

# Human Resource Flexibility and Its Relationship to Improving the Quality of Services

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**Abstract:** *The study aimed to examine the flexibility of human resources and their relationship to improving the quality of services in non-governmental hospitals in Gaza Strip. The study relied on the descriptive and analytical approach, and the questionnaire was designed as a tool for data collection and consisted of (21) items, and the researchers used the comprehensive survey method, and the number of the study population was (536) individuals, where (434) questionnaires were retrieved, and the recovery rate was (80.97%). The study showed several results, the most important of which were: an average degree of approval by the members of the study sample on the flexibility of human resources, as it obtained a relative weight of 61.63%, and the results of the study indicated a high degree of approval by the members of the study sample on the quality of service, where it was clear that the field of quality of service had a relative weight (79.90%). The results of the study revealed a statistically significant relationship between the flexibility of human resources and the quality of service in non-governmental hospitals in Gaza Strip, with a correlation coefficient of 0.435. The study reached many recommendations, the most important of which were: the need to work on appointing young people and those with energy, because jobs are vacant in the hospitals under study, and the need to seek the help of an administrative staff with scientific and practical qualifications, and to set up an effective system to receive patients' complaints in a way that ensures prompt response and treatment, to achieve continuous communication. Between patients and hospital administration, notifying patients of dealing with complaints they submit, and working to provide all medical and health specialties in the hospitals under study, by taking advantage of medical delegations visiting Gaza Strip, involving them in therapeutic processes, bringing in doctors and specialists from abroad, and updating standards that it is concerned with measuring the services provided to patients continuously, based on patient suggestions and complaints, developing facilities in hospitals, as well as updating medical devices and equipment used in hospitals periodically.*

**Keywords:** Flexibility, Human Resources, Human Resource Flexibility, Quality, Service, Quality of Service, Hospitals, Gaza Strip, Palestine.

## Introduction

The success of the organizations of the twenty-first century will depend mainly on building the flexibility of human resources that will enable them to achieve a competitive advantage, through improving and developing their performance (Hitt, et al., 1998). There is no doubt that the flexibility of human resources represents one of the contemporary intellectual developments in the philosophy of modern strategic management, and one of its most effective practices with the rapid changes in the business environment, due to the fact that the traditional strategies of administrative activities can derail their course at an amazing speed (Al-Baghdadi and Al-Jubouri), 2015). The concept of human resource flexibility is the most important of the concepts of flexibility, as it provides an element of flexibility to face uncertainty and change in the environment of business organizations. It is considered one of the basic requirements for modern strategic thinking, and human resources flexibility has become one of the most important criteria in determining the strategic choices of enterprises (Ahmed and Al-Sabti, 2015). Quality is the important and effective element in any aspect, sector or industry, and it has become a measure of the success of any organization, whether industrial or service, and a standard of excellence in providing a product or service. And because the health sector is an important sector in any society, it was imperative to pay attention to the quality of service provided in this sector.

As health organizations include hospitals, clinics and health centers, they are considered the mediator of the contract and the center of the department in providing health and medical services, and thus: it is a haven for patients who seek wellness, and healthy people who seek prevention. With the increasing pressure on an unprecedented scale on all institutions that provide health services at a time when chronic diseases and epidemics spread, which helped the increasing movement of people, and their rapid movement from one place to another in their spread, and the expansion of the scope of their scope, the increasing pressure increased already on these health and medical institutions This is in addition to the steady increase in the number of visitors and the increasing number of visitors to hospitals. This increase was characterized by features that were not available previously, especially with

regard to the demand for a rapid response to the needs of citizens, and their needs with the increase in improving the quality of health and medical services provided to them (Zakhroufa, 2018).

Based on the above; This study comes to identify the flexibility of human resources and its relationship to improving the quality of services in non-governmental hospitals in Gaza Strip.

### **Problem Statement**

Today's business environment is characterized by rapid and continuous change, which makes the success or failure of institutions dependent on the extent to which their leaders possess administrative skills, including the ability to formulate and adopt flexible strategic alternatives, and adopt modern management methods and new scientific approaches that enable them to achieve continuous adaptation to the challenges presented by the environment, Therefore, human resource flexibility is considered one of the strategic entrances to adapt to the developments taking place, which is a feature of successful and pioneering organizations (Abu Rdan and Al-Anzi, 2017). The environment of the health sector in Gaza Strip is witnessing major developments and challenges at various levels, including: administrative, service, organizational and technological, while hospitals and health institutions in Gaza Strip are still operating according to traditional systems, thus: achieving keeping pace with administrative development and progress, and providing complete and fast health services A fundamental problem, especially in an environment that is politically and economically unstable like Gaza Strip.

Also, the quality of health services provided to patients is one of the most important issues that health institutions must deal with, not only at the local level only, but also at the international level, as there are many factors that impose themselves on these health and treatment institutions to find these same institutions in front of a merit The necessity of providing a health service that is appropriate to what patients and recipients of health services expect, as well as knowing the standard by which service recipients judge the service.

### **Research Questions**

The main question: What is the relationship of human resource flexibility to the quality of service in non-governmental hospitals in Gaza Strip?

**The main question is subdivided into the following sub-questions:**

**Q1-:** What is the reality of applying human resource flexibility in non-governmental hospitals in Gaza Strip?

**Q2-:** What is the level of quality of service from the viewpoint of the internal user in the non-governmental hospitals in Gaza Strip?

**Q3-:** What is the nature of the relationship between human resource flexibility and improving service quality from the viewpoint of the internal user in non-governmental hospitals in Gaza Strip?

**Q4-:** Are there differences in the responses of the study community members about the flexibility of human resources among employees in non-governmental hospitals in Gaza Strip that are attributed to the variables: (gender, age group, academic qualification, job title, and number of years of service)?

**Q5-:** Are there differences in the responses of the study community members about the quality of service of employees in non-governmental hospitals in Gaza Strip that are attributable to the variables: (gender, age group, educational qualification, job title, and number of years of service)?

### **Research Objectives**

The study aims to achieve the following:

1. Determining the reality of applying the flexibility of human resources in the quality of service, from the point of view of the internal beneficiary in non-governmental hospitals in Gaza Strip.
2. Knowing the level of service quality, from the point of view of the internal user in the non-governmental hospitals in Gaza Strip.
3. Determine the nature of the relationship between human resource flexibility and quality of service, from the viewpoint of the internal beneficiary of non-governmental hospitals in Gaza Strip.
4. Presenting a set of recommendations to decision-makers in the searched hospitals, which would increase the impact of human resources flexibility in improving service quality in non-governmental hospitals in Gaza Strip.

### **Research Importance**

The importance of the study is evident in two aspects:

#### **A. Scientific Importance**

1. This study derives its importance from the vitality of the subject it deals with, and its relative scarcity, as this topic is characterized by modernity and scientific and practical excellence alike.
2. The theoretical importance of this study emerges from the scientific enrichment it adds to the studies that dealt with the topic of human resource flexibility and improving the quality of service, and the importance of the variables it dealt with which

represent recent topics that form the general orientation of distinguished organizations. It will also add a set of theories about the concept of human resource flexibility and its role in improving services.

### B. Practical Importance

1. Providing decision-makers in non-governmental hospitals in Gaza Strip with a realistic and clearer vision about the concept of human resource flexibility as a practical concept that helps organizations adapt to different variables and circumstances, so that the institution can perform its tasks in the most complete way.
2. The study should contribute to clarifying the role of human resource flexibility in improving service quality, as the quality of service and its improvement is a goal for every institution regardless of the nature of its activities, and the health sector on which the study was conducted is considered one of the most important pillars and pillars for the preservation of society.
3. Working to improve the quality of the service provided will have a vital and visible impact on the development and preservation of society, and will have a positive impact on it, and increase the levels of satisfaction and satisfaction for patients.

### Research hypothesis

**H0<sub>1</sub>:** There is a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between human resource flexibility and the level of service quality in non-governmental hospitals in Gaza Strip.

**H0<sub>2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the average responses of the respondents, regarding (the flexibility of human resources and its relationship to improving the quality of services in non-governmental hospitals in Gaza Strip), which are attributed to the following demographic variables: (gender), Age group, educational qualification, occupation, and number of years of service).

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limits:** The current study was limited to identifying the flexibility of human resources and their relationship to improving the quality of services, from the point of view of the internal beneficiary in non-governmental hospitals in Gaza Strip.
2. **Human Limit:** The present study was applied to employees in a group of non-governmental hospitals in Gaza Strip.
3. **Temporal Limits:** Data and information were collected on the subject of the study, which is the effect of flexibility of human resources in improving service quality in non-governmental hospitals in Gaza Strip, and this study will be completed during the year (2020).
4. **Spatial Limits:** This study was applied to a group of non-governmental hospitals in Gaza Strip, namely (Al-Karamah Hospital, Patient Friends Association Hospital, Al-Wafa Hospital, Dar Al-Salam Hospital, and Al-Kuwaiti Hospital).

