

EFFECT OF RECRUITMENT POLICIES ON QUALITY OF HEALTH SERVICES IN PUBLIC HOSPITALS OF NAJRAN: STAFF PERSPECTIVE (APPLIED STUDY: 2013-2018)

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ABSTRACT: *The present study investigates the effect of recruitment policies on quality of health services (i.e. reliability, responsiveness, tangibility, assurance, and empathy) in public hospitals in Saudi Arabia over five years from 2013. It was applied to the hospitals of Najran region, namely King Khalid Hospital, Maternity and Children's Hospital, Al Chorfa General Hospital, Yadma General Hospital, Thr General Hospital, Hbuna General Hospital, and Sharourah General Hospital. The study adopted the analytical descriptive approach and applied a questionnaire to (212) staff members. It concluded that the hospital lacks an administrative unit to screen the candidates for administrative positions and lacks the effectiveness of notifying the patients with the date of offering the health services. Additionally, the hospital slowly responds to the patients' enquires and complaints and does not comply with offering health services in a timely manner. The study recommended establishing an administrative unit to screen the candidates for administrative positions, reviewing the response mechanism to enquire and complaints, as well as committing to offering health services on time.*

KEYWORDS: Selection, Recruitment, Quality of health services, Public hospitals

INTRODUCTION

Since its establishment, the Saudi Ministry of Health has adopted a firm policy towards developing health programs to improve the quality of health services in public hospitals, centers, and other institutions. Such institutions have encountered many challenges, including the promotion of quality and delivering of health services to all inhabitants. Saudi Arabia has the largest health care sector in the Gulf States; about (48%) of the Gulf States' expenditure on health care that is expected to reach \$ 10 billion in 2020. Therefore, an efficient administrative system shall be developed to recruit the staff. That is, the selection criteria shall be developed to set the qualifications, abilities, and characteristics required for a certain health and administrative position in terms of duties, responsibilities, and hierarchy. The screening procedures are also set to be compatible with the job requirements. Consequently, the official's performance is developed and the quality of health services is improved.

Statement of the Problem

The problem of the study has been defined in the beneficiaries' dissatisfaction with the quality of health services in public hospitals of Najran resulting from the poor performance of administrative personnel and health staff. However, the Ministry of Health endeavors to recruit the best health cadres and to introduce developed technological operational systems to hospitals. In other words,

the administrative personnel are incompatible with the hospital administration system and the recruitment programs lack development to meet quality requirements. Therefore, the present study surveyed the health staff of doctors, pharmacists, nurses...etc. to investigate the impact of the administrative performance on quality of the present and desired health services, as well as seeking solutions that help develop administrative procedures on scientific bases. Thus, the study raises the following question: "What is the effectiveness of recruitment policies on quality of health services in public hospitals of Najran)?"

Objectives

The study aims to:

- a. Investigate the recruitment method in the public hospitals of Najran and Saudi Arabia.
- b. Highlight the significance of the recruitment policies in Najran public hospitals to health services.
- c. Identify the administrative aspects affecting the poor health services in Najran's hospitals.

Significance

It is a significant study because it is applied to Najran region that largely relies on the public health services due to the lack of private hospitals. Such health services are greatly affected by the performance of administrative personnel.

Hypotheses

1. The recruitment policy does not affect the quality of health services in public hospitals of Najran.
2. There are statistically significant differences on the quality of health services according to demographic variables.

Variables

- Independent variables: Selection- recruitment
- Dependent variable: quality of health services
- Control variables: Personal data of the respondents

Limitations

Spatial limitations: Hospitals of Najran (i.e. King Khalid Hospital, Maternity and Children's Hospital, Al Chorfa General Hospital, Thr General Hospital, Hbuna General Hospital, Sharourah General Hospital, and Yadma General Hospital)

Temporal limitations: 2013-2018

LITERATURE REVIEW

Many studies addressed the aspects of quality of health services in public and private hospitals based on various factors. For example, Sedqy and Hamawy (2018) measured the aspects of quality of health services offered in the public hospitals of Aleppo. The study was applied to (174) employees; (67) doctors, (69) nurses, and (38) administrators in four hospitals, namely Alrazy Hospital, Ibn Rushd Hospital, Aleppo University Hospital, Aleppo University Hospital of Obstetrics and Gynecology.

