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Research Article

**JOB SATISFACTION AND ITS IMPACT ON THE QUALITY OF  
HEALTH SERVICES IN PRIVATE HOSPITALS  
(AGGRESSIVE, FAITHFUL, RENAISSANCE)****MAJED FAHD, AL-JUHANISAMI DAWI AL- OTAIBI, MESHARI MOHAMMED AL-  
TOWIRQISULTAN ABDULLAH AL THOBITY SULTAN MODIF AL-SUFINI, ABDUL  
MOHSEN HAMID AL-GHAMDI****Article Received:** October 2022**Accepted:** October 2022**Published:** October 2022**Abstract:**

*The human element has nowadays become the real capital that organizations must better invest and satisfy its necessary needs and raise its motivation to work for the purpose of raising the level of productivity, as the traditional methods of punishment and discipline policies are no longer able to achieve that goal, which made the trend to the human side of organization the best For organizations.*

*The interest of researchers in the field of psychology and organizational behavior in the subject of job satisfaction began since the beginning of the thirties of the twentieth century until it became a vital and important topic because it deals with the human dimension of the human element, which is considered the most important resource of the organization.*

*This study deals with the topic of job satisfaction and its impact on the quality of health services in private hospitals and through which it is identified on the factors affecting job satisfaction and its impact on the quality of health service in its various dimensions.*

**Corresponding author:****MAJED FAHD,**

QR code



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## INTRODUCTION

The human element has nowadays become the real capital that organizations must better invest and satisfy its necessary needs and raise its motivation to work for the purpose of raising the level of productivity, as the traditional methods of punishment and discipline policies are no longer able to achieve that goal, which made the trend to the human side of organization the best For organizations.

The interest of researchers in the field of psychology and organizational behavior in the subject of job satisfaction began since the beginning of the thirties of the twentieth century until it became a vital and important topic because it deals with the human dimension of the human element, which is considered the most important resource of the organization.

It still receives the attention of managers in various organizations and the main reason for the study of job satisfaction is to provide managers with opinions and ideas that help improve the attitudes of employees towards work, organization, salary, supervision, training and others where it is considered a comprehensive evaluation process that covers all aspects of work and the management introduces itself to reveal to it the pros and cons in the light of which the development and formulation of future policies of management can be carried out and researchers in the theory of contradiction and conflict between the individual and the organization indicate that the individual who The smallest nucleus of an organization is a complex organization, so we find that an organization is a group of individuals that do not generate organizational energy unless it is charged with a human energy that enables it to grow and give, and the most important of these energies is job satisfaction.

Attention to quality nowadays has become a global phenomenon and organizations, whether private or public, have paid special attention to it, and it can even be said that quality has shown the first function of many organizations and a management philosophy and lifestyle that enables them to survive and continue in light of the rapid and rapidly changing environmental variables and the increasing awareness of beneficiaries of the level of quality in the goods or services provided to them.

Hence the management in the developed organizations aims to develop the relationships between the organization and the employees to ensure the continuity of its workforce and ensure their

job satisfaction, especially those with technical skills and disciplines and to find and develop their motivation to exert more efforts and performance.

This study deals with the topic of job satisfaction and its impact on the quality of health services in private hospitals and through which it is identified on the factors affecting job satisfaction and its impact on the quality of health service in its various dimensions.

### The problem of the study:

is that the attention to the quality of health service and work to improve it continuously is one of the important and decisive factors in the success of the health organization and despite the efforts made to improve the level of health service in private hospitals, there is a slowdown in the level of improvement as there is a decrease in the level of job satisfaction of the hospital staff, which made it due to the slow improvement to that reason as well as the low level of quality of health services provided in private hospitals as there are many studies that She pointed out that there is an impact of job satisfaction of employees at the level of quality of health service provided, and therefore it falls on the shoulders of private hospitals a challenge that is its ability to improve the level of job satisfaction of employees, which is certainly reflected in improving the quality of health service provided, and the problem of the study can be posed in the following question:

What is the impact of job satisfaction on the quality of health services in private hospitals in Taif

(aggressive, faithful, renaissance)?

### Study Questions:

This study seeks to answer the following questions:

- What is the level of job satisfaction among the employees of the private hospitals in Taif (Adwani, Al-Amin, Al-Nahda)?
- What is the level of quality of health services provided in private hospitals in Taif (aggressive, faithful, renaissance)?
- What is the impact of job satisfaction on the level of quality of health services provided in the private hospitals in Taif (Adwani, Amin, Nahda)?

### Objectives of the study:

This study seeks to achieve the following objectives:

- Identify the level of job satisfaction among the employees of the private hospitals in Taif (aggressive,

honest, renaissance).

- Identify the level of quality of health services provided in private hospitals In Taif (aggressive, faithful, renaissance).
- Identify the impact of job satisfaction on the level of quality of health services provided in private hospitals in Taif (Adwani, Amin, Nahda).
- Provide a number of recommendations that contribute, God willing, to improving the level of job satisfaction of employees, which reflects positively on the quality of health service provided in the private hospitals in Taif (Adwani, Al-Amin, Al-Nahda).

### **The importance of studying :**

The importance of this study stems from the lack of field studies conducted in health organizations as the majority of the studies found by the researcher in the field of job satisfaction have been conducted in industrial and productive organizations and facilities even studies that dealt with job satisfaction in health organizations were not linked between job satisfaction and the quality of health service. The importance of this study stems from the fact that it deals with the topic of job satisfaction, which is one of the topics that find its importance in organizations in general, especially health ones, and there is no doubt that it is one of the important factors in achieving quality of service and continuous improvement within the health organization.