### Research Terminology

There are many terms that were used in the study, the most important of which are:

- **Flexibility:** the boundary between absolute stability that reaches the point of inertia, and the absolute movement that takes a thing out of its limits and controls, meaning that flexibility is a movement that does not rob cohesion, and stability that does not prevent movement (Al-Sufi, 1995).  
The researchers defined the flexibility of human resources procedurally, "the skills, experiences, and knowledge of the employees of the organization, which can be converted into human energies that can be directed to diagnose needs and implement complex tasks and tasks, and the ability of the organization to perform a wide range of tasks depending on the capabilities of its individuals."
- **Quality:** The extent of product validity for use and its conformity with the specifications contained in its design, which were agreed upon with the customer (Hammouda, 2014), the ability of organizations to satisfy the needs of customers in proportion to the set and desired goals (Al-Mahyawi, 2006).
- **Service:** An economic activity that takes place from one party to another often without the transfer of goods, and creates value by renting or benefiting from: goods, manpower, professional competencies, networks or systems, individually or collectively, and the activities, benefits and gratifications that are provided are associated with tangible goods (Lovelock, 2006).
- **Quality Of Service:** It is a criterion for the degree to which the actual performance of the service matches the expectations of the customers, or the difference between the expectations of the customers and their perception of the actual performance of the service (Hoffman, Bateson, 2011), which is the provision of services with high quality by those who provide services to individuals, who in turn expect to provide the best services. Them by service providers (Lubd, 2019).  
The researchers defined procedural quality of service "as an indicator by which the beneficiaries' satisfaction with the service that they received is measured in relation to what the service users expected before receiving the service and the resulting feedback."

## Literature Review

The review of previous studies of scientific research is a systematic requirement that crystallizes the researchers' vision, and outlines its steps towards a distinct methodology. Previous studies are also an essential tributary in drawing the frameworks of scientific research. The following is a presentation of the most important studies available to researchers from previous studies that dealt with the subject of this study. The studies were arranged from the most recent to oldest as follows:

- A study of (Abu-Nahel, 2020) aimed at examining the quality of service in non-governmental hospitals in Gaza Strip between reality and what is hoped from the viewpoint of the internal beneficiary of non-governmental hospitals in Gaza Strip. The study relied on the descriptive analytical method, and the questionnaire was designed as a tool for data collection and consisted of (15) items. The researchers used the comprehensive survey method, and the number of study population members was (536) singular, where (434) questionnaires were retrieved, and the recovery rate was (80.97%). The study showed several results, the most important of which were: The results of the study indicated that there is a high degree of approval by the members of the study sample on the quality of service with a relative weight (79.90%). The results of the study also showed that there were no statistically significant differences in the quality of service according to the variables (gender, educational qualification, and position). And the absence of statistically significant differences in the quality of service according to the variables (years of service, age group).
- A study of (Abu-Nahel, 2020) aimed at examining the reality of applying strategic flexibility in its dimensions: (information flexibility, human resource flexibility, response flexibility, and proactive flexibility) in non-governmental hospitals in Gaza Strip. The study relied on the descriptive analytical approach, and the questionnaire was designed as a tool for data collection and consisted of (24) items. The researchers used the comprehensive survey method, and the number of study population members was (536) singular, where (434) questionnaires were retrieved, and the recovery rate was 80.97%. The study showed several results, the most important of which were: Presence of an average degree by the members of the study sample on strategic flexibility with a relative weight of (60.44%). And that the flexibility of human resources got the largest approval rate, and it occupied the first rank, that the response flexibility occupied the second position, that the flexibility of the information ranked the third, and that the proactive flexibility occupied the fourth and last place. The results showed that the dimensions of strategic flexibility (information flexibility, human resource flexibility, proactive flexibility) had an effect, while there was no effect on the (response flexibility) dimension in improving service quality. The results of the study found that there were no statistically significant differences attributable to the variables of gender and occupation. While the results found that there were statistically significant differences attributable to the variables of the age group, educational qualification and years of service.
- A study of (Al-Saaideh and Al-Sa'id, 2020), which aimed to demonstrate the impact of logistics management on the quality of services provided by the nutrition departments in Jordanian private hospitals. To achieve the goals of the study, the analytical descriptive approach was relied upon by referring to the previous relevant studies. The study community reached (40) hospitals in the Amman region, and the comprehensive survey was chosen to choose the sample. The sampling unit consisted of (188) persons, including the directors of the nutrition departments, their deputies, heads of the purchasing departments and doctors. Therapists. Among the most important results of the study and the most important results of the study are that the logistic management in its dimensions (supply, storage and transportation) affects the quality of services in its dimensions (the quality of food care, the quality of food services and the quality of food education), and the presence of an impact of logistic management on the dimensions of the independent variable separately.
- A study of (Al-Nsour, 2019) which aimed to test the effect of the organizational structure as an intermediate variable in the relationship between the degree of readiness for organizational change and the quality of health services provided in university hospitals in Jordan, and the study focused on estimating this effect from the viewpoint of employees of university hospitals in Jordan: (Nurses, doctors, administrators, employees). To achieve the objectives of the study, the researchers adopted the field research method and the descriptive analytical approach to the study, and targeted a sample of (195) singles, using a number of statistical methods, the most important of which are: (simple linear regression and path analysis). Among the most important results of the study, there is a statistically significant effect for the duration of readiness for organizational change on both the quality of the service provided and the development of the organizational structure directly, as well as a statistically significant effect between the development of the organizational structure and the quality of the service provided directly, as the results showed a statistically significant effect. The readiness of the organizational change on the quality of the services provided, through the development of the organizational structure as an intermediate change.
- The study of (Al-Tahrawi, 2019), which aimed to analyze the impact of decision support systems on the resilience of human resources in Jordanian telecommunications companies, as a questionnaire was developed to collect primary data and distributed to (240) employees who made up the study sample. (185) questionnaires were analyzed. The SPSS software was used to analyze the data. Among the most important findings of the study: The extent of managers' perceptions in Jordanian telecommunications companies for decision support systems and flexibility of human resources were high, and this reflects the management's awareness of the importance of these variables in the success and excellence of their companies. And that the

level of managers' perceptions in Jordanian telecom companies for strategic flexibility has reached a high level, and this reflects the management's awareness of the importance of these variables in the success and superiority of their companies. And the existence of a statistically significant impact of decision support systems in its dimensions: (data management system, model base management system, knowledge management system, and user interface system) on human resources flexibility in its dimensions: (market flexibility, production flexibility, and capacity flexibility) in Jordanian telecom companies.

- A study (Abdouaoui, 2018), which aimed to analyze the contribution of the human resource flexibility of the National Economic Corporation in creating value for the customer, as production flexibility, human capital elasticity, and market flexibility were all adopted as dimensions of strategic flexibility. In order to achieve the objectives of the study, and to answer the problem of the study and its hypotheses, Conder Electronics was chosen to be a representative sample from the community of economic institutions, as it relied on the questionnaire and the interview as tools to collect data. It also examined the organization's customers to measure the extent of their perception of the value being created at the enterprise level. Among the most important findings of the study is that the flexibility of the human resources of the National Economic Corporation contributes to creating value for the customer, through production flexibility, human capital flexibility, and market flexibility. Also, the institution's customers are aware of the value the institution delivers to them, especially in terms of reducing overall costs.
- A study of (Bin Ahmed, 2017) which aimed to measure and assess the level and impact of strategic flexibility in achieving the quality of performance effectiveness and competitiveness of the telecommunications corporation (Mobilis). To achieve the goals of the study, the study method was based on the descriptive, field and analytical approach, which helps clarify and shed light on the important aspects of this study. As for the study sample, it was represented in: (General Manager, Director of Marketing, Director of Operations, Director of Human Resources, Information Director, and Director Financial). The researcher relied on a comprehensive survey method for the purposes of this study. Among the most important results of the study is that strategic flexibility plays an important role in achieving a quality of effective performance to achieve high competitiveness, through its various marketing, production, financial and human functions, at the level of the organizational structure, and at the level of its information system. The study showed through the responses of the sample individuals that the dimensions of strategic flexibility are of varying importance in the Mobilis Foundation, where all the averages of the paragraphs reached a high degree of approval, and this result is due to the awareness of the Mobilis Foundation management of the great importance of strategic flexibility, and taking it into consideration of the career level of the institution while carrying out the strategic planning process.
- The study of (Mosleh, 2016), which aimed to identify the level of quality of actual health services that are being utilized by employees and patients in the operating hospitals in Qalqilya Governorate. (126) employees and patients out of (420) employees and patients in each of Darwish Nazzal Governmental Hospital and UNRWA Hospital. Among the most important results reached by the study is that the response of the study sample towards measuring the quality of actual services by employees and patients was high, and there are statistically significant differences in the following areas: strength of response, trust and safety, empathy, which are attributed to the gender variable and were in favor of males.
- The study of (Al-Khudari, 2016), which aimed to identify the role of human resources management in the sustainability of government health services and to identify its reality in the health sector. A sample of 129 employees in the Ministry of Health holding higher administrative ranks. The results of the study showed that the role of human resources in the sustainability of government health services in Gaza Strip was to a high degree, and there were no statistical differences in the demographic variable for years of experience.
- The study of (Al-Anzi, 2014), which aimed to identify the impact of human resource flexibility on the quality of institutional performance. The study was applied to the Kuwaiti Aviation Company, and the study was applied to 104 directors of departments and departments in the included Kuwaiti Aviation Company. To achieve the objectives of the study, the questionnaire tool was used in collecting data, using the multiple linear regression method to test hypotheses, and using the winding multiple regression method to verify the impact of human resource flexibility in its dimensions: (market flexibility, competitive flexibility, information flexibility, human capital flexibility, and simplifying procedures). In the quality of performance in the Kuwait Aviation Company, and the method of structural equations model was used to build a model, showing the influential and correlational relationships between the study variables. Among the most important findings of the study is the existence of a statistically significant impact of strategic flexibility in its dimensions: (market flexibility, competitive flexibility, information flexibility, human capital flexibility, and simplification of procedures) on the quality of performance in the Kuwait Aviation Company, and the presence of a statistically significant impact of strategic flexibility. With its dimensions on the performance effectiveness of the Kuwait Aviation Company, and the existence of a statistically significant impact of strategic flexibility in its dimensions on the performance efficiency of the Kuwait Aviation Company.
- The study of (Mostafa, 2014) aimed at determining the extent of the impact of human resources activities on services in the context of total quality, in light of diagnosing the relationship of correlation between the various variables of the study, and aimed at trying to present a theoretical view on the concept, variables and dimensions of human resources and quality, and to identify the relationship between Human resources activities, service quality and relationship testing, based on the opinions of