It concluded that there are there are statistically significant differences among the service providers (doctors, nurses, and administrators) in Aleppo public hospitals in terms of the conceptions of the aspects of quality of health services due to demographic variables of gender, age, and years of experience. There are statistically significant differences among service providers in Aleppo public hospitals in terms of the conceptions of the aspects of quality of health services due to the reality of the administrative work. Furthermore, there are statistically significant differences among Aleppo public hospitals that are affiliated to the Ministry of Health and the Ministry of Higher Education regarding the conceptions of the aspects of quality of health services, namely responsiveness, reliability, and assurance.

The study recommended the administrations of Aleppo public hospitals to hold seminars, lectures, and training programs to promote the quality of health services among the providers, as well as conducting periodic surveys to identify the level of applying the aspects of quality of health services. Taj (2002) investigated the impact of recruitment policy on the performance of services' sector. The study was applied to the Sudanese electricity distribution company Ltd. It concluded that the human resources and other departments agreed on the importance of the human factor to the development of all works due to the effective roles of the individuals. Furthermore, the training and qualification of manpower largely focused on the technicians and did not give the administrators the adequate opportunity of training and qualification. The study recommended the administrative leadership to attach particular importance for all the staff of the company by developing a clear and accurate strategy of the training policies and programs, defining the actual technical or administrative needs. This positively affects the performance and production of the company. The administration has to pay attention to planning the manpower to define its actual needs. Moreover, the good planning of the manpower ensures the best selection of the cares, positively affecting the company's performance.

Health services' institutions in Sudan encounter many administrative challenges that cause failure and inability to develop due to the lack of total management systems. Yahya, Mohamed and Yunes (2017) investigated the role of such systems in evaluating health services in the health institutions of Sudan from 2002 to 2012 in terms of tangibility and reliability. The study was significant because of the role of hospitals in offering health services in Sudan. It aimed to investigate the relationship between the aspects of total quality and evaluating health services and their criteria, as well as utilizing the hospitals of total quality systems. It adopted the historical and descriptive analytical approaches. The study revealed that there was a relation between tangibility and evaluating health services, but there was not such relation in terms of reliability. It recommended the hospital administration to fulfill its obligations to the patients concerning providing health services and to set a timetable for offering the treatment services.

Garghon (2010) investigated the reality of recruitment policies for administrative jobs at the Palestinian Ministry of Higher Education in Gaza, the level of organizational loyalty among the administrators, and the impact of recruitment policies on their organizational loyalty. The study adopted the descriptive analytical approach and was applied to (226) of undersecretaries and heads of departments. It concluded that the ministry set written administrative policies and procedures regulating the recruitment of the appropriate personnel, if applied transparently and objectively. The ministry gave a high priority for recruiting its officials not from outside, thus losing the opportunity of recruiting administrative efficiencies from outside broadly. Despite developing the recruiting policies, they neither ensured free and fair competition among the candidates, nor motivated the

administrative efficiencies. The control authorities, especially the General Personnel Council, applied poor and formal administrative control procedures that did not ensure achieving the desired objectives of recruitment for the administrative positions. Moreover, the Ministry conducted personal interviews for screening the candidates.

Idris (2016) examined the quality of health services and its role in developing the health operation at Baraha medical hospital, Khartoum. The study adopted the descriptive approach. It covered a randomly selected sample of doctors, medical care providers, and patients. Based on the arithmetic means of the responses to the scales of the main domains of quality services, the results revealed that its level in the hospital was acceptable. Moreover, the hospital could provide more quality and secure medical services to the patients as the domains of the quality could be applied effectively through the commitment of the administration and staff to quality, collaboration, and participation to the improvement of the quality of services. They might also have positive attitudes towards updating the medical devices, equipment, and supplies and take care of the physical environment of the hospital.

