadleh, 2007).

Dimensions of Healthcare Service Quality

1. **Reliability:** The ability of the service provider to perform the promised service accurately and dependably, earning the trust of patients. Clients expect services to be delivered precisely as promised, in terms of timing and performance.
2. **Accessibility and Availability:** This refers to the organization's capacity and efforts to respond to the following questions, assessing their importance from the patient's perspective (Ateeq, 2011):
 - Is the service provided when the client wants it?
 - Is the service delivered at the location desired by the client?
 - Will the service be provided upon the client's request?
 - How long must the client wait to receive the service?
 - Is it easy to reach the service provider's location?
3. **Safety:** Refers to the perceived level of risk associated with receiving the service from the organization, the provider, or both. It serves as an indicator of how safe and confident individuals feel regarding the service and those providing it.

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4. **Credibility:** The extent to which the service provider is trustworthy. Does the provider follow through on statements and promises? It also reflects the provider's ability to understand patient needs and deliver continuous care with awareness and expertise.
5. **Responsiveness:** Indicates the ability of service providers to meet clients' needs as they arise, and their willingness and capability to provide consistent service. Are providers enthusiastic and willing to serve? Are they prepared to fulfill requests when services are sought? (Sanousi, 2009)
6. **Competence and Capability:** Refers to the adequacy and qualifications of individuals responsible for delivering the service, in terms of knowledge, skills, analytical, and reasoning abilities that enable optimal performance. During initial interactions, clients often rely on academic credentials, practical experience, and recognized affiliations, preferring to receive services from officially certified providers or highly educated personnel.
7. **Tangibles:** This dimension includes the physical facilities accessible to the service organization, communication tools used for client interaction, technology employed in service delivery, interior design and décor, and the professional appearance of employees.
8. **Communication:** Refers to the service provider's ability to inform clients about the features of the service and clarify the role clients must play to access the required service (Manzoor, 2019).

Healthcare Standards and the Role of Strategic Human Resource Management

Healthcare Standards: (Hussain et al., 2019)

1. **Technical Competence:** Refers to the actual performance level of managers and service providers, as well as their skills and capabilities.
2. **Ease of Access to Medical Services:** Services should be easily accessible, nearby, and equipped with a communication system without obstacles.
3. **Effectiveness and Impact:** The success and influence of services, based on scientific principles, and their proper delivery using technology that considers potential risks and circumstances.
4. **Interpersonal Relations:** This involves positive interactions such as responsiveness, empathy, attentive listening, and mutual respect between healthcare providers and patients, as well as among the healthcare team and the broader community.
5. **Efficiency:** The ability to deliver the required services appropriately according to established standards and principles.
6. **Continuity:** The capacity to provide services consistently over time.
7. **Risk Reduction:** Minimizing potential risks to patients and healthcare professionals in areas of safety and security.
8. **Amenities** are considered service requirements that help meet patients' needs and preferences, such as comfortable waiting areas and curtains in examination rooms to protect patient privacy and confidentiality (Kasurinen et al, 2012).

The Role of Strategic Human Resource Management in Healthcare:

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Human resource development holds particular importance in the healthcare sector due to the sensitive human nature of healthcare services and their direct reliance on the competence, skills, and behaviors of hospital and healthcare staff. Human resources are the primary driver of healthcare quality, as the professional performance of physicians, nurses, and administrative staff is closely linked to patient safety, satisfaction, and the efficiency of treatment services (Habib, 2011).

From this perspective, strategic human resource management in hospitals emerges as a pivotal tool for enhancing healthcare quality. This is achieved through effective workforce planning, recruiting qualified professionals, developing their skills, and implementing training, motivation, and performance evaluation systems aligned with the nature of healthcare work and accounting for individual differences among employees. Such management also fosters positive changes in administrative behavior, strengthens organizational commitment, and increases employee job satisfaction, all of which directly impact the quality of healthcare services provided.

Strategic HR management assists hospitals in adapting to the increasing challenges within the healthcare work environment, such as technological advancements, rising demand for health services, and higher operating costs, in addition to stringent regulatory and legislative requirements. It also contributes to creating an organizational climate that supports creativity and teamwork, based on professional and ethical responsibility, thereby promoting sustainable healthcare development and improving healthcare outcomes.

Human Resource Strategies in the Healthcare Sector

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Human resource planning is considered one of the most critical administrative functions due to its strong connection with the organization's overall goals and its future vision. Strategic human resource planning involves a set of activities and decisions related to formulating and implementing the organization's strategic workforce needs to achieve sustainable competitive advantage (Abdeljawad, 2021).

1. Job Design and Description:

Job design refers to the process aimed at defining the content of a job, how it is performed, and its relationship with other positions. Job analysis involves systematically collecting information through observation and study to identify the core elements of the work, as well as the knowledge, skills, personal characteristics, and abilities required to perform it. The processes of job design and analysis are fundamental HR functions, serving as the foundation upon which all other HR activities are built. Therefore, these processes must be conducted scientifically, methodically, and comprehensively.

2. Training and Human Resource Development:

Training is an ongoing process that equips individuals and teams with knowledge, skills, abilities, and perspectives to achieve desired objectives and continuously improve performance. Organizations prioritize training as a key input in human resource development due to its impact on their market competitiveness. Development, on the other hand, refers to educating employees in techniques and

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skills necessary for their current and future roles, focusing on their needs and performance excellence. Thus, development is broader than training, with training considered a component of overall development.