The study also finds its importance in that it tries to diagnose the reality of job satisfaction in the private hospitals in Taif (aggressive, faithful, renaissance) and the impact of that satisfaction on the quality of the health service provided, and then the study provides a number of recommendations that put it at the disposal of decision makers in the hospital to benefit from them in improving the levels of satisfaction, which reflects positively on improving the level of quality of service and continuous improvement in the hospital.

### **Study variables**

Independent variable:

- ✓ Job satisfaction
- Dependent variable:
- ✓ Quality of health service.
  - ✓ The financial return from the job relations with superiors and subordinates.
  - ✓ and business policies and procedures.
  - ✓ Features, services and benefits.
  - ✓ Working conditions Concrete aspects Reliability Response Safety Empathy.

### **Study Limits**

**Objective limits:** This study is limited to addressing the impact of job satisfaction and its impact on the quality of health services in private hospitals (aggressive, faithful, renaissance).

**Spatial limits:** The application of this study is limited to private hospitals (aggressive, faithful, renaissance).

**Time limits:** This study was carried out during October 2022.

**Human limits:** This study is applied to the staff of private hospitals as follows:

(Aggressive Tutel 100 women 50 men 50, total secretary 80 women 40

men 40, total renaissance 60 women 30 men 30).

### **Procedural definitions**

**Job satisfaction:** A trend that expresses the satisfaction and happiness of the employees of private hospitals with his job and the satisfaction it achieves for him of his psychological, material and social needs. **Quality of Companion Service:** It means the extent to which private hospitals are committed to applying quality in their services in their various dimensions that are subject to measurement in this study.

### **Theoretical framework and previous studies**

*First: The theoretical framework*

*First: Job Satisfaction:*

#### **The concept of job satisfaction**

The interest in studying the job satisfaction of employees in any organization stemmed from the assumption that a person satisfied with his work is more productive than his dissatisfied colleague, and this assumption still exists despite the conflicting results of studies in this field. The job satisfaction of employees in any organization is one of the main components of the work environment and one of the main determinants of the organizational climate as it is seen as an important indicator of the effectiveness of the organization in general. (human, 2013).

It has not been agreed between researchers and those interested in the definition of job satisfaction like the rest of the terms of the social sciences in general, and the proposed definitions of job satisfaction are the view of the researcher from a certain angle based on certain intellectual, cultural and value aspirations, and therefore job satisfaction can be defined as emotional responses issued by the individual to many aspects of his work and include the employee's positive or negative feeling about his job, and he has defined it as the attitude of the person Towards his

work and is the result of his perception of it and therefore it arises from multiple functional elements including salary, promotion opportunities, relationship with superiors, relationship with colleagues, work procedures and surroundings. (Khaled, 2002).

These theories are also applied in the field of job satisfaction, and can be used to explain it, as the importance of motivation in behavior was the principle on which the theory of motivation and job satisfaction was based, job satisfaction is a multifaceted and exclusionary concept and depends on determinants and factors that contribute to the formation of job satisfaction of the individual and determine its extent and these determinants and factors can be classified into three groups.

- ❖ Personal factors related to the employees themselves and the abilities and skills of individuals for their level of motivation. These factors include educational qualification, age groups, experience, level of ambition and others (Saadi, 2004).
- ❖ Organizational factors related to the organization, working conditions and conditions, the prevailing organizational conditions and functional relationships related to the employee, the job, the relationship with colleagues, the relationship with superiors, the level of the job, its content and responsibility.
- ❖ Environmental factors related to the work environment and their impact on the employee include the facilities, services and facilities available in the place and environment of work, as well as the society's perception of the employee and the extent to which he appreciates his role and the extent to which he integrates with his work. Three types of job satisfaction have been identified: (Al-Tajm, 2013).
- **Internal satisfaction:** It stems from two sources of pleasure stemming from the individual's involvement in work activity and his sense of achievement and from his sense of abilities through achievement.
- **Accompanying satisfaction:** It is the result of the psychological and institutional conditions that accompany the work of the individual.
- **External satisfaction:** It is related to the wage and expectations of the individual related to his values and goals.

Job satisfaction is of great importance that managers should pay attention to, and there are a

number of reasons to pay attention to job satisfaction as follows: (Taweel, 2009).

1. A high level of job satisfaction leads to a high level of ambition among employees of the organization.
2. The high level of job satisfaction leads to a decrease in the absence of employees in the organization.
3. Individuals with high job satisfaction scores are more satisfied with their free time and especially with their families.
4. As well as more satisfied with life in general.
5. Workers who are more satisfied with their work are less likely to have work accidents.

People work to reach certain goals, and they are active in their work because they believe that performance will achieve these goals, and then reaching them will make them more satisfied than they are, that is, performance will lead to satisfaction, and when we look at satisfaction as a result of revealing how it is achieved and the factors that precede it and are responsible for inducing it, we will find that those factors are organized in a pattern of interactions and the factors influencing satisfaction are divided according to their source into organizational factors originating from the organization, and the other Subjectivity is mainly related to the nature of the worker itself. (Al-Kubaisi, 2004)

### Measuring job satisfaction

The importance of job satisfaction and its impact lies in increasing production through a strong relationship between job satisfaction and increasing the individual's ability to produce and the importance of job satisfaction can be summarized in the individual's great effort and provide his best in order to reach the goals of the institution or company and enable the institution to maintain the existing human experiences and competencies and not to be transmitted to another facility, and stand by the institution in times of crisis without regard to the material compensation, and enhance loyalty. The belonging of employees towards the institution in which he works, improving and developing the products of the establishment or institution and thus improving the reputation of the establishment and increasing its profits, and increasing the ability of the institution to face problems and prepare to face competitions between them and the rest of the companies, (Ayed, 2019)

Accurate measurement of job satisfaction requires making arrangements or with accurate and regular

information about how employees feel about their jobs, their jobs and the conditions prevailing in their organizations. The methods used nowadays to measure satisfaction can be limited to two types of metrics:

- Objective metrics which include turnover rate, drop-off rate, accident rate at work, complaint rate, employee production level.
- Metrics that rely on collecting information from employees using specific means such as a survey sheet or personal interviews.