Abdulqader (2017) investigated the adoption of the health institution of the management change to improve the quality of health service. It was applied to the health and administrative positions at the hospital of Ahmed Ibn Adjila Laghouat. It adopted the descriptive analytical approach. The study concluded that there were a statistically significant effect of change management on the quality of health services in the institution under study. It recommended the focus on quality change through good training that enhances the skills and knowledge of the staff.

Stevens and Szmerekovsky (2010) investigated the effect of employment advertisements on employment attraction. It was applied to a population of (178) students at the College of Business Administration, Boston University. Only (151) students (aged 19-47) responded. The study concluded that the responses of the participants were greatly affected with the job type and characteristics with a validity of (95%). It concluded that there was a significant positive relationship between the wording of the advertisement and response of the participants. There was a positive relationship also between extraversion and attraction to the advertisements according to the content and type of the advertisement. The study recommended that the clear standards are more significant than the type of the advertisement on the effect size of the applicants.

Heraty and Morlay (1998) examined the reality of current policy and practice in recruitment and selection in the commercial and service institutions in Ireland. It concluded that the traditional means are still in action, including interview and job application. However, only a few institutions utilized modern selection means, e.g. centers for administration evaluation and psychological tests. To conclude, literature addressed the recruitment policies, the quality of health services, or job satisfaction in different administrative environments. However, it did not combine the recruitment policy and quality of health services. The present study is the first one to be applied to the hospitals of Najran.

Definition of Terms

Selection

Alsaeray (2013) defines it as the process of development and discovering of the individuals' qualifications to work in the institution. It is a process of screening the candidates to choose the best based on the required conditions and features (Alsattouf, 2006). Saleh (2009) argues that it is the

process of examining the applications of the candidates to verify that they are eligible for the conditions of the positions. Later, they are interviewed and recruited. Thus, it helps verify that the skills and abilities of the candidates meet the requirements and conditions of the positions (Aljameely, 2004).

- Significance of selection:

Selection is highly important for the administrative organizations because it helps distribute the manpower appropriately. It also helps utilize the available human resources, decreasing cost, maximizing profit, and maintaining their survival (Alsaerafy, 2013). It enables the employee to select what matches his/ her skills and capabilities. Thus, the morale of the employees is enhanced and the speed of work rotation decreases. Moreover, the applicants have positive attitudes towards the organization, especially if some specializations are rare. This facilitates the task of meeting the organizations' needs (Del and Wales, 2002).

- Sources and stages of selection in health organizations

According to Jab Allah (1988), it is categorized into two groups; internal and external sources. On the one hand, the internal sources are a repository of skills in the health field and they are examined to show the employee who matches the capabilities and job requirements and can be recruited through secondment or promotion (Hejazy, 2007). It saves cost and effort. On the other hand, the external resources include the educational organizations, recruitment agencies, and other organizations. However, they may deprive the hospitals from making use of the available competencies and skills. They also do not prevent favor or prejudice at the time of recruitment (Aljameely, 2004). This process consists of four stages, namely:

- Submitting job applications to identify those who are not eligible. It has positive psychological effects on the eligible candidates. It ensures selecting the most appropriate and reduces costs (Zoulef, 2011).
- In the investigation stage, the written documents are examined.
- The interview saves cost, time, and effort by excluding the illegible candidates (Hasan, 2011).
- Examination of applications: The personal data of the candidate are examined, including name, age, gender, and academic qualification.
- Testing: The candidates are tested to define their capabilities. It is objective and less biased in comparison to other means.
- Medical examination: The physical and mental capabilities of the candidates are examined to help protect the current employees against infectious diseases.

Recruitment

After the selection process, the recruitment process comprises four major stages: making the appointment decision, evaluation during the probationary period, hiring them as permanent employees and testing the capabilities (Gaweesh, 2007).

a. Concept of quality of health service

According to Khasrouf (2008), there are many definitions for the quality of health service. It is defined as a set of procedures to ensure achieving high levels of the quality of health services offered to the beneficiaries. It is also the achievement of works by highly skilled employees to provide a high-quality service to the patients. According to Kotler and Armstrong (2004), it is the procedures developed by the health organization to distinguish itself from the others. The World Health Organization (WHO) thinks of the quality of health services as the adoption of standards and right attitude in a safe and acceptable manner by the community at a reasonable cost. It affects the

ratio of cases, mortality, disability, malnutrition, as well as examining the provision and continuous improvement of health care services to meet the stakeholders' needs.