employees of the institution under study, and identifying the possibility of human resource management activities affecting services, their quality and distinction. In order to achieve the objectives of the study, the deductive approach was used, which analyzes the theories, hypotheses and collects data, in order to arrive at the results and parts that are the subject of the induction method, and the questionnaire tool was used to collect information. One of the most important results of the study is that the process of determining the individuals who will be recruited in terms of type and quantity has affected the services, as the good identification of individuals in kind will lead to the employment of some of them in suitable places within the organization. They know how to handle the positions they occupy. With regard to the impact of income provided to employees; It must be consistent and appropriate with the extent to which they perform their tasks, because it is directly related to the satisfaction of the employees and the positive effect on the service, and the incentives must be fair and appropriate to the efforts made by the employees in order to positively affect their activity and productivity. Their knowledge and improving their behavior have a direct impact on the service, and the evaluation process is closely related to the service, as whenever the evaluation process is carried out effectively, it will positively affect the employees and the service provided.

#### **Commenting On Previous Studies:**

Researchers reviewed previous studies that included human resource flexibility and service quality. Accordingly, most studies agreed that human resource flexibility is of critical importance in preserving organizations in the midst of the successive environmental changes surrounding organizations and also that the resources available to organizations are closely related to resilience, which helps in Distributing resources proportionally and making use of them to the maximum. Studies have shown that there is an important mediating influence of human resource flexibility in all other variables, the most important of which is the competitive advantage and competitive position in the market. Organizations that enjoy high flexibility in resources to enhance innovation, improve production and increase creativity in the services and products that they provide to the beneficiaries and their beneficiaries, whether internal or external users. Previous studies that dealt with the two variables have confirmed that improving human resource flexibility increases the quality of service provided to its beneficiaries and matching expectations Presets to receive service with active service Introduction, which increases the satisfaction of the beneficiaries and thus enhances the competitive position in the market and staying in the field in light of successive and uncertain situations.

#### **Theoretical Framework**

##### **First - Flexibility of Human Resources**

The ability of organizations and institutions to change and adapt according to the surrounding conditions, whether technological, political, economic or competitive conditions, are the most important factors for their success, especially in the contemporary work environment, which is characterized by rapid change and intense and continuous competition. Institutions must work to follow the developments that occur in the market, and to be highly resilient to the successive changes. So; Institutions need to be more aware, distinguished and flexible, as the rapid strategic shifts in the market and the surrounding require a more able administration to work flexibly in order to effectively contribute to drawing future strategies, through which the institution can resist and adapt flexibly to environmental factors inside and outside the organization.

**The Concept of Human Resource Resilience:** Defining a clear concept of human resource flexibility is a difficult matter, like other terms in administrative sciences, where the concepts varied and differed due to the different trends and approaches that could be adopted in their definition, as the term human resource flexibility was used by several researchers. Despite this, no comprehensive concept was agreed upon, due to the differing opinions of researchers on this concept (Yugiong, et al. 2013). The researchers reviewed a set of definitions of the concept of human resource flexibility, as shown in the following table:

It is the ability of the human resources system to facilitate the ability of the organization to adapt effectively and in a timely manner to the changing or varied demands of its environment, or from within the organization itself (Zolin, et al, 2010). And it represents a valuable value as it works to adapt the characteristics of human forces, such as: knowledge, skills and behaviors, and it represents the flexibility of employees' skills, their potential for alternative uses that can be applied, the extent of rearrangement of these skills, and the employees' possession of broad behaviors that enable them to adapt to specific situations (Gibson & Doty, 2005). It includes both numerical flexibility and functional flexibility, as numerical flexibility is the ability to change the number of employees or the number of working hours, and job flexibility is the willingness of employees to perform the various tasks that are necessitated by the continuous work need (Miltenburg, 2003). Flexibility is the amount of skills and behaviors that individuals possess that provide the organization with options to implement alternative strategies, and the organization can possess this level of skills to face fluctuations, through human resource practices existing within the organization (Wright & Snell, 1998). It is also the ability to communicate effectively to achieve complementarity, which facilitates understanding of changes and uncertainties (Kholer, 1989). Commentary on the previous definitions: Previous researchers defined human resource flexibility more closely to what the employees in organizations possess in terms of capabilities, knowledge and experience, and it represents one of the important functions in modern organizations that specialize in using human elements efficiently in organizations. The previous definitions have reviewed the concept of human resource flexibility in a way Sound and integrated.

The researchers define the flexibility of human resources procedurally as "the skills, experiences, and knowledge possessed by the employees of the organization, which can be transformed into human energies that can be directed to diagnose needs and carry out

complex tasks and tasks, and the ability of the institution to perform a wide range of tasks depending on the capabilities of its individuals.

**Dimensions of Human Resource Flexibility:** Bhattacharya (2005) classified human resource flexibility into three dimensions, which are as follows:

1. **Flexibility of Behavior:** behavioral skills are defined by the extent of adaptation to new circumstances by employees instead of routine behaviors in the organization and the extent of application of these behaviors (Wick, 1998). Wright & Snell (1998) defined behavior flexibility as the extent to which employees possess broad knowledge of behavioral scripts that are presented appropriately in different situations, and the speed at which employees can adapt their behavior to a specific situation.

The researchers believe that behavioral skills are important as they show how to deal with the changes that occur, whether at the level of the organization or the external environment, in line with the objectives and mission of the organization through extensive knowledge and programs capable of bringing about the change process, so behavior is to deal with events in a way that helps administrative processes. It reduces the friction between management and employees.

2. **Flexibility of Skill:** Flexibility of Skill for human resources refers to the employee's skill through having a set of alternatives and options that can be implemented and transferred quickly through the organization's employees and employees who have broad skills that enable them to perform various job tasks as the organization is highly efficient through its possession of skilled employees. (Ngo, et al, 2011, and (Martin, 2008) defined it as a set of actual and potential alternative uses that can be applied to the skills of employees.

The researchers believe that the flexibility of the skill is the one that can be used to find various patterns of thinking and the development of abilities to transfer these patterns and change the direction of thinking by moving from normal thinking to response and reacting and catching things in proportion, as it is that skill in which things are implemented and understood in different ways. Where the effective and efficient performance of employees depends on the skills and knowledge that are distinguished by the employees that are acquired through doing business and refining them through training.

3. **Flexibility of Human Resources Practice:** Many management thinkers have classified it as a group of activities that develop human resource strategies and put them into practice and are directed towards improving performance and enhancing the merit, skill and knowledge of human resources to achieve strategic goals.

The researchers believe that the flexibility of human resource management practices lies in the ability of employees and the organization to conduct administrative practices, which are represented by planning, recruitment, training, job analysis, and adaptation to the requirements of the surrounding environment in a manner commensurate with the organization's capacity and size, in order to achieve preference for the organization and achieve its competitive advantage.

### **Second- Quality of Service**

Today, the world is witnessing several developments that have escalated significantly due to the technological and technological development, and this development that included all industrial, life and economic sectors has imposed several challenges, including all dimensions on the operating organizations, which had to work with all their strength to keep pace with this global development, and to overcome the challenges facing. With it, and perhaps changing traditional administrative methods with modern methods that increase quality, and improve service are among the dimensions that organizations must take in consideration to overcome these challenges, and to improve production and service delivery. Health and medical services are considered among the most important services that cannot be dispensed with, and this is evident in several aspects, the most important of which are technological and scientific development, rapidly successive discoveries, and the corresponding health and medical challenges that appear through complex and mysterious diseases, as modern medical and therapeutic discoveries, and the intensification of competition between Centers that provide medical and health services and therapeutic hospitals, all this made it imperative for those health institutions to make their health services new and developed and compatible with the latest international medical systems to keep pace with intense competition, as these health services represent the basis for the survival and growth of these institutions.

**The Concept of Service Quality:** It is difficult to define a specific concept of service quality, and several researchers have seen that the concept of quality is not fixed or specific, such as (1985, Carman 1990, Bolton & Draw 1991 Parasuraman). They considered it difficult to define a specific concept of service quality; There is a big difference in the way it is defined, and the first definition of service quality is the definition (Lewis and Booms, 1983), as they defined it as a measure of matching the level of services provided by the service provider with what is expected of the recipient of the service. (Jad Al-Rab and Obaid, 2009).