#### **Other ways to measure satisfaction are:**

Measurement rates and response to questions and one of the most famous rates is the job agenda of the work and MSQ method. (Al-Madlaj, 2003)

#### **Factors Influencing Job Satisfaction**

Stability in work and working conditions and the appreciation of work done and the benefits obtained other than pay Those things that have an impact on job satisfaction, and there is a relationship between job satisfaction and performance In this regard there are three directions, the first trend confirms that job satisfaction leads to increased productivity, the second trend sees that there is no relationship between job satisfaction and performance, and the third trend confirms that job satisfaction is the result of the worker receiving fair bonuses and these fair bonuses as a result of linking them to the need to do With a certain performance. (Al-Assaf, 2012).

The first trend: This trend emerged as a result of the experiments and research of "Ahothorne" in the thirties where the focus was on human relations and increased interest in workers by hearing their complaints, solving their problems, satisfying their material and moral needs, and then encouraging workers to participate in Management. (Abd, 2012).

The results of the experiments showed that productivity increased and that the factors introduced into the work led to an increase in motivation to work, and this causal relationship between work satisfaction and performance contributed to by the School of Human Relations provided multiple methods of human relations with the aim of increasing job satisfaction among workers and such methods as participation in management, lenient supervision, advice and guidance. (Gharaibeh, 2011)

The second direction: It confirms that there is no direct relationship between satisfaction and

performance, where the results of some research in the fifties and sixties confirmed that there are cases and situations in which workers have a high degree of morale, but they are less productive, as reflected situations have emerged, where workers have a low degree of morale, but their productivity is high, and he stressed that the productivity of the individual can be increased by pressure or the use of the dictatorial method of management, thus production is high and job satisfaction is low. (Farouk, 2012)

The third direction: Considers that job satisfaction achieves high performance Acceptance of positive returns (incentives) such as pay, promotion and good relations in case the worker realizes that these returns are subject to a certain level of performance. In general, when the employee is dissatisfied with his work, this is reflected in his behavior, reducing his commitment to the work he performs and weakening his loyalty to the organization in which he works, resulting in the withdrawal of the employee from his work psychologically through wandering of mind and falling into daydreams, or withdrawing physically through being late for work and leaving early, or extending rest times, absence and disruption of work. (Maher, 2012)

#### **Work environment**

The environment can be defined as the space in which humans practice various activities of their lives, and within the management literature there is an internal work environment and an external work environment, the internal environment is the individuals, groups, technologies, legislation and systems under which the organization operates and is what we will address in this research.

The work environment consists of a set of variables or factors that have a direct or indirect impact on the workers within its surroundings and this impact may be either positive or negative in their performance, and the work environment is the main means of improving performance and raising the productivity of workers and their satisfaction with the organization and this depends on what the workers see according to their perceptions, which vary from individual to individual.

(Al-Anzi, 2014).

Effective management is the one that is keen to identify these factors or variables and their relationship with other variables from the point of view of employees and this contributes to reaching a typical work environment through which satisfaction is achieved and performance is improved and the

factors or variables of the work environment vary among themselves due to the different environments that have been studied by researchers in this field and studies and research see that each environmental factor or variable has an impact on job satisfaction. We will address a number of these. The variables of the work environment are as follows:

**Leadership and supervision style:** The relationship between the boss and his subordinates is one of the characteristics of the important work environment, which has an impact on the satisfaction of employees and in their readiness to work under the guidance and orders of the boss and implement the decisions he makes in the best way, the nature of the relationship between the boss and his subordinates is actually a reciprocal relationship, whenever the actions and behavior of the boss towards his subordinates are a source of satisfaction with their work, this has a direct impact on the performance of subordinates and therefore on his productivity. (Hawiji, 2008)

Leadership styles were classified into three styles:

- ✓ Autocratic leadership: It is an authoritarian leadership where there is a lack of trust between the leader and subordinates, and human relations.
- ✓ Democratic leadership: It is based on the interest in human relations at work, raising morale and achieving interaction between employees.
- ✓ Free leadership: It is the granting of more freedom in the exercise of power and the role of the leader here is limited to advice, Shawki Naji Jawad summarizes the style of supervision that creates a higher degree of satisfaction in a range of things, including ordering as much as possible and honoring good and outstanding achievement, sharing the delights and sorrows of subordinates, creating a climate imbued with the spirit of affection, encouraging good works and individual and collective innovations, and that political acumen and the ability of officials to polite workers and influence them by building strong personal relationships gives the organization more cohesive. By achieving satisfaction and loyalty. (Reformer, 2012).

**Work content:** These factors may be related to the design of the job and the suitability of the duties of the job to the capabilities and inclinations of the person. Studies on the attitudes of employees in general have proven that the job satisfaction of the

abilities or many of them is directly proportional to the extent to which the work provides of these characteristics, and may be related to the extent to which the job satisfies the needs of the individual where the social outlook of the incumbent of the job, and the managerial level of the job may clearly relate to the role and how employees understand their tasks and responsibilities in the organization and seem to prefer work with clear goals as ambiguous and conflicting roles lead to pressure on the worker that reduces his job satisfaction. (Moqbel, 2018).