b. Objectives of quality of health services

Khowja (2005) argues that the quality of health services aim to achieve a set of objectives:

1. Providing a high-quality health service that achieves the satisfaction of the patient and enhances loyalty to the health organization.
 2. Evaluating the satisfaction and surveying the perspectives of the beneficiaries to develop health services.
 3. Enhancing communication between the beneficiaries and providers of the health service.
 4. Empowering the health organizations to perform the tasks efficiently and effectively.
 5. Promoting the morals and productivity of the staff of the health organizations.
- c. Aspects of quality of health services

Authors define the most important aspects of quality of health services, as follows:

- Responsiveness that means the ability and responsiveness of the organization to the inquiries and requests of the beneficiaries. Shaikh and Rabbani (2005) reports that all beneficiaries receive timely care with good treatment, regardless of origin, status, and background. They define its factors in the speed of service, constant readiness to cooperate with patients, instant response to inquiries and complaints, and notifying the patient of the time of the service.
- Reliability is the ability of the organization to provide the health services with high accuracy, safety, and continuity. Shafie, Azmi, and Haron (2004) believe that is the commitment to the times of the beneficiaries, offering services in a timely manner, and finding solutions to the potential problems. It is based on the accuracy of medical records and documents and punctuality.
- Assurance: It is the trust of the beneficiaries in the members of the organization in terms of qualifications, skills, and characteristics. Assurance means knowledge, good treatment, and ability of the service providers to disseminate confidence and honesty. It also covers the communication between the service providers and customers (Shafie, Azmi, and Haron, 2004).
- Tangibility: It refers to the facilities, physical and human equipment, communication materials and equipment, buildings, information and communication technology, boarding facilities and accommodation to provide the service, physical appearance of the staff, internal arrangements, waiting areas...etc. (Zeithaml and Britner, 2012). It also covers amenities, including educational medical programs using display devices, educational means, and books; appearance and uniform of the employees; decoration, furniture, and attraction of the hospital; internal design and organization (Shafie, Azmi, and Haron, 2004).
- Empathy: According to Zeithaml and Britner (2012), it covers the interest in the employees, identifying and understanding their needs, appropriateness of the working hours, keen on their interest, finding solutions to their problems, showing friendship, and making them feel the desire to offer the service according to their needs. Shaikh (2011) defines it as the care and interest of the organization in offering services to the beneficiaries.

METHODOLOGY

- *Method*

- The descriptive analytical approach was utilized to evaluate the relationship between recruitment and adequacy of the employees to work in hospitals. Additionally, the comparative approach was adopted to make meaningful generalizations that help solve the problem of the study and add to the field.

- Two information resources were employed. The preliminary resources comprised the preliminary data that were collected using the questionnaire as a main research tool. It was distributed to a sample of the employees of the hospitals of Najran. The secondary resources comprised books, Arab and foreign references, periodicals, articles, reports, researches, and websites.

- *Population and sampling*

- The population of the study covers the health staff at the hospitals of Najran, i.e. The General Hospital, King Khalid Hospital, Sharourah General Hospital, and Maternity and Children's Hospital numbered (1500) employees. The authors applied the study to a randomly selected sample of (225) doctors, pharmacists, nurses, and others, of which (212) participants, rated (94.2%) responded.

- *Tool*

- To achieve the objectives of the study, a 75- item questionnaire was designed. It covered (11) domains, namely advertisement, recruitment, occupational tests, interviews, selection, appropriateness, assurance, reliability, empathy, two domains of quality of health services, and tangibility.

Building the tool

- The authors designed the study tool to define the relationship between recruitment and quality of health services. The questionnaire was reviewed by three faculty members at the College of Administrative Sciences, Najran University and the deputy director of King Khalid Hospital. Consequently, the questionnaire comprised (11) domains, covering the (7) aspects of quality and (57) items. To verify the questionnaire's validity, Cronbach's alpha was utilized.