The researchers defined the quality of service in a semi-integrated manner so that most of the definitions agreed that the quality of service is to compare the results with the expectations that the service recipient was waiting for, which increases directly with the satisfaction of the service recipient, and perhaps the healthy environment and the institutions that provide health services are the ones who should care more. The quality provided because it is related to the souls of the beneficiaries of the services.

Procedurally, the researchers define service quality. It is the indicator by which the beneficiaries' satisfaction with the service that they received is measured, in relation to what the service recipients expected before receiving the service and the resulting feedback.

**The Importance of Service Quality:** The importance of service quality is one of the priorities in all organizations that work on their success and increase their revenues, and the quality of services varies according to the quality of products or services, as

tangible products are used in planning their production, and in the field of intangible services, customers and employees deal with each other to find service And marketing, and this dictates that service providers have to deal with customers in a classy manner. (Al-Dradkah, 2006) mentioned that there are four main points that increase the importance of service quality:

1. **Increasing Competitiveness:** As the increase in the growth of organizations depends greatly on the strength of the organization in competition in the market, and the increase in the availability of quality services increases its competitive strength and consumer confidence.
2. **Expansion of Service Areas:** as the number of organizations that provide services increases dramatically compared to previous time periods, and the tendencies of new organizations to the services sector.
3. **The Economic Value Of Customer Service:** as the organizations operating in the market at the present time increase their mixing with customers, and maintain and maintain their satisfaction, which confirms the importance of service quality.
4. **Dealing with Kindness and Understanding with Customers:** where customers must be dealt with well in conjunction with good services and prices. Availability of quality prices and services without friendly treatment is not sufficient to contain and understand customers.

The quality of service is also reflected internally on the internal beneficiary (employees), and we can mention several elements that demonstrate the importance of service quality, which relate to the organizations' internal environment, which he mentioned (Hammoud, 2007), including:

1. **Increasing Job Satisfaction Indicators:** as employee satisfaction is achieved, and greater loyalty to the organization is achieved by improving the quality of the internal work environment.
2. **Quality Of Service In The Internal Work Environment:** by this means the ability of the organization's management to carefully select employees with competence, experience and high skill, and to provide the necessary training support to strengthen the manpower, to place them in a high-quality work environment, and to support employees who are in contact with customers permanently with the necessary support.

**Analyzing the Relationship between Human Resource Flexibility and Improving Service Quality**

Human resource management is some administrative practice that directly or indirectly affects the skills, behavior and capabilities of employees, and this is achieved through a flexible administration that works to amend the job structure, choose the best method of employment, create a systematic training plan for employees and develop incentive plans. Also, the organization should use the flexible human resource management method instead of the traditional human resource management method. The following table illustrates the difference between the two methods (Chen, Li, 2015):

**Table 1:** the difference between the traditional management style and flexible management

Management Style	Traditional Human Resource Management	Flexible Human Resource Management
Administrative tasks	Job evaluation, performance appraisal, payroll management.	Personnel relationship management, team management, human resource outsourcing.
The form of the organizational structure	a pyramid shape	Flat shape
Management perspective	The employees and the organization are part of the working capital	The employees and the organization share cooperatively
External environment	A controllable environment	Dynamic and complex environment
Strategic position	Implementation of the organization's strategy	Making decisions and implementing organization strategies
Management mode	Traditionally human resource management	Flexible human resource management
Objectives	Improve the organization's efficiency	Improving the organization's ability to dynamically adapt and improve the competitive position of companies

The development of standards to improve service quality without any benefit or value, as long as there is no base within the organization of individuals and manpower who have positive trends, and the ability to achieve the standards and goals set by the organization. The results of many previous studies indicate that nearly a third of the problems related to quality are confined to the weak skills of service providers, or perhaps their lack of desire to work, provide services, and their low perception of clients, so organizations must be careful in choosing the human cadres working for them.

The organization must pay attention to the internal marketing programs, as obtaining the competent employees may not be sufficient to make the organization achieve its required performance; Rather, these employees must have a positive desire to work and improve the quality of their services, and internal marketing is one of the modern concepts through which employees are viewed as internal customers and their jobs as internal products.

The organization must also make great efforts in order to sell these jobs to its employees, and to convince them of the tasks entrusted to them to achieve its goals, and to achieve the satisfaction of the external beneficiaries, which means that the



organization must consider the employees as a first market, and that the goal of this Internal marketing is about motivating service providers, expanding their awareness of the importance of customers, and caring for them (Mostafa, 2014).

The organization must also work to develop an organizational culture that enhances the quality of the services provided, so that quality becomes a slogan that the employees of the organization believe in, and work to achieve and implement, meaning that the quality of service becomes one of the organizational values through which a sense of satisfaction and motivation to work is generated among employees, Several requirements are required to be achieved (Mostafa, 2004):

1. The existence of specific and generalized quality standards.
2. Attracting qualified and qualified employees who are able to achieve quality standards.
3. Administrative encouragement for any suggestions and opinions on improving the quality of services provided to clients.

#### **Second: Non-governmental hospitals in Gaza Strip**

Hospitals are considered to have the pioneering and important role in providing health and medical services to patients, and the health system in Palestine, especially in Gaza Strip, is working under high pressure to be able to provide health and medical services in light of the limited resources, environmental conditions and the blockade and closures, and hospitals are one of the most important The components of this health system, and the technological changes taking place in this field play a prominent role in challenging this sector. The study will be conducted within five hospitals distributed geographically in the governorates of Gaza Strip, and the following is the definition of hospitals that the study was applied to:

**Al-Karamah Hospital:** It is a non-profit hospital established in 2007, it works in the field of health, education and care, and it provides services to the residents of the northern and northern Gaza governorates. Al-Karamah Hospital was built on an area of 700 square meters, and it was established in 2007 in an intermediate location between the governorates of Gaza and the North, because the region is empty of institutions that provide secondary health services and the region's need for such services. The hospital was operated at the end of 2008, and it offers its medical services in the areas of reception and emergency, surgeries, obstetrics and gynecology services, overnight services for men and women, gastroscopy services, dental services, radiology, laboratories, pharmacy, and a number of specialized clinics, in addition to services Support, and more than 150,000 people benefit from its services annually.

**The Patient Friends Association Hospital:** It is a private non-governmental organization founded in 1980, and the association was established under No. (1984) on December 16, 1980, according to the Ottoman Associations Law issued in (1909), and according to the Charitable Societies and Private Associations Law No. (1) For the year 2000. The hospital provides services in the reception and emergency department, the gynecology and obstetrics department, the surgical operations department, the outpatient department, and the support services section (x-ray and television photography, a laboratory, a pharmacy).

**Al-Wafa Hospital:** Al-Wafa Hospital for Medical Rehabilitation and Specialized Surgery was established in 1996 as one of the most important programs of Al-Wafa Charitable Society to meet the urgent societal need, as it is the first and only medical rehabilitation center in the governorates of Gaza, targeting groups of movement and cognitive disabilities, fractures and their complications, and chronic diseases, And problems of ischemia of the extremities.

The hospital provides services in several areas, including: nursing care, physical therapy, occupational therapy, and outpatient clinics such as: orthopedics, cosmetology, nerves, and rehabilitation. (Hospital page on social media)

**Dar Al Salam Hospital:** Dar Al Salam Hospital is a charitable, non-profit charitable hospital affiliated to the Dar Al Salam Charity Association, established in 1995 to provide distinguished health service to citizens, to be the first charitable hospital to serve the southern region of Gaza Strip, and it is now the only charitable hospital that serves the Khan Yunis governorate in the southern Gaza Strip, since the hospital was founded, has benefited thousands of Palestinian citizens from its medical services.

**Kuwaiti Hospital:** The Kuwaiti Charitable Specialized Hospital specializes in women and childbirth, and it has clinics that include all specialties, and was established in 2007 and its headquarters in the Rafah Governorate, and the hospital plays an important role in alleviating the burden on the patients that they face in government hospitals, and the hospital includes (11) sections Medically, it serves monthly (3000) patients. (Hospital page on social media)

**Quality of health services in non-governmental hospitals:** Non-governmental hospitals are obligated to allocate a portion of their human resources to study and confirm patients' satisfaction with their provided health services, in confirmation of obtaining the necessary licenses from the Ministry of Health, and these resources should work to follow up and review health work inside hospitals. Where the competent departments should improve the quality of health services provided in non-governmental hospitals, by conducting studies and continuous checks of the quality of service by distributing questionnaires that collect data about service quality and patient satisfaction, and also opening the way for employees inside hospitals to provide their views and suggestions to improve the service, The results that are set are compared with the established international standards, through which you try to reach a high degree of quality and mastery to ensure patient satisfaction.

#### **Methodology and Procedures:**

**First- The Study Methodology:** The study used the descriptive analytical method that relies on description, analysis and comparison with the aim of describing what is an object, and its interpretation by shedding light on the study problem to be examined, and a close understanding of its conditions, and collecting information that increases clarification of the conditions

surrounding the problem. This approach is not sufficient when collecting information on the phenomenon in order to explore its manifestations and relationships; rather, it goes beyond analysis and interpretation in order to arrive at conclusions, and the proposed perception is built upon to increase knowledge of the topic.