**Organizational culture:** The researcher sees organizational culture as a system consisting of a set of elements or forces that have a severe impact on the behavior of individuals within the organization, where organizational culture is defined as the system of values, variables, standards, trends and norms that governs the behavior of individuals within the organization.

Organizational culture is the overall outcome of how individuals control as working members of the organization, it is culture that gives employees a sense or sense of uniqueness and a sense of personality and facilitates the creation of a commitment towards what is greater than self-interest and is an interest community.

Individuals in an organization have their own goals and values that may or may not often agree with the objectives of the organization, and this would result in individuals falling on the one hand and the organization on the other as opposite parties whose interests conflict and together they enter into a conflict situation where each tries to score as many points in their favor if not the defeat of the other.

**Physical working conditions:** It means the environmental conditions surrounding the workplace such as lighting, ventilation, noise, cleanliness, arrangement of furniture in addition to auxiliary technical equipment in the workplace. (Makri, 2015).

Interest in physical conditions and their impact on the performance of the worker began since the advent of industrial psychology (the works of Elton Mayo and the Hawthorne experiments), and many researchers conducted experiments and research around the world, because of the impact of the physical environment on the worker and his behavior.

Based on their impact on the degree of endurance of the individual, it affects the degree of acceptance of the work environment and therefore his satisfaction with his work, and most of these studies indicate that poor material conditions and uncomfortable work

situations have a great relationship with his dissatisfaction and suitability that leads to his sense of psychological satisfaction and job satisfaction. (Makri, 2015).

### **The importance of the work environment in achieving job satisfaction**

The environment or workplace is one of the important aspects and components of the success of modern work institutions and facilities, which are currently receiving increasing global attention, considering that the satisfaction of employees in the institution with the work environment, is reflected in their efficiency and performance, and therefore the success of the institution. The work environment includes many aspects and standards applied in the organization or organization, such as management methods and practices, leadership and performance evaluation, training and development programs and policies that stimulate success, support for teamwork, salaries, wages, incentives, bonuses and material and moral appreciation. (Jill K. Maher, 2005).

The relationship between superiors and subordinates, methods of instilling belonging between employees and the work institution, entertainment and social aspects of employees and their families, among other attractive criteria and factors contribute to the happiness and satisfaction of employees and their sense of security and job security, and attract more competencies and distinct human elements to work in the institution.

Robert Levering, co-founder of Best Place to Work, author of 7 books on workplace and corporate world issues, defines the best work environment by summarizing interviews with hundreds of employees from 12 of the best places to work around the world by saying that it's where you trust the people you work for, be proud of what you do, have fun with the people you work with, and the organization should be the "best place to work," and any organization should offer a comprehensive and integrated package. From consultancy and business services, its mission is to improve the lives of individuals and create better communities, by helping companies to develop workplaces, by offering simple research-based methodological methods, which can be widely used to understand and evaluate organizations. (Jill K. Maher, 2005).

The employee survey, with the evaluation of the company's human resources policies, forms the basis of the consulting and research services of the institution, and has been used by many companies of the world to create strong cultures of the workplace,

based on relationships of trust, and the organization whose goal is to be the best places to work, is the one where employees feel respected and proud and trust that management is committed to doing the right things and the organization must cooperate with many successful and innovative companies around the world to create the best places to work, because these partnerships help in Build unique experiences, including multicultural workplaces, and reference databases of best practices.

Therefore, constantly evaluating the standards of the work environment, by measuring the extent of job satisfaction of the employees of the institution, is important to identify the level of these standards, and then provide the best work environment, which gives employees satisfaction with the institution and thus contribute to its success and excellence. (Bcharre, 2013).

Job satisfaction is a set of positive emotions and emotional sensations, including happiness, acceptance and enjoyment, that the employee feels towards himself, his job and the work institution, and after measuring job satisfaction is an important indicator to identify areas of improvement and development in the internal systems and procedures in the institution, to provide the best supportive environment for employees, to ensure their development and the success of the work institution.

### **How to improve the work environment**

When the worker or employee in the organization finds the best work environment, he will feel that he belongs to it and that he is a desirable individual, and therefore will provide all his capabilities and potential, that is, the ideal work environment, has contributed to raising the level of efficiency and performance of employees and increasing their productivity, thus working on the development of the institution and raising its status and excellence. (Al-Tajm, 2013).

Some may believe that improving the work environment is only through raising the wages and salaries of employees, but modern management trends and visions have emphasized the importance of having a set of values, principles, ethics, humanities and feelings that are more important in creating the best place to work, among which are taking into account the personal concerns and problems of employees, ensuring constant communication and communication within the work environment, and the importance of relationships, feelings and personal aspects between employees in the organization, and between them and bosses and

leaders, which contribute to raising productivity levels, Thus the development, growth, success and excellence of the business enterprise. (Al-Tajm, 2013).

The bad and inappropriate conditions of the work environment and the psychological pressures to which the worker is exposed in the work environment, have negative effects on the motivation of workers towards work, and also lead to many psychological and health problems of workers, leading to the emergence of problems in the work environment, tension in relations between employees and frequent absences, which ultimately leads to a decrease in the level of productivity of the work institution, and a deterioration in its reputation and status, and the negative consequences of the pressures of the work environment on the worker may not be limited only to his workplace, but may not be limited to the workplace, but may not be limited to the work environment. She moves with him to his home and family, causing tension in family relationships, and may extend its impact to the employee's relationships within the community, becoming more inclined to isolation and less interactive and connected with the surrounding community.