3. Incentives and Compensation:

Incentives encompass all factors, means, and mechanisms used by management to influence employees' behavior, encouraging greater effort and productive work, whether in production or services, to achieve both organizational and individual goals. Compensation contributes to organizational objectives by leveraging employees' capabilities, improving their social, psychological, and financial well-being, and creating satisfaction, which positively impacts overall organizational performance.

4. Performance Evaluation:

Performance evaluation is a method for assessing the individual or collective performance of employees and determining the extent to which they achieve their objectives. This process is closely linked to employees' skills, abilities, and competencies, as well as to the nature of the work and the criteria used to measure performance. Evaluation standards primarily focus on the efficiency and effectiveness of the outcomes to be achieved.

Previous Studies

1. Kowadek (2021) – “Evaluating the Quality of Healthcare Services in the Public Health Sector of Blida Province during 2014–2017 from the Perspective of Health Coverage”

This study aimed to evaluate the quality of healthcare services in public health institutions in Blida Province during the period 2014–2017, based on health coverage indicators. These included indicators for bed availability, physician coverage across various categories (specialist doctors, general practitioners, dentists, and pharmacists), and the coverage of paramedical staff relative to the population during the same period. The study concluded that clinical, medical, and paramedical coverage in the public health sector of Blida Province was very low, negatively affecting the performance of the public health sector. This situation increased the success of the private health sector at the expense of public services. The study recommended enhancing public sector health coverage, including clinical, medical, and paramedical services, to ensure that public services are accepted and utilized by beneficiaries.

2. Ammar (2021) – “Human Resource Management and Its Role in Improving the Quality of Healthcare Services: A Case Study of the Mother and Child Hospital, Tlemcen”

This study examined the role of human resource management in improving healthcare service quality at the Mother and Child Hospital in Tlemcen Province. The independent variable was human resource management, represented by strategic

planning, job analysis and description, training and development, compensation and incentives, and performance evaluation. The dependent variable was the quality of healthcare services. The study employed a questionnaire to collect data and concluded that human resource management significantly contributes to achieving healthcare service quality through effective workforce planning, training programs, and both financial and non-financial incentives.

3. Abdeljawad (2021) – “Factors Affecting the Fair Distribution of Human Resources Related to Healthcare Services in Public Hospitals”

Healthcare is one of the fundamental components of society and a basic human need. Linking fair distribution to access to healthcare requires justice in the absence of discrimination and the elimination of its negative consequences, such as marginalization and deprivation of rights. This study aimed to identify the factors influencing the fair distribution of human resources related to healthcare services. Key concepts included influencing factors, fair distribution, human resources, and healthcare. The study employed a descriptive-analytical approach using a social survey of 100 inpatients at Fayoum General Hospital. Data were collected through a structured questionnaire applied to patients. Results indicated a high level of fairness in the distribution of doctors’ services and a moderate level of fairness in nursing services. The study recommended providing an adequate number of specialist doctors, sufficient nursing staff, and qualified technicians for radiology and laboratory departments to improve service delivery in public hospitals.

Conclusion :

The study highlights that healthcare quality depends not only on technology and infrastructure but fundamentally on effective human resource management. Strategic HR practices—such as workforce planning, recruiting qualified staff, continuous training, fair incentives, and performance evaluation—are crucial for improving both technical and human aspects of care. Neglecting HR planning or misaligning policies with institutional goals can harm service quality and increase staff stress. Sustainable healthcare quality requires integrating medical expertise, advanced technology, and effective human resource management.

Results

Based on the analysis of the literature and previous studies related to human resource management (HRM) and the quality of healthcare in hospitals, the study arrived at several key findings, as follows:

1. There is a strong relationship between human resource management and the quality of healthcare, indicating that the effectiveness of HRM practices directly contributes to improving the quality of care provided to patients.
2. Human resources constitute the fundamental pillar in enhancing healthcare quality, as the competence, job satisfaction, and motivation of healthcare staff are closely linked to the quality of services in terms of accuracy, speed, and humane treatment of patients.

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3. Continuous training and professional development of healthcare personnel enhance their technical and behavioral skills, which positively impacts healthcare performance and the overall quality of care delivered.
4. Incentive and reward systems play a crucial role in improving employee performance, as recognition and perceived fairness increase organizational commitment and professional dedication, which in turn positively affects the quality of healthcare services.
5. Weaknesses in certain HRM practices, such as insufficient strategic human resource planning or inadequate training programs, may lead to lower healthcare quality and increase the workload and pressure on healthcare staff.

Recommendations

In light of the study's findings, several recommendations are proposed to strengthen the role of human resource management in enhancing the quality of healthcare in hospitals:

1. Adopt HRM as a strategic function within hospitals and align its policies and objectives with the overall goals of the healthcare institution and healthcare quality.
2. Develop continuous training and professional development programs for healthcare personnel to improve their technical and behavioral competencies while keeping pace with scientific and technological advancements in the healthcare sector.

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3. Design fair and effective incentive and reward systems that recognize high performance and encourage creativity and professional commitment, thereby positively impacting healthcare quality.
4. Improve the work environment within hospitals by enhancing internal communication, promoting teamwork, and fostering a supportive and motivating organizational climate for staff.
5. Conduct regular and objective performance evaluations of employees and link the results to career development and promotion programs.

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