**Researchers have used two primary sources of information:**

1. **Secondary Sources:** Where the researchers moved in addressing the theoretical framework of the study to secondary data sources, which are books and related references, periodicals, articles and reports, previous research and studies that dealt with the topic of study, research and reading in books and articles, refereed research, practical messages and various websites.
2. **Primary Sources:** To address the analytical aspects of the subject of the study, the researchers resorted to collecting primary data through the questionnaire as a main tool for the study, specially designed for this purpose.

**Second- Study Community:** The study community is defined as all the vocabulary of the phenomenon that the researcher studies, as he used the comprehensive inventory method in collecting data from the study community. Based on the study problem and its goals; the population of this study is represented by the employees of the non-governmental hospitals in Gaza Strip covered by this study, according to the following schedule:

**Table 2:** Characteristics of the study population

Work Nature	The Nature Of The Contract	Karama Hospital	Patient Friends Association Hospital	Al-Wafa Hospital	Dar Al Salam Hospital	Kuwaiti Hospital	Total
The Doctors	Full-time	7	21	5	0	17	
	Unavailable	13	38	6	28	0	
Nurses And Wise Men	Full-time	21	27	36	0	11	
	Unavailable	0	15th	17	20	0	
Specialists	Full-time	10	16	21	5	15th	
	Unavailable	11	3	3	8	0	
Technicians	Full-time	0	13	15th	1	5	
	Unavailable	0	0	0	1	0	
Administrators	Full-time	0	20	17	10	9	
	Unavailable	6	1	0	13	0	
Employees And Services	Full-time	0	5	18	6	10	
	Unavailable	4	2	0	6	0	
Total Summation	Full-time	38	102	112	22	67	
	Unavailable	34	59	26	76	0	195
<b>The Final Total</b>		72	160	138	98	68	536

Source :prepared by the researchers based on the Palestinian Health Information Center data and data hospitals (2020) (434) individuals from the study population responded, and the following table shows the distribution of respondents according to the study variables:

**Table 3:** Distribution of respondents according to Personal variables

Gender	Male		Female			Total	
	273		161				
Qualification	Diplomas or less		Bachelor	Postgraduate		434	
	92		308	34			
Age Group	20 - less than30	30 - Less than40		40 - Less than50		50 years and over	434
	79	238		87		30	
Years Of Service	Less than 5 years	5 - Less than 10 years		10 - Less than 20 years		20 years and over	434
	74	236		92		32	
Occupation	A doctor	Nurse	specialist	Technical	Administrative	Services employee	434
	67	148	84	34	76	25	
The Hospital	Karama		Patient friends	Al-Wafa	Dar Al Salaam	Kuwaiti	434
	59		147	92	76	60	

**Third- The Study Tool:** The scale consists of (21) statements, and the following table explains that:

**Table 4:** Distribution of the scale paragraphs on the different fields

#	Domain	Number Of Paragraphs
1.	Human Resource Flexibility	6
2.	Improve Service Quality	15

**Correcting the Scale:** Each paragraph is answered according to the decimal scale, and this scale has been given scores from (1-10). Based on that, the highest score on the scale is (210), and the lowest score is (21).

**Fourth: The Truth of the Questionnaire**

**The Second Stage:** the rationing stage, which included the validity and reliability calculation of the test.

- The Validity of The Arbitrators:** The scale was presented in its current form to a number of specialized arbitrators from business administration professors, to identify the suitability of the questionnaire expressions and their representation of the aspects involved. The required adjustments have been made to the scale, which means that the scale is valid for application.
- The Validity Of The Construction Using The Internal Validity Method:** The scale was applied to the experimental sample and it numbered (32) from the original community members of the study. All paragraphs obtained a significance level of 0.05, and this indicates that the scale is characterized by a high degree of validity of the internal consistency.

– **Results of the internal consistency of the Scale**

**Table 5:** The correlation coefficient between each paragraph of the field "human resource flexibility" and the total degree of the field

#	Paragraph	R	Sig.
1.	Hospital staff have the ability to adapt to environmental change	.700	0.00
2.	The hospital administration is keen on developing the human resources management system in a way that suits the work environment	.671	0.00
3.	Changes in working conditions are taken into consideration when designing and planning human resources in the hospital	.656	0.00
4.	Positive changes in HR practices help maintain hospital excellence	.637	0.00
5.	The hospital administration seeks to attract experienced and competent human resources	.838	0.00
6.	The hospital administration is concerned with the rehabilitation and development of workers through pre-prepared training programs in a professional manner	.545	0.00

**Table 6:** The correlation coefficient between each paragraph of the service quality improvement scale and the overall score of the scale

#	Paragraph	R	Sig.
1.	Comfortable hospital facilities are available in the hospital	.574	0.00
2.	There are sufficient beds for patients in the hospital	.507	0.00
3.	The hospital has an easily accessible location	.671	0.00
4.	Patients are informed of service delivery times	.503	0.00
5.	Hospital staff are keen to answer patient inquiries	.722	0.00
6.	The hospital takes care of patient complaints	.560	0.00
7.	The cases are monitored continuously	.729	0.00
8.	The hospital is working to simplify administrative procedures that facilitate the provision of services to patients	.676	0.00
9.	Essential medicines are provided or patients are directed to their location outside the hospital	.788	0.00
10.	Medical services are provided to patients permanently	.737	0.00
11.	Hospital management can control external factors that affect patient service delivery	.499	0.00
12.	The hospital maintains the confidentiality of patient information	.738	0.00
13.	Community customs and traditions are considered when providing medical services	.749	0.00
14.	There is a high level of discipline within the hospital	.772	0.00
15.	The hospital can handle a large number of patients	.675	0.00

**Fifth: The Stability of the Questionnaire**

**Stability of Scale:** The researchers verified the stability of the scale on a pilot sample of (32) individuals. The stability of the scale was calculated using the two half-segmentation methods and Cronbach's Alpha.

- Split-Half Method:** The correlation coefficient was calculated between the total of the paired expressions and the total of the individual statements for the test and its ranges, and by using the Spearman Brown equation, the overall reliability coefficient was (0.959), and the reliability coefficients were all high, indicating that the scale has a high degree of stability. The following table shows that:

**Table 7:** the coefficient of consistency of the measure of human resources flexibility by the half segmentation method

#	Dimensions	Number Of Paragraphs	Correlation Coefficient Before Adjustment	Correlation Coefficient After Adjustment	Indication Level
1.	<b>Human Resource Flexibility</b>	6	0.616	0.763	0.00
2.	<b>Improve Service Quality</b>	15	0.886	0.935	0.00

2. **Alpha Cronbach Method:** The reliability coefficient of the Cronbach alpha was calculated, and the overall scale reliability coefficient was (0.909), which is a significant and high reliability coefficient, and the reliability was calculated by the Cronbach alpha method for all areas of the scale, and the following table shows that:

**Table 8:** Alpha Cronbach constancy coefficients for each area of human resource flexibility

#	Dimensions	Stability Coefficient
1.	<b>Human Resource Flexibility</b>	0.756
2.	<b>Improve Service Quality</b>	0.907

It is evident from the previous table that the stability coefficients are all statistically significant, confirming the validity of the scale for application.

By doing so; the researchers have confirmed the validity and reliability of the study tool, which makes him fully confident of the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

#### **Data analysis, study hypotheses, and discussion**

It includes an offer to analyze data and test the hypotheses of the study, by answering the study questions, reviewing the most prominent results of the study tool that was reached through analyzing its paragraphs, and finding out the personal data of the respondents; Therefore, statistical treatments were performed for data collected from the study questionnaire, as the Statistical Packages Program for Social Studies (SPSS) was used to obtain the results of the study that was presented and analyzed.

#### **Statistical description of the study sample according to personal data**

The following is a presentation of the characteristics of the study sample according to personal data

**Table 9 :** Distribution of the study sample according to personal data

Personal Data		The Number	Percentage%
<b>Gender</b>	Male	273	62.9%
	female	161	37.1%
	<b>Total</b>	434	100.0%
<b>Qualification</b>	Diploma or less	92	%21.2
	Bachelor	308	71.0%
	Postgraduate	34	7.8%
	<b>Total</b>	434	100.0%
<b>Age Group</b>	20 - Less than 30 years old	79	18.2%
	30 Less than 40 years old	238	54.8%
	40 Less than 50 years old	87	20.0%
	50 years and over	30	6.9%
	<b>Total</b>	434	100.0%
<b>Years Of Service</b>	Less than 5 years	74	17.1%
	5 - Less than 10 years	236	54.4%
	10 - Less than 20 years	92	21.2%
	20 years and over	32	7.4%
	<b>Total</b>	434	100.0%
<b>Occupation</b>	A doctor	67	15.4%
	Nurse	148	34.1%
	Specialist	84	19.4%
	Technical	34	7.8%

	Administrative	76	17.5%
	Services employee	25	5.8%
	<b>Total</b>	434	100.0%
<b>The Hospital</b>	Karama	59	13.6%
	Patient friends	147	33.9%
	Al-Wafa	92	21.2%
	Dar Al Salaam	76	17.5%
	Kuwaiti	60	13.8%
	<b>Total</b>	434	100.0%

It is clear from the previous table that 62.9% of the study sample are male, while 37.1% are female. The researchers attribute this increase to males compared to females to the fact that there is a noticeable tendency to appoint males more than females, due to the prevailing cultural and societal factors in Palestinian society, in addition to the nature of hospital work that focuses more on males, their ability to withstand the pressure of work in the medical field and what it needs from work and shifts around the clock, in addition to the population distribution in Gaza Strip, and this statistic is consistent with statistics for the male to female ratio of the workforce in Palestine, where the workforce survey published by the Palestinian Central Bureau of Statistics for 2017, showed that a rate of 71 % Of the workforce is male, while 29% are female, which partly explains the increase in the number of males in the study population.