The researchers say that trust, pride and affection, transform the work organization into the best place to work, and they are looking for the dimensions of the model of the best work environment, which pushes employees to trust in their leaders, be proud and proud of what they do, and enjoy working with the individuals they work with. (Al-Kubaisi, 2004)

The dimensions of the best places to work are: trust, which is an essential element in the relationship between the workplace of the employee and the employer, and trust consists of three dimensions: credibility, respect, and fairness (justice).

Credibility means that managers communicate regularly with employees, regarding the directions of the organization and seek their ideas and plans, it also involves coordination between the members of the organization and resources very efficiently, and that the employees know how their work relates to the objectives of the institution, be credible, must follow words and words with deeds.

Respect includes providing staff with the equipment, resources and training necessary to carry out their work, as well as appreciating good work and extra effort. (Hawiji, 2008)

It includes reaching out to employees and making

them partners in the activities of the enterprise, fostering a spirit of cooperation between departments and departments and creating a safe and healthy working environment, and equity, means that there is an equitable sharing of the economic success of the enterprise, through compensation and profit programs, that everyone recognizes fair opportunities, that decisions on employment and promotions are made without prejudice, that the workplace seeks to free itself from discrimination, that there are clear procedures for adjudicating disputes, and that to be fair, you must be fair.

The other two dimensions, in the model of the best places to work, are: pride or pride, affection or camaraderie, and pride is in the labor relations between employees and their jobs, and means that the employee is proud and proud of what he does, while affection, means the relations of camaraderie between the employee and other employees in the work institution. (Al-Assaf, 2012)

#### **Employee needs and abilities**

The interest in improving the work environment has become in public and private organizations one of the important strategies and requirements of the successful administrative process that these institutions are keen to adopt in light of the intensification of competition and the high level of awareness of the beneficiary, who always expects to receive the best services.

The employee must understand that he is an essential element in the administrative development process, is required to improve his work and responsibilities, and is required to be involved in the formulation of decisions related to labor affairs in terms of improving performance and procedures, technology applications, and other development programs. (Al-Assaf, 2012)

This is not to say that subordinates know better than their boss, but it is useful for subordinates to share their developmental ideas because of the positive effects on the work environment. (Hawiji, 2008)

Attention also includes identifying the needs of the staff member to develop his or her abilities, knowledge, opportunities for promotion and responsibility, among other incentives available, all of which contribute to raising the rates of functional affiliation to the organization, love of productive work, and the development and continuous improvement of performance to give this or that organization more successes and satisfaction of beneficiaries. The work environment, strengthening human and social ties and relations between the

employees of the organization, which reflects positively on increasing the level of job satisfaction and increasing the level of performance, productivity and cooperation based on constructive partnership between all to achieve the objectives of the organization, It is noted that there is a slowdown in improving the administrative environment in some institutions, especially those of a service nature, which confirms the need for intensive training and awareness programs with the presentation of successful experiences of some institutions, companies and universities that pay all attention to the work environment, as well as the importance of blowing up the potential and already present energies of each employee through the ability of managers and leaders and their skill to find motivation and motivation to work and initiative to think, creativity and communication with employees through what is put forward in meetings or proposals made in During work, we find that the identification of obstacles and undesirable practices that prevent employees from doing the work properly, can only be achieved through proximity to employees and recognition of the work environment and the level of their abilities. (Hawiji, 2008)

### Second: Quality of Health Services

The concept of quality of health service:

Khosrav (2008, 29-30) shows that the concept was first used in medicine by a British nurse named Florence Nightville, who oversaw the provision of health care in military hospitals during the Crimean War by introducing simple performance criteria into her work, which led to a marked decrease in the number of deaths in those hospitals.

(Nuseirat, 2008, 383-384) emphasizes that the issue of quality of health service has become one of the main topics in the marketing of health care services, and this topic is the subject of attention and focus by hospital administrations, beneficiaries of health care services, doctors, and funders of these services, where these multiple parties focus on the issue of quality of health service to achieve their goals and interests, as the imbalance and errors in the quality of health care are unacceptable and its effects go beyond material damage to physical harm. It is necessary to aspire to a healthy practice free of flaws. With regard to the concept of quality of health services, Ellis and 1993,23, Whittington shows that quality of health service means the set of procedures put in place to ascertain / and be able to ensure the achievement of high levels of quality of health service provided to visitors to health organizations. Kotler and 1994,640

and Armstrong explained that the quality of health service is a form of method used by a health organization to distinguish itself from other health organizations similar to it in activity by forming a picture of the health organization through which the personality of the organization is determined at all levels.

Nakijima (1997,33) pointed out that the quality of health service is the application of medical science and technology in a manner that maximizes the benefit of public health without increased risk exposure. He (Dewa Ji and Abdullah, 2003, 14) mentioned the WHO definition of quality of health services as being in line with standards and the right direction in a safe and acceptable way and acceptable to society and at an acceptable cost so that it leads to effects on the proportion of pathological conditions, mortality, disability and malnutrition. (Saad, 2004, 116) has emphasized that the quality of health service is a method of studying the processes of providing health care services and constantly improving them to meet the needs of patients and others, adding that it is the completion of work by highly skilled personnel who have dedicated themselves and their skills to provide high quality serviceto their patients.

Al-Assali (2006, 11) shows that the quality of health service means the provision of healthier and easier health services as an example, more convincing to their providers and more satisfying to their beneficiaries sothat a positive view of the health care provided is generated in society.

Donna Bidian stressed that the quality of health service is the application of medical science and techniques to achieve the maximum benefit of public health, without increasing exposure to risks, and on this basis the degree of quality is determined by the best balance between risks and benefits (Khosrov, 30.2008).