Table (1): Cronbach's alpha to verify the questionnaire's validity

No.	Domain	Cronbach's alpha
1.	Advertisement	0.800
2.	Recruitment	0.695
3.	Occupational tests	0.853
4.	Interviews	0.867
5.	Selection	0.915
6.	Appropriateness	0.906
7.	Assurance and reliability	0.866
Total		0.843

Source: The questionnaire, 2018

Table (1) shows that Cronbach's alpha was high for all domains, ranged from (0.695) to (0.915). Moreover, the Cronbach's alpha of the total questionnaire was (0.843). The reliability coefficient was high for all domains and ranged from (0.948) to (0.825) and the total reliability was (0.965). That is, the reliability and validity were high.

Statistical methods

The authors utilized SPSS in analyzing the questionnaire. Based on the normality distribution test, they employed the percentage, frequencies, arithmetic means, linearly weighted average to define the frequency of certain variables, and Cronbach's alpha to verify the validity of the tool. Additionally, the Spearman correlation was used to investigate the relationship among the variables, the Kolmogorov-Smirnov test was applied to examine if the variables are normally distributed.

Normality distribution test helped identify whether the response rate was (3) or not, and Mann–Whitney test was used to identify whether there were statistically significant differences between two groups.

RESULTS

a. *Features of the sample*

The frequencies and percentages were calculated to describe the responses of the participants to the items of the first part of the questionnaire concerning personal and occupational data (table 2).

Table (2): Frequency and percentage of the sample concerning personal and occupational data

Variable	Categories	Number	Percentage (%)
Gender	Male	120	%56.6
	Female	92	%43.4
Academic Qualification	Less than Bachelor	100	%47.2
	Bachelor	90	%42.4
	Post-graduate studies	22	%10.4
Age	20-30	51	%24
	31-40	47	%22.3
	41-50	80	%37.7
	51 and older	34	%16
Years of experience	Less than 5 years	75	%35.4
	5-10 years	81	%38.2
	11-15 years	23	%10.8
	More than 15 years	19	%9
	More than 15 years	14	%6.6
Job title	Assistant staff	54	%25.5
	Nurses	92	%43.4
	Pharmacists	15	%7
	Doctors	51	%24.1

Source: The questionnaire, 2018

Table (2) illustrates that most of the participants (56.6%) were males and Bachelor was ranked first (42.4%). While the age group (41-50 years) was ranked first (37.7%), (51 and older) was ranked last (6.6%). In terms of experience, (5-10) years was ranked first (38.2%), while (more than 15) years was ranked last (6.6%). Regarding job title, nurses were ranked first (43.4%) and pharmacists were ranked last (7%).

DISCUSSION

Descriptive analysis: Table (3) shows the means of scores of the items and level of significance.

Table (3): Arithmetic means and significance levels of the responses to the items of the questionnaire

Advertising vacancies					
No.	Items	Means	T	Sig (2-tailed)	Differences
1.	The hospital relies on newspaper advertisements for recruitment.	3.93	16.1	*0.000	Significant
2.	The hospital relies on internal announcements for recruitment.	3.76	14.9	*0.000	Significant
3.	The hospital depends on the recommendation of the higher administration.	2.07	12.4	*0.000	Significant
4.	The nominations of the officials are considered for recruitment.	2.22	19.1	*0.000	Significant
5.	The advertisement allows the candidate adequate time to prepare the identification documents.	3.61	18.6	*0.000	Significant
6.	The advertisement gives a clear description of the position and its requirements.	3.04	17.9	*0.000	Significant
Recruitment					
No.	Items	Means	T	Sig (2-tailed)	Differences
1.	The needs are defined based on clear administrative procedures.	2.28	17.6	*0.000	Significant
2.	The adequacy of the administrative procedures for recruitment are verified.	3.70	13.0	*0.000	Significant
3.	The internal and external environments are considered in recruitment.	2.35	16.9	*0.000	Significant
4.	The recruitment process is carried out fairly.	3.12	17.6	*0.000	Significant
5.	The recruitment resources are prioritized.	2.74	16.7	*0.000	Significant
Occupational tests					
No.	Items	Means	No.	Sig (2-tailed)	Differences
1.	The occupational tests are appropriate for defining the candidates' abilities.	2.18	18.2	*0.000	Significant
2.	The tests are adequate for occupying the vacancies at the hospital.	3.23	17.2	*0.000	Significant
3.	The tests differ based on the experience and qualifications of the candidates.	3.07	19.2	*0.000	Significant
4.	The tests measure the different required occupational skills.	2.09	18.6	*0.000	Significant
Interviews					
No.	Items	Means	T	Sig (2-	Differences