It is clear that 71.0% of the study sample are holders of a bachelor's degree, while 21.2% of diploma holders or less, and 7.8% of graduate students. The researchers attribute that the largest number of individuals in the sample hold a bachelor's degree, as it is the basic academic qualification for employment standards within the hospitals under study.

As it is clear from the previous table, that 54.8% of the study sample is from the age group between 30-less than 40 years, while we find that 20% of the age group between 40-less than 50 years, and that 18.2% of Category: The age group is between 20 - less than 30, and the rest is greater than the older age group. The researchers attribute that the largest proportion of the study population are from the age group less than 40 years, and that the tasks and burdens placed on the occupants of these jobs need to bear the pressure of work, and require the spirit of youth, and this means that the study population is a young community, given the category of 50 Years and above, which was 6.9% of the study population.

It is clear from the previous table, that 54.4% of the study sample have years of service between 5-less than 10 years, while we find that 21.2% of those with years of service are between 10 - less than 20 years, and that 17.1% of Those with years of service between less than 5 years, and the remainder of the years with the largest service. The researchers attribute that the percentage of those who have been serving for less than 5 years is 17.1% to the weakness and lack of job opportunities in the labor market in Gaza Strip in the past five years, according to the Central Bureau of Statistics that the unemployment rate in Gaza Strip for the year 2018 amounted to 53.7%. The researchers attribute the reason that the largest percentage of the study population is for those who served for a period ranging from 5 to less than 10 years, due to the rapid and successive political and security changes in Gaza Strip in the last ten years, which required the departments of these hospitals under study to absorb a greater number of Employees, albeit with fixed-term contracts, to cover the needs of citizens and beneficiaries of medical services.

It is also clear that 34.1% of the study sample are nurses and wise men, while we find that 19.4% are specialists, that 17.5% of administrators, 15.4% of doctors, 7.8% of technicians, and the rest of the service staff. The researchers attribute that the largest percentage of the study population are nurses and sages, because the tasks that fall on them and the experiences they have are greatly appropriate, because of the services provided to patients in these hospitals, and that the number of graduates from the nursing specialties is increasing significantly, especially That high school graduates, both science and humanities, can enroll in nursing programs at universities, especially diploma. The researchers attribute the percentage of doctors, which is 15.4%, because most of the employees in these hospitals work part-time inside.

It is also clear that 33.9% of the study sample is from the Friends of the Patient Hospital. The researchers attribute this to being located in Gaza City and it is the oldest among the hospitals searched, while 21.2% of Al-Wafa Hospital, and the researchers attribute that the number of employees in Al-Wafa Hospital, is the second in terms of the number to that it is the only hospital that provides services to the elderly in Gaza Strip, and 17 .5% of Dar Al-Salam Hospital, 13.8% of Al-Karamah Hospital, and the remainder 13.6% of Al-Karamah Hospital, and this is consistent with the distribution of the study population. In the opinion of the researcher, these ratios are reasonable and logical, and they attribute them to the natural distribution of the population in each of the governorates to which the hospitals under study were distributed.

**The Criterion Adopted In The Study** (Ozen et al., 2012): To determine the criterion adopted in the study, the length of the cells was determined in the Likert pentaton scale by calculating the range between the degrees of the scale (10-1 = 9), and then dividing it by 5 to get five Categories; Thus: the length of the cell is i.e. (5/9 = 1.80), after which this value was added to the lowest value in

the scale (the beginning of the scale which is a correct one), in order to determine the upper limit of this cell, and so the length of the cells became as shown in the following table :

**Table 10:** Shows the test approved in the study

SMA	Relative Weight	Degree Of Approval
From 1 - 2.79	From 10% - 27.9%	Strongly Disagree
From 2.80 - 4.59	From 28% - 45.9%	Disagree
From 4.60 - 6.39	From 46% % - 63.9	Medium (neutral)
From 6.40 - 8.19	From 64% - 81.9%	Agree
From 8.20 - 10	From 82% - 100%	Strongly Agree

To explain the results of the study and judge the level of response, the researchers relied on the arrangement of arithmetic averages at the level of the questionnaire and the level of paragraphs in each field, and the researchers determined the degree of approval according to the criterion approved for the study.

**The Answer to the Study's Questions:**

The result of the first question: which states: "What is the level of flexibility of human resources among workers in non-governmental hospitals in Gaza Strip?"

The arithmetic mean, standard deviation, relative weight, ranking, and score of approval were used. The results are shown in the following table:

**Table 11:** The arithmetic mean, standard deviation, relative weight, and arrangement for each paragraph of the field "Human Resources Flexibility"

#	Paragraph	SMA	Standard Deviation	Relative Weight	Rank	Degree Of Approval
1.	Hospital staff have the ability to adapt to environmental change	6.41	2.223	64.10%	1	Agree
2.	The hospital administration is keen on developing the human resources management system in a way that suits the work environment	6.11	2.142	61.10%	4	Neutral
3.	Changes in working conditions are taken into consideration when designing and planning human resources in the hospital	6.07	2.080	60.70%	5	Neutral
4.	Positive changes in HR practices help maintain hospital excellence	6.34	2.170	63.40%	2	Neutral
5.	The hospital administration seeks to attract experienced and competent human resources	6.18	2.442	61.80%	3	Neutral
6.	The hospital administration is concerned with the rehabilitation and development of workers through pre-prepared training programs in a professional manner	5.86	2.462	58.60%	6	Neutral
<b>Total Marks</b>		6.1627	1.61894	61.63%		Neutral

From the previous table, the following can be drawn:

- The arithmetic mean of the first paragraph: "Hospital employees have the ability to adapt to environmental change" equals 6.41 (total score out of 10), meaning that the relative weight is 64.10%, and this means that there is high approval by the sample members for this paragraph. The researchers attribute this to the fact that employees in the health and medical services sector are carefully selected, so that they can withstand constant work pressures, and long and fluctuating work periods.
- The arithmetic mean of the sixth paragraph: "The hospital administration is concerned with qualifying and developing the staff through pre-prepared training programs in a professional manner" equals 5.86, meaning that the relative weight is 58.60%, and this means that there is an average approval by the sample members for this paragraph. The researchers attribute this to the lack of training programs concerned with providing health and medical services within Gaza Strip, and given the state of the blockade on the sector, employees in this field cannot travel to participate in workshops or scientific conferences to develop their capabilities and experiences in this field, as well as the deteriorating economic situation that Experienced by Gaza Strip greatly affects the allocation of part of the hospitals' budget, in favor of developing personnel through training programs.
- In general, it can be said that the arithmetic average for the field of "human resource flexibility" is equal to 6.16, meaning that the relative weight is 61.63%, and this means that there is an average approval by the sample members for the paragraphs of this field. The researchers attribute this to the relative weakness of the expertise existing in these hospitals compared to the global level, and that is due to several reasons, including: the sufficiency of medical personnel in the sciences that are received

during the period of university study, the lack of training and development programs for them in the medical field, as well as the largest proportion of employees in These hospitals operate under a partial or fixed-term contract system, which does not provide them with opportunities to refine their experience and knowledge.

These results are in agreement with some previous studies. As a study (Al-Khudari, 2016), a study (Abdouaoui, 2018), a study (Al-Tahrawi, 2019), a study (Mosleh, 2016), a study (Bin Ahmed, 2017), and a study (Al-Anzi, 2014), (Mostafa, 2014).

**The Result of the Second Question**, which states: "What is the degree of improvement in service quality in non-governmental hospitals in Gaza Strip?"

To answer this question, the arithmetic mean, standard deviation, relative weight, and the ranking were used to find the degree of approval, and the results are shown in the following tables:

**Table 12:** the arithmetic mean, standard deviation, relative weight, and ranking for each paragraph of the service quality improvement scale

#	Paragraph	SMA	Standard Deviation	Relative Weight	Rank	Degree Of Approval
1.	Comfortable hospital facilities are available in the hospital	7.19	2.150	71.90%	15	Agree
2.	There are sufficient beds for patients in the hospital	7.71	1.851	77.10%	8	Agree
3.	The hospital has an easily accessible location	7.97	1.819	79.70%	4	Agree
4.	Patients are informed of service delivery times	7.98	1.714	79.80%	2	Agree
5.	Hospital staff are keen to answer patient inquiries	7.99	1.718	79.90%	1	Agree
6.	The hospital takes care of patient complaints	7.67	1.956	76.70%	10	Agree
7.	The cases are monitored continuously	7.69	1.922	76.90%	9	Agree
8.	The hospital is working to simplify administrative procedures that facilitate the provision of services to patients	7.54	1.881	75.40%	13	Agree
9.	Essential medicines are provided or patients are directed to their location outside the hospital	7.61	1.801	76.10%	11	Agree
10.	Medical services are provided to patients permanently	7.97	1.744	79.70%	4	Agree
11.	Hospital management can control external factors that affect patient service delivery	7.32	1.957	73.20%	14	Agree
12.	The hospital maintains the confidentiality of patient information	7.98	1.762	79.80%	2	Agree
13.	Community customs and traditions are considered when providing medical services	7.97	1.758	79.70%	4	Agree
14.	There is a high level of discipline within the hospital	7.55	1.878	75.50%	12	Agree
15.	The hospital can handle a large number of patients	7.85	1.956	78.50%	7	Agree
<b>Total Marks</b>		<b>7.7312</b>	<b>1.10796</b>	<b>77.31%</b>		<b>Agree</b>