In light of the above, it can be said that quality health service programs must be characterized by the provision of mechanisms to ensure that the level of quality of health service provided to patients conforms to the above standards and that these programs are designed to protect patients and improve the level of care provided by the health organization. Therefore, the quality of health service represents a set of policies and procedures designed that aim to provide health care services to its beneficiaries (patients and others) in a systematic and objective manner, contributing to providing opportunities to improve patient care and solve accidental problems in scientific ways through

workers in health organizations who use their skills, experience and health care techniques available to them in a way that ensures the achievement of the best results at the right time, place and at the lowest possible cost, meaning that the quality of health service It is a method of studying the processes of providing health care services and constantly improving them to meet the needs of patients and others.

### Quality of Health Service Objectives

Barry (Khurma, 2000, 103), (Saad, 2004, 113), (Khoja, 2003, 221)

The objectives of the quality of health service are:

1. Ensure the physical and mental health of beneficiaries.
2. Providing a health service of distinctive quality that will achieve the satisfaction of the beneficiary (patient) and increase his loyalty to the health organization, which will later become an effective media outlet for that health organization.
3. Knowing the opinions and impressions of beneficiaries (patients) and measuring their level of satisfaction with health services is an important means in the field of administrative research, health care planning and policy development.
4. Develop and improve communication channels between the beneficiaries of the health service and its providers.
5. Enable health organizations to perform their tasks efficiently and effectively.
6. Achieve better productivity levels, since after reaching the required level of health care provided to the beneficiaries (patients) the main objective of the application of quality.
7. Gain the satisfaction of the beneficiary (patient) as there are basic values of quality management that must be available in any health organization that works to improve quality and seeks to apply quality systems and thus develop work performance and ultimately gain the satisfaction of the beneficiary.
8. Improving the morale of employees, as it is the private health organization that can enhance the confidence of its employees and make them feel that they are effective members, which leads to improving their morale and thus obtaining the best results.

### Dimensions of Quality of Health Service

A number of writers agree that the dimensions of the quality of health services are (Mahmoud, Al-Alaq, 2001) (Kush 4 2002) (Chia-Ming, et.al., 2002) (2003,. Hsing-Yun, et al., 2008), (Holdford,et.al): Responsiveness, reliability, assurance, tangible, and empathy, and given the classification of the characteristics of the quality of health services or the above dimensions contain all the characteristics of the quality of health services, we have adopted these dimensions in our research.

1. **Responsiveness:** Lovelock (1996,456) argues that responsiveness means the ability of the service provider and the speed with which it responds to beneficiaries' requests and inquiries. Mentioned (2002,5,. Ming, et al) that the response reflects a desire or satisfaction to help the customer and provide quick service. Diop and Attiyah, 2005, 124 explained that the response in the field of health services means the extent to which the service provider is able, willing and willing to provide the service to the beneficiaries when they need it. He (2005.515,Shaikh) explained that the response in the health service indicates that all patients regardless of their origin, condition, and background, receive prompt care by hospital staff with good treatment and cooperation, and an appropriate, appropriate and unobtrusive waiting time.

Hamed (2002, 20) stressed that the response in the field of health service includes the following variables: speed in providing the required health service, immediate response to the needs of the patient whatever the degree of busyness, permanent readiness of workers to cooperate with the patient, immediate response to inquiries and complaints, and patient news exactly about the date of service provision and completion.

Al-Bakri (2005, 212-213) stated that response means real assistance in providing service to the beneficiary (patient). This dimension (22%) represents as a relative importance in quality compared to other dimensions, and one of the criteria for evaluating the dimension of response is the following: providing immediate treatment services, responding to external emergency calls, working throughout the hours of the day, and between (2005,195,Shaikh and Rabbani) that response means that hospital staff provide quick care to the patient depending on his needs for care and in the shortest possible time. Al-Mahyawy (2006, 94) defined response as the ability to meet the new or emergency needs of the patient through flexibility in the procedures and means of service delivery, for example what is the readiness and willingness of the

organization to provide assistance to the patient or solve his specific problems.

Al-Taie and Qaddara, 2008, 38) stated that response means the extent to which service providers react quickly to what is unexpected or private to the beneficiary.

Chang (2008,7) defined responsiveness as satisfaction and the ability to deliver rapid service. In the light of the above, it can be said that the response dimension in the field of quality of health services indicates that the staff of the health organization are able to respond quickly and at all times to the pathological cases and injuries that come to it, as well as the rapid initiative to provide assistance to the beneficiaries (patients) of the services of the health organization and the quick answer to all their inquiries and complaints submitted by them as well as the speed of completion and provision of health services to them when they need them.

2. **Reliability:** Cronin & Tylor (1992,55) argues that reliability means the ability of a health service provider (doctor, analyst, nurse, and others) to reliably perform the promised health service, as well as to deliver it with a high degree of accuracy and health. He explained (1996,465, Lovelock) that reliability refers to the ability of the service provider to fulfill and commit to providing the service with adoption, accuracy and stability.

Goncalves (1998,61) asserted that reliability means the ability of a service provider to accomplish or perform the promised service accurately and reliably. Al-Shamimri (2001, 281) explained that reliability is the ability to provide service on time with the required accuracy and the extent to which obligations are met.

He (50-2004,49, Slack, et al) believes that reliability in the field of health services means adherence to the specified dates of beneficiaries (patients) as well as the delivery of the results of laboratory tests, radiology and others to the beneficiaries according to the specified dates as well as reducing the percentage of cancelled appointments to a minimum. Stevenson (2005,387) explained that reliability is the ability to perform a service reliably, conformally and with high accuracy. Shaik and Rabbani (2005,195) show that dependency in health services can be expressed as solving or finding solutions to expected problems as well as giving the required solutions to problems.