No.	Items	Means	T	Sig (2-tailed)	Differences
1.	The interviews are announced well in advance.	3.19	18.8	*0.000	Significant
2.	The interviews are prepared in advance.	4.07	18.6	*0.000	Significant
3.	The questions of the interview are asked in a smooth, logical, and reasonable manner.	2.11	18.2	*0.000	Significant
4.	Selecting the members of the interview committee is regulated.	2.19	19.2	*0.000	Significant
5.	Clear standards are developed for the type of questions and grading.	2.25	18.2	*0.000	Significant
Selection					
No.	Items	Means	T	Sig (2-tailed)	Differences
1.	The selection is merit-based.	2.58	16.9	*0.000	Significant
2.	The selection is done openly and transparently	3.28	16.7	*0.000	Significant
3.	The hospital applies internal promotion for selection.	2.69	17.6	*0.000	Significant
4.	There is a system of screening the candidates.	2.12	12.2	0.051	Insignificant
5.	On holding a certain position, there is planning to provide cadres.	3.97	4.8	*0.000	Significant
6.	There is an internal updated database on the performance of the staff that benefits in internal selection.	4.13	10.8	*0.000	Significant
Appropriateness					
No.	Items	Means	T	Sig (2-tailed)	Differences
1.	Recruitment is appropriate for the nature of the hospital's positions.	2.58	12.2	*0.001	Significant
2.	The hospital adopts written administrative policies for recruitment.	3.69	10.5	*0.000	Significant
3.	Recruitment ensures fare competition.	3.35	4.8	*0.000	Significant
4.	The hospital seeks to recruit the best candidates.	2.58	13.0	*0.000	Significant
5.	The recruitment policies motivate the staff to develop their administrative capabilities and skills.	2.28	10.8	*0.000	Significant
6.	Recruitment is adequate for the position.	3.12	17.6	*0.000	Significant

Source: The questionnaire, 2018

Table (3) shows that the means were high in advertising with significant differences. That is, the hospitals of Najran rely on newspaper advertisements for recruitment and consider internal announcements. Additionally, the advertisement suits the candidates in terms of time and the description of the position and its requirements. The means of the 3rd and 4th items were low with significant differences. In the recruitment domain, the means of the 2nd and 4th questions were high with significant differences suggesting that the adequacy of the administrative procedures for recruitment were verified and were carried out fairly. However, the means of the other items of the domain were low but with significant differences.

Regarding the occupational tests, the 2nd and 3rd items were high with significant differences, suggesting that the tests were adequate to occupy the vacancies in the hospital and differ in terms of the candidates' experience and qualifications. The means of the 1st and 4th items were low with significant indicating that they could help define the abilities of the candidates and measure the required occupational skills. In terms of interviews' domain, the 1st and 2nd items were rated high with significant differences suggesting that they were announced and prepared well in advance. Regarding the selection domain, the 2nd, 5th, and 6th items were rated high with significant that the public hospitals of Najran consider the selection process openly and transparently. This enhances the satisfaction and loyalty of the staff, and planning helps provide the appropriate cadres for vacancies. Moreover, the internal updated database on the performance of the staff benefits in internal selection. The relationship of item the 4th item was insignificant. Therefore, the administration should develop a system to screen the candidates. The means of the 1st and 3rd items were low with significant means.

For the appropriateness domain, the 2nd, 3rd, and 6th items were high with significant differences, suggesting that the hospitals adopt written administrative policies for recruitment and that recruitment ensures fair competition. Consequently, the candidate occupies the appropriate position. The means of selection items were low with significant differences suggesting that the selection was appropriate for the positions, and that the hospitals seek to recruit the best staff members and motivate them to develop their capabilities and skills.