From the previous table, the following can be drawn:

- The arithmetic mean of the fifth paragraph: "Hospital employees are keen to answer patients' inquiries" equals 7.99 (total score out of 10), meaning that the relative weight is 79.90%, and this means that there is high approval by the sample members for this paragraph. The researchers attribute this to the fact that most hospitals under study provide health services to patients for a specific fee. Thus: Patients tend to benefit from health services in non-governmental hospitals, hoping for better services, and in order to answer their inquiries and questions, and the hospitals under study have a good number of administrators, nurses and wise men, which increases the improvement of services provided to patients, In addition, administrative and organizational regulations within hospitals oblige employees to provide the necessary services to patients and their companions at any time.
- The arithmetic mean of the fifteenth paragraph: "The hospital has comfortable and suitable public facilities for patients" equals 7.19, meaning that the relative weight is 71.90%, and this means that there is high agreement by the sample members for this paragraph. The researchers attribute this to the fact that all the hospitals under study do not have a garden, or a place to rest for patients or their companions, due to the limited space of the hospitals, and the lack of rooms of the size or large number, as in the central hospitals in Gaza, and this is due to limited financial and spatial resources, and the hospitals The subject of study is directed to benefit from urgent medical services, which do not need to stay in the hospital for several days.
- In general, it can be said that the arithmetic average of the service quality improvement scale is equal to 7.73, meaning that the relative weight is 77.31%, and this means that there is high approval by the sample members for the paragraphs of this scale. The researchers attribute the high approval of the sample members, because the hospitals under study, which are non-governmental hospitals, provide services somewhat better than government hospitals that provide services to citizens on health

insurance for free, because non-governmental hospitals provide services for a fee, Or through private insurance institutions; Therefore, it is obligated to provide better health services, provide qualified medical personnel, and try to provide modern medical equipment and devices, so that the recipient of the service avoids delay in receiving the service, which may reach in cases of surgical operations in government hospitals for more than a year, or failure to provide the necessary health aid. In addition, the relative improvement in the organizational structures of non-governmental hospitals, the increase in the level of control, and the correction increase the percentage of job satisfaction among their employees, which reflects positively on the health services provided to patients.

These results are in agreement with some previous studies. As a study (Al-Khudari, 2016), a study (Al-Saaidh and Al-Sa'id, 2020), (Al-Nsour, 2019), (Mosleh, 2016), (Al-Anzi, 2014).

**Hypothesis Testing:**

**H0<sub>1</sub>:** There is a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between human resource flexibility and the level of service quality in non-governmental hospitals in Gaza Strip.

To test this hypothesis, a "Pearson correlation coefficient" test was used, and the following table shows that.

**Table 13:** the correlation coefficient between human resource flexibility and service quality

The Variable	Improve Service Quality	Sig
Human Resource Flexibility	0.435	0.000

The previous table shows that the correlation coefficient is equal to 0.435, which is a function at the level of significance 0.05, and this indicates the existence of a statistically significant relationship between the flexibility of human resources and the quality of service in non-governmental hospitals in Gaza Strip, which confirms the validity of the hypothesis, and this means that the application of resource flexibility Humanity will lead to improved service quality in non-governmental hospitals in Gaza Strip. The researchers attribute this to the increase in the ability to adapt human resources within institutions, raise the level of knowledge, and refine their experiences through training them, and it will increase their level of job satisfaction. Hence: it will make them able to provide services to their beneficiaries better and in a better way.

These results are in agreement with some previous studies. As a study (Al-Khudari, 2016), a study (Abdouaoui, 2018), a study (Al-Tahrawi, 2019), a study (Mosleh, 2016), a study (Bin Ahmed, 2017), and a study (Al-Anzi, 2014), and a study (Mostafa, 2014).

**H0<sub>2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the average responses of the respondents, regarding (the flexibility of human resources and its relationship to improving the quality of services in non-governmental hospitals in Gaza Strip), which are attributed to the following demographic variables: (gender), Age group, educational qualification, occupation, and number of years of service).

**The main hypothesis is divided into the following sub-group:**

**H0<sub>2.1</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the mean of the respondents' responses, about (human resources flexibility and its relationship to improving the quality of services in non-governmental hospitals in Gaza Strip), which is attributed to gender.

To verify the validity of the hypothesis, the differences between the averages of the sample members according to the gender variable were calculated using the (T) test, and the following table illustrates this:

**Table 14:** means, standard deviations, and the "T" value of the scale due to the gender variable

Domains	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level	Indication
Human Resource Flexibility	Male	273	6.1429	1.63953	0.336-	0.737	Not Sig.
	Female	161	6.1965	1.58793			
Improve Service Quality	Male	273	7.7269	1.15480	0.108-	0.914	Not Sig.
	Female	161	7.7385	1.02713			

The previous table indicates that there are no statistically significant differences in the dimensions of the scale due to the gender variable in all dimensions of human resource flexibility and the total degree thereof, and the absence of differences in the quality of service in non-governmental hospitals in Gaza Strip. The researchers attribute this result to the fact that employees in non-governmental hospitals in Gaza Strip - regardless of their gender - look at the dimensions of human resource flexibility in a unified view, because they follow a unified work strategy, live under the same working conditions, and receive the same instructions, the same courses. Workshops, as well as usually they receive their education in the same universities and educational, cultural and social milieu; consequently: we find no difference in their responses regarding the field of human resource flexibility according to the gender variable.

**H0<sub>2.2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the mean of the respondents' responses, about (human resources flexibility and its relationship to improving the quality of services in non-governmental hospitals in Gaza Strip), which is attributed to scientific qualification.

To test this hypothesis, the "unilateral variance" test was used, and the following table illustrates that.

**Table 15:** Results of the "one-size-fits-all" test for the level of academic qualification variable



Domains	Averages			Test Value	Probability Value (Sig.)
	Diploma or less	Bachelor	Postgraduate		
Human Resource Flexibility	6.4091	6.0741	6.2990	1.652	0.193
Improve Service Quality	7.6604	7.7067	8.1451	2.656	0.071

\* The difference between the averages is statistically significant at a significance level of ( $\alpha \leq 0.05$ )

From the results shown in the previous table, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is higher than the significance level of 0.05. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates in these fields, due to the scientific qualification variable. The researchers attribute this to the fact that employees, regardless of their educational qualifications, are flexible and seek to obtain material and employment incentives. Therefore, they are keen to respond and adapt quickly to environmental changes.

**H0<sub>2,3</sub>**: There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the mean of the respondents' responses, on (human resources flexibility and its relationship to improving the quality of services in non-governmental hospitals in Gaza Strip), which is attributed to the age group.

To test this hypothesis, the "unilateral variance" test was used, and the following table illustrates that.

**Table 16:** Results of the "single-factor variance" test - for the variable of the age group

Domains	Averages				Test Value	Sig
	20 - Less Than 30 Years Old	30 Less Than 40 Years Old	40 Less Than 50 Years Old	50 Years And Over		
Human Resource Flexibility	6.8460*	6.0944	5.5670	6.6333*	10.216	0.000
Improve Service Quality	7.9676*	7.6600	7.5935	*8.0733	2.968	0.032

\* The difference between the averages is statistically significant at a significance level of ( $\alpha \leq 0.05$ )

From the results shown in the previous table, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is less than the significance level 0.05 for all dimensions. Thus, it can be concluded that there are statistically significant differences between the averages of the study sample estimates attributable to the age group variable. The researchers attribute this to the fact that employees with a lower age group work more efficiently and with greater vitality, and this is a natural result of employees under 30 years of age, especially in the field of information.

To find out the direction of the differences, the LSD test was used, as in the following tables:

**Table 17:** LSD test results for comparing age group averages for the field of human resource flexibility

Age Group	The Difference Between The Averages			
	20 - Less Than 30 Years Old	30 Less Than 40 Years Old	40 Less Than 50 Years Old	50 Years And Over
20 - Less than 30 years old				
30 Less than 40 years old	0.7516*-			
40 Less than 50 years old	1.2789*-	0.5274*-		
50 years and over	0.2127-	0.5389	1.0662*	

\* The difference between the two averages is statistically significant at the level of significance ( $\alpha \leq 0.05$ )

The previous table shows the results of the LSD test to compare the average age group for the field of human resource flexibility, where the results show that there are statistically significant differences between the average age group, in favor of the younger age group (20 - less than 30 years) compared with the older age group, and that there are differences Between the age group 50 years and over with the age group 40 - less than 50 years in favor of the age group 50 years and over, and no differences were found between the rest of the age group.