Al-Bakri (2005, 212-213) explained that reliability in the health service means the ability to perform in the achievement of what has been determined in advance

and accurately, and this dimension represents (32%) as a relative importance in quality compared to other dimensions. One of the evaluation criteria for the dimension of accreditation is the following: the accuracy of the records adopted in the hospital administration, the accurate appointments in the medical procedures, and stated (2005,515, Shaikh) that reliability in the field of health service means observing or watching the beneficiary of the service according to his expectations and receiving the required treatment. He (2007,78, Evans & Collier) explained that reliability means the ability to perform the promised health service with high reliability and accuracy.

In the light of the foregoing, we believe that the dimension of accreditation in the field of health service indicates the ability of the health organization to provide and perform health services of the promised quality to their beneficiaries (patients and visitors to the health organization) on time, reliably, conformity, high accuracy, stability, without errors and reliable, as well as giving the right solutions to the expected problems and keenness to solve the patient's problems, which gives that beneficiary (patient) a sense and confidence that his life is in safe hands and that his trust in doctors and statisticians is high than where accuracy and non-errors in examination, diagnosis and treatment, as well as the confidence of the beneficiary that his financial accounts are correct when he leaves the health organization (hospital).

3. **Assurance:** Mahmoud and Al-Alaq, 2001, 42) pointed out that this dimension is the covenant and means the information of those who provide the service and their civility, and their abilities to draw inspiration from trust and credit. Shaikh (2002,515) stated that the guarantee in the field of health service results from the accreditation or trust of patients in doctors and hospital staff, and confidence in their qualifications and ability. Al-Bakri (2005, 212- 213) has been called emphasis, which means the characteristics of employees' knowledge, ability and confidence in service delivery, and this dimension (19%) represents as a relative importance in quality compared to other dimensions.

Among the criteria for evaluating the quality of health service under this dimension are the following: the reputation and high status of the hospital, the outstanding knowledge and skill of doctors and nursing staff, the personal qualities of the staff, confirmed (2004,5, Shahril et al) that warranty means knowledge and good treatment of users and service providers" and their susceptibility to rumor or spread

the spirit of trust and honesty, and also includes oral and written communications between service providers and customers.

Shaikh & Rabbani (2005,195) explained that the guarantee includes the following elements: the hospital is trustworthy and accredited, the doctor is qualified and competent, the hospital staff are courteous and kind. Rashoud (2008, 54) explained that the guarantee means adequate security surrounding the place of service, feeling of obtaining a good service, maintaining the confidentiality and privacy of the beneficiaries of the service, as well as reassuring the lives and property of service seekers. Alwan (2005, 28) called quality assurance after quality assurance as he believes that the quality assurance phase emphasizes all planned or systemic activities important for matching and ensuring the service according to the needs of the beneficiary, and that these activities are ongoing and their basis is to prevent error when providing service to the beneficiary.

In line with the above, it can be said that the guarantee as one of the dimensions of the quality of the health service is intended to emphasize the management of the health organization on the quality of health and support this with qualified workers (doctors, nurses, and others) as well as the provision of modern material supplies in the field Health leading to the provision of health services of identical quality.

4. **Tangibles:** Noted (2002,5,. Chia-Ming, et al) that tangibles refer to the appearance of facilities, physical and human equipment, communication materials and equipment. Zeithmal and Britner (2003,28-31) pointed out that aspects related to the concreteness of the service are the buildings and the information and communication technology used in it, the internal facilities of the buildings and equipment necessary to provide the service, the external appearance of the employees, the internal arrangements of the health organization, the waiting sites for the beneficiary of the service, and others. He explained (2005,195,Shaikh and Rabbani) that the concrete dimension in the field of quality of health service includes the following elements: doctors' offices are clean, hospital staff use standard means or machines, prescriptions (medicines and medical supplies) should be easy to understand, and between (Diop, Attiyah, 2005, 124) that the evaluation of health service by the beneficiary is often based on material facilities such as (devices and technologies, internal appearance of the hospital, personal appearance of the staff).

Hamed (2002, 19) stated that the concrete dimension is one of the dimensions of the quality of health service and includes the following: the attractiveness of buildings and material facilities, the design and internal organization of buildings, the modernity of medical equipment and devices. He explained (Al-Bakri, 2005, 212) that the tangible is represented by the capabilities and material facilities, equipment, personnel and communication equipment, and this dimension represents (16%) as a relative importance compared to other dimensions, and one of the evaluation criteria for this dimension is the following: the tools used in diagnosis and treatment, the external appearance of service providers, suitable waiting and reception places. Shahril, et al) that concrete means the appearance of physical and human facilities and equipment, communication materials and equipment. Shaich (2005,515) explained that tangibility refers to the observance of hygiene in health facilities, the use of clean tools and standard procedures in facilities and finally the prescription that should be easy to understand by patients.

stressed (Idris, 2006, 294) that concrete aspects mean the modernity and attractiveness of buildings, interior design, technical development of equipment, appliances and other physical facilities used in the production of service, furniture and décor, and the appearance of workers at service sites. Al-Ali (2008, 309) pointed out that tangibility includes the physical facts and data of the service such as the physical facilities and facilities used by the patient. He stressed (2008,7,Chang) that tangibility means the appearance of material and human facilities.

Based on the above, we see that the concrete dimension refers to the physical facilities that increase the demand of beneficiaries (patients and visitors to the hospital) and their return to the same health service provider and include the exterior of the building, amenities and entertainment such as educational medical programs using projectors, educational means and books, as well as the physical appearance of health facilities and their cleanliness, the pattern of technology used, the modernity of equipment, devices and sanitary tools (medical, laboratory, radiology, nursing and others), the cleanliness of the workers and their decent engineering and the appearance of furniture and decoration And the attractiveness of the hospital, the design and the internal organization of it.