Table (4): Means and differences of assurance domain

					Assurance
No.	Items	Means	T	Sig (2-tailed)	Differences
1.	The patients trust the qualifications, skills, and experience of the staff members.	2.52	12.4	*0.000	Significant
2.	The patients feel safe when dealing with the staff members.	3.61	14.9	*0.000	Significant
3.	The staff members are moderate and treat the patients in a good manner.	3.41	17.5	*0.000	Significant
4.	The hospital keeps accurate and authentic records for the patients.	4.04	18.1	*0.000	Significant
5.	The hospital maintains the privacy of the patients' information.	4.22	12.4	*0.000	Significant
6.	The hospital enjoys good reputation in Najran community.	3.76	14.9	*0.000	Significant

Source: The questionnaire, 2018

Table (4) shows that the 2nd, 3rd, 4th, 5th, and 6th items of assurance domain were high with significant differences, suggesting that the patients felt safe when interacting with the hospital's staff members who enjoy good manners. Additionally, the hospitals had an integrated and accurate database for the patients and enjoyed good reputation. However, the means of the 1st item was low with significant differences.

Table (5): Means and differences of empathy domain

Empathy (emotional aspects)					
No.	Items	Means	T	Sig (2-tailed)	Differences
1.	The system of booking dates satisfies the patients.	2.95	16.7	*0.000	Significant
2.	The staff members of the hospital are keen on identifying the training needs of the patients.	2.98	17.1	*0.000	Significant
3.	The hospital considers the customs and traditions of Najran community.	3.81	15.2	*0.000	Significant
4.	The hospital's working hours meet the patients' needs.	3.83	15.2	*0.000	Significant

Source: The questionnaire, 2018

Table (5) illustrates that the items of empathy (emotional aspects) domain was high with significant differences, suggesting that the hospital considers the customs and traditions of Najran community and that the working hours satisfy the patients' needs. The other items were low with significant differences.

Table (6): Means and differences of tangibility domain

Tangibility					
No.	Items	Means	T	Sig (2-tailed)	Differences
1.	The hospital has modern equipment and technology devices .	3.65	11.8	*0.000	Significant
2.	The hospital offers clean and well-equipped waiting rooms.	4.08	17.4	*0.000	Significant
3.	The hospital offers health-appropriate facilities.	2.83	14.7	*0.000	Significant
4.	The facilities are clean and make the patients feel comfort.	3.75	14.2	*0.000	Significant
5.	The staff members enjoy a high level of cleanliness and good-looking.	2.76	14.3	*0.000	Significant
6.	There are boards and signs that facilitate access to all facilities.	2.85	15.7	*0.000	Significant

Source: The questionnaire, 2018

Table (6) shows that the means of the items of tangibility domain were high with significant differences, suggesting that the staff members of the hospitals of Najran could manage the technological equipment and tools, offer clean facilities that make the visitors and patients feel comfort, and afford clean and well-equipped waiting rooms. Furthermore, such facilities are health-appropriate. The means of other items were low but with significant differences.

Table (7): Means and differences of responsiveness domain

Responsiveness					
No.	Items	Means	T	Sig (2-tailed)	Differences
1.	The staff members notify the patients with the time of offering the service accurately.	2.68	12.7	0.051	Insignificant
2.	The staff members always have the desire to help the patients.	2.89	16.2	*0.000	Significant
3.	The staff members instantly respond to the inquiries and complaints.	2.77	13.4	0.052	Insignificant
4.	The staff members are always ready to cooperate with the patients.	3.96	16.2	*0.000	Significant
5.	The health services are offered with easy and quick administrative procedures.	3.96	14.4	*0.000	Significant
6.	The staff members respond to the patients' requests instantly.	2.87	17.0	*0.000	Significant

Source: The questionnaire, 2018

Table (7) shows that the means of the 5th and 4th items of responsiveness domain were high with significant differences, suggesting that the hospitals facilitated the work procedures as possible to ensure the easiness of access to the health services and cooperation with the patients. The means of the 1st and 3rd items were low with insignificant differences, indicating that the hospitals need to organize notifying the patients with the accurate time of the service and instant response to the patients' inquiries and complaints. The means of the other items were low with significant differences.