**Table 18:** LSD test results to compare the average age groups to the overall service quality score

Age Group	The Difference Between The Averages			
	20 - Less Than 30 Years Old	30 Less Than 40 Years Old	40 Less Than 50 Years Old	50 Years And Over
20 - Less than 30 years old				
30 Less than 40 years old	0.3076*-			
40 Less than 50 years old	0.3740*-	0.0664		
50 years and over	0.1058	0.4134*	0.4798*	

\* The difference between the two averages is statistically significant at the level of significance ( $\alpha \leq 0.05$ )

The previous table shows the results of the LSD test to compare the average age groups to the overall quality of service score, as the results show that there are statistically significant differences between the average age groups, in favor of the younger age group (20 - less than 30 years) compared with the older age group, and that there are differences Between the age group 50 years and over with the age group 30-less than 40 years, and the category 40- less than 50 years in favor of the age group 50 years and over and no differences were found between the rest of the age groups. The researchers attribute that the differences are in favor of the older group because of the accumulated experience that was generated, through working for a greater number of years and possibly working in several different places and environments, which have a significant impact on improving the quality of health services provided to patients, and employees with the age group of 50 Years or more, the concepts of services, especially health, have become entrenched in them, due to their personal need for such services, and this is what they wish to present to patients because they know for sure that patients need them.

**H0<sub>2.4</sub>**: There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ), between the mean of respondents' responses, about (human resources flexibility and its relationship to improving the quality of services in non-governmental hospitals in Gaza Strip), which is attributed to the variable of years of service.

To test this hypothesis, the "unilateral variance" test was used, and the following table illustrates that.

**Table 19:** Results of the "single variance" test for the years of service variable

Domains	Averages				Test Value	sig
	Less Than 5 Years	5 - Less Than 10 Years	10 - Less Than 20 Years	20 Years And Over		
<b>Human Resource Flexibility</b>	6.5356*	5.9329	6.3351	6.5000	3.776	0.011
<b>Improve Service Quality</b>	7.8773	7.5783	7.9247	7.9646*	3.391	0.018

\* The difference between the averages is statistically significant at a significance level of ( $\alpha \leq 0.05$ )

From the results shown in the previous table, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is less than the significance level 0.05 for all dimensions. Thus, it can be concluded that there are statistically significant differences between the averages of the study sample estimates attributable to the years of service variable, in favor of the category of lesser service years (less From 5 years), while we find that there are differences in service quality in favor of the larger category of years of service (20 years or more). The researchers attribute that the increase in the level of quality of service of the category of employees for 20 years or more, to the increase in experience and knowledge, which is refined by the frequency of years, and the coexistence of a greater number of patients and cases, which increases the percentage of efficiency and skill, which translates into a noticeable increase in health and medical services provided to patients.

To find out the direction of the differences, the LSD test was used as in the following tables:

**Table 20:** LSD test results for comparing average years of service in the field of human resource flexibility

Years Of Service	The Difference Between The Averages			
	Less Than 5 Years	5 - Less Than 10 Years	10 - Less Than 20 Years	20 Years And Over
<b>Less Than 5 Years</b>				
<b>5 - Less Than 10 Years</b>	0.6027*-			
<b>10 - Less Than 20 Years</b>	0.2004-	0.4022*		
<b>20 Years And Over</b>	0.0356-	0.5671*	0.1649	

\* The difference between the two averages is statistically significant at the level of significance ( $\alpha \leq 0.05$ )

The previous table shows the results of the LSD test for comparing the average years of service for the field of human resource flexibility, as the results show the existence of statistically significant differences between the average years of service, in favor of the category of fewer years of service (less than 5 years) with the category (5-10 years), as well as It was found that there are differences between years of service 10 - less than 20 years with the category (5-10 years) in favor of the group (10-20 years), and between years of service 20 years or more with the category (5-10 years) in favor of the category 20 years or more. There are differences between the remaining years of service.

**Table 21:** LSD test results for comparing average years of service to the overall service quality score

Years Of Service	The Difference Between The Averages			
	Less Than 5 Years	5 - Less Than 10 Years	10 - Less Than 20 Years	20 Years And Over
<b>Less Than 5 Years</b>				
<b>5 - Less Than 10 Years</b>	0.2989*-			
<b>10 - Less Than 20 Years</b>	0.0474-	0.3464*		
<b>20 Years And Over</b>	0.0873-	0.3862	0.0398-	

\* The difference between the two averages is statistically significant at the level of significance ( $\alpha \leq 0.05$ )

The previous table shows the results of the LSD test for comparing the average years of service to the total degree of service quality, as the results show that there are statistically significant differences between the average years of service, in favor of the category of years of service less (less than 5 years) compared with other categories of years of service. Differences between 10 years of service - less than 20 years with the category (5 - less than 10 years) in favor of the category (10 - less than 20 years), and no differences were found between the remaining years of service. Researchers attribute this to the existence of single policies, controls and systems that regulate work within hospitals, and the existence of a homogenous environment within them.

**H0<sub>2.5</sub>** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the mean of the respondents' responses, about (human resources flexibility and its relationship to improving the quality of services in non-governmental hospitals in Gaza Strip), which are attributed to the job variable.

To test this hypothesis, the "unilateral variance" test was used, and the following table illustrates that.

**Table 22:** Results of the "unilateral variance" test - for the function variable

Domains	Averages						Test Value	Sig
	A Doctor	Nurse	Specialist	Technical	Administrative	Services Employee		
Human Resource Flexibility	6.0896	5.9775	6.2599	6.0882	6.4842	6.2533	1.106	0.356
Improve Service Quality	7.9037	7.7971	7.6596	7.3863	7.7205	7.6213	1.212	0.302

\* The difference between the averages is statistically significant at a significance level of ( $\alpha \leq 0.05$ )

From the results shown in the previous table, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is higher than the significance level 0.05 for all dimensions, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates attributable to the function. Researchers attribute this to the existence of single policies, controls and systems that regulate work within hospitals, and the existence of a homogenous environment within them.

## Conclusion and Recommendations

### Conclusions

The study reached several results and was classified as follows:

#### 1. Results Related To The Independent Variable (Human Resource Flexibility):

- The results of the study showed that there was a moderate degree of agreement by the study sample on the flexibility of human resources among employees in non-governmental hospitals in Gaza Strip, as it was evident through the field of human resources flexibility to have a relative weight of 61.63%.

#### 2. Results For Dependent Variable (Quality Of Service):

- The results of the study showed a high degree of agreement by the study sample on the quality of service of employees in non-governmental hospitals in Gaza Strip, as it was evident through the field of service quality that obtained a relative weight of 79.90%.

#### 3. Results For Hypothesis Testing:

- There is a statistically significant relationship between the elasticity of wild materials and the quality of service where the correlation coefficient was 0.435
- There were no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses to (the flexibility of human resources and their relationship to improving the quality of services in non-governmental hospitals in Gaza Strip), due to gender, educational qualification, and job variables.
- There were statistically significant differences at a significant level ( $\alpha \leq 0.05$ ) between the mean of respondents' responses, on (human resources flexibility and its relationship to improving the quality of services in non-governmental hospitals in Gaza Strip), due to the variables of years of service and age group.

### Recommendations

Through the findings of this study, the most important recommendations that can be implemented in order to improve the level of service quality in the surveyed hospitals, and to enhance the role of human resources flexibility in them, can be clarified.

#### 1. Human Resource Flexibility Recommendations

- Work to attract individuals to fill supervisory and medical positions, so that they are experienced, and that they have worked in the health field, and work to train and develop their skills.
- Strengthening the relationship between hospital departments, universities and institutes, by conducting courses and training programs in the areas of flexibility and how to enhance them.

- Providing the appropriate organizational conditions to develop the flexibility of human resources, by reducing the degree of centralization in decision-making, and delegating some powers, with a focus on interaction between employees to achieve cooperation.
- Increasing coordination between employees inside the hospital and between departments, functional units and pharmacies, and determining the nature of the overlap in tasks between each of them.

## **2. Recommendations Regarding Service Quality**

- Removing barriers between doctors and patients, creating a language of dialogue and speaking with patients in a manner that they understand.
- Establishing an effective system to receive patients' complaints that guarantees prompt response and treatment, to achieve continuous communication between them and the hospital administration, or to activate the complaints boxes in the hospital, and to notify patients of dealing with the complaints they submit.
- Working to provide all medical and health specialties in the hospitals under study, by making use of the medical delegations entering Gaza Strip and involving them in the treatment processes, and bringing in doctors and specialists from abroad.
- Developing the waiting system and booking appointments for patients, which reduces the waiting time for health service beneficiaries.
- Development of facilities in hospitals, such as: (waiting rooms, cafeterias, parks, toilets), for their role in increasing the improvement of service in hospitals.
- Update medical devices and equipment used in hospitals periodically.
- Continuously updating the criteria for measuring the services provided to patients, based on patients' suggestions and complaints.
- Provide clear information about the prices of medicines and medical supplies, or where to sell them, if they are not available in the hospital pharmacy.
- Encouraging employees inside the hospitals under study to submit ideas and proposals that will improve the quality of services in hospitals, and provide better services for patients.

## **3. Recommendations Related To Demographic Variables**

- Striking a balance in the percentage of males and females in the cadres that are employed, by attracting a sufficient number of females.
- Work to appoint young people and people with energies to vacate jobs in the hospitals under study, because this group is dynamic and active, similar to the elderly.
- The use of an administrative cadre who is distinguished by scientific and practical qualifications and holders of certificates, because they may be able to perform administrative functions and understand their requirements.
- The necessity of harmonizing the expertise and academic qualifications of the titles and heads of departments, who have experience and higher degrees, with the requirements of their work.

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