Table (8): Means and differences of reliability domain

reliability					
N o.	Items	Mean s	T	Sig (2-tailed)	Difference s
1.	The patient receives the administrative services in a timely manner.	2.90	16.2	0.050	Insignifica nt
2.	The staff members are keen on achieving work in a correct manner from the first time.	2.03	12.7	0.061	Insignifica nt
3.	The hospital is interested in the problems and inquiries of the patients.	2.96	14.4	*0.000	Significant
4.	The hospital enjoys the trust and approval of the patients.	2.83	17.1	*0.000	Significant
5.	The hospital keeps accurate and authentic records.	3.90	14.4	*0.000	Significant

Source: The questionnaire, 2018

Table (8) shows that the means of the items of reliability domain were high with significant differences, suggesting that the hospital keeps accurate and authentic records. The means of the 1st and 2nd items were low with insignificant differences, requiring the hospital to offer the health service in a timely and correct manner from the first time. The means of the other items were low with significant differences.

Verification of Hypotheses

The first hypothesis:

Table (9): Verification of the first hypothesis

Means	Standard deviation	Standard Error	T	Sig (2-tailed)	Difference
3.98	0.542	0.478	17.4	*0.000	Significant

Table (9) shows that Sig. 2-tailed is less than the significance level of (0.05). That is, the differences are significant. The null hypothesis "the recruitment policy does not affect the quality of health services in public hospitals of Najran" is rejected.

The second hypothesis

Table (10): Verification of the second hypothesis

Means	Standard deviation	Standard Error	T	Sig (2-tailed)	Difference
3.28	.680	.164	10.5	0.000	Significant

Table (10) shows that Sig. 2-tailed is less than the significance level of (0.05). That is, the differences are significant. The hypothesis "there are statistically significant differences on the quality of health services according to demographic variables" is accepted.

RESULTS

1. There are statistically significant differences in the responses of the participants towards the recruitment policy at the public hospitals of Najran and its impact on the quality of health services in terms of (advertisement, recruitment, tests, interviews, and selection).
2. There are statistically significant differences in the responses of the participants towards the recruitment policy at the public hospitals of Najran after ensuring the quality of health services.
3. The public hospitals develop administrative policies and a clear and efficient system for recruiting the administrators.
4. The hospitals have an adequate and updated database on the staff members that covers the required aspects in performance evaluation and occupying administrative vacancies.
5. There is a shortage in the performance of the members working on booking dates and complaints due to poor recruitment strategies. The staff members may not be familiar with the conditions and characteristics of the patients, the cultural formation of the region, and the hospital's conditions.
6. The accuracy of the registration system, file administration, and database helps enhance the patients' trust in public hospitals.
7. There are statistically significant differences in the responses of the participants towards the recruitment policy at the public hospitals of Najran after applying empathy to the quality of health

services due to the accuracy of the registration system, file administration, and database, as well as considering the common customs and traditions.

8. There are statistically significant differences in the responses of the participants towards the recruitment policy at the public hospitals of Najran after applying reliability to the quality of health services. It was concluded that the hospital is not committed to offering the health services timely and appropriately.

Recommendations

1. The applicable recruitment policy for the administrative positions is approved as it is fair and transparent and offers procedures that match the needs of the provision of health services.

2. The mechanism of the distribution and internal redistribution of the staff members is adopted after recruitment with the collaboration of health staff members including doctors and pharmacists to define the required administrative features that may affect the good performance of health services.

3. The Ministry of Health should establish an administrative unit for screening the candidates. Despite the efficiency of the present unified recruitment system, it does not ensure that the staff member's capabilities and skills meet the reality of the position but after continuous training and internal redistribution.

4. The mechanism of responding to the complaints and inquiries, as well as the administration's commitment to offering the health services to the patients in a timely manner shall be reviewed. This ensures that the administrator prefers the patient's interest and avoids making mistakes. Furthermore, an administrative training shall be held.

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