5. **Empathy:** Parasuraman (1988, 12-14, .et.al) believe that the dimension of empathy includes the following

variables: the personal interest of the employees of the organization in the beneficiaries, the understanding of the employees of the organization to the needs of the beneficiaries, the suitability of the working hours of the organization to suit all beneficiaries, the keenness of the organization on the higher interest of the beneficiaries, and the adequate knowledge of the needs of the beneficiaries.

He (Mahmoud, Al-Alaq, 2001, 42) believes that empathy refers to the degree of care for the beneficiary and his care in particular, attention to his problems and work to find solutions to them in high-end human ways and with all gratitude, and this dimension includes characteristics such as: the extent to which the service is provided in terms of time and place, communications, and the degree of understanding of the service provider to the beneficiary. And between (-Chia 2002,5,. Ming, et al) that empathy arouses attention (caution or care) and personal care provided by the organization to customers.

Noted (2003,28-31,. Zeithaml,et.al) that empathy consists in showing the spirit of friendship and concern for the beneficiary and notifying him of his importance and the desire to provide service according to his needs. He knew (2004,5,. Shahril, et al) Empathy is the "attention" and special care that a health organization provides to the beneficiaries of its services. He explained (2005,515,Shaikh) that after empathy "psychological aspects" can be perceived in the form of special care given to patients, calling him by his name, showing the characteristic of attention towards patients, and mentioning (2005,6,. Maher,et.al) that empathy refers to the attention and personal or individual care that a health organization provides to its clients. Al-Bakri (2005, 212) also sees empathy as meaning the degree of care and personal attention to the beneficiary, and this dimension (16%) represents a relative importance in quality compared to other dimensions.

Among the evaluation criteria for this dimension are the following: personal attention to the patient, full listening to the patient's complaint, meeting the needs of the patient in a spirit of friendliness and kindness. Shaikh and Rabbani (2005,195) explained that the elements of empathy are: hospital staff are kind and courteous, the doctor calls the patient by his name, giving personal attention to the patient. (Idris, 2006, 296) pointed out that empathy means putting the interest of beneficiaries at the forefront of the concerns of employees and management, providing personal care to each of them, feeling sympathy for the service applicant when he is exposed to a

problem, and respecting the customs and traditions of the beneficiaries.

In light of the above, it can be said that the dimension of empathy refers to the relationship and interaction between the auditors of the health organization and the members of the health, technical, administrative and accounting team in it. It means the presence of trust, respect, tact, kindness, courtesy, confidentiality, understanding, listening and communication between health service providers and beneficiaries (patients), as the good relationship between the parties contributes to the success of the health service and the response of patients to health instructions, as well as that empathy puts the interest of patients at the forefront of the concerns of the administration and staff of the health organization and listen to the patient's complaint and meet his needs in a spirit of friendliness and kindness.

#### Second: Previous Studies:

- Maryam Bukhari's 2014 study on: "Job satisfaction of female workers in public education in light of the educational regulation":

The most important objectives of this study were: to search in a systematic way about the extent of job satisfaction among workers in public education in the Makkah region by knowing their feelings and attitudes towards the new educational regulation issued to improve the conditions of workers in education and increase their incentives, and the study also aimed to identify administrative factors that hinder or help job satisfaction among workers in public education in the Makkah region, and the researcher used the descriptive survey approach in her study and applied the questionnaire to a random class sample Where the number of members of the study sample reached (226) female employees working in the field of public education in the Makkah region in addition to supervisors (previously named mentors) and the most important results were:

- 1- Female employees are dissatisfied with their work in light of the educational regulation.
  - 2- High percentage of female employees who do not feel safe under the educational regulation.
  - 3- Most female teachers tend to accept work that is sometimes assigned to them other than their competence in order to avoid collision with governing bodies.
- The study of Abdul Samad Al-Aghbari (2013) on: (Job satisfaction among a sample of directors of public education schools in the Eastern Province, Kingdom of Saudi Arabia: A field study):

The study aimed to identify the level of job satisfaction among a sample of general education managers in the Eastern Province of Saudi Arabia, and to identify the elements that received the highest level of job satisfaction and those that received the lowest level.

The study also dealt with the relationship between job satisfaction and some independent variables such as: type of school building, educational stage, years of experience and age factor, and to achieve this the researcher designed a questionnaire tool consisting of 20 items related to the level of satisfaction with some elements such as the monthly salary and the extent of participation in decision-making and the questionnaire was distributed to 83 trainees and the study revealed that the level of job satisfaction with the monthly salary, sense of achievement, satisfaction with the cooperation of teachers and a sense of security and job stability represents the highest level of satisfaction in the Sample members, the study did not reveal a significant correlation between job satisfaction and independent variables of the study.

- **Abdul Rahman Al-Daoud's study (2012) on: (Job satisfaction among student housing supervisors at Imam Muhammad Ibn Saud Islamic University and King Saud and its relationship to the organizational climate):**

It aimed to identify the job satisfaction of the supervisors of student housing at Imam Muhammad Ibn Saud Islamic University and King Saud and its relationship to the organizational climate in the Deanship of Student Affairs at the two universities. The study was conducted on all 115 housing supervisors in the two universities, of whom 104 responded. The questionnaire was used to obtain preliminary data such as: marital status, job classification, monthly income and experience.

The study reached a number of results, the most prominent of which are: The decrease in the percentage of job satisfaction among the supervisors of student housing in the two universities, it was in Imam University (6.55%, (%)) and in King Saud University (4.57). There was also a statistically significant positive correlation between the level of job satisfaction and the organizational climate of study subjects at both universities. It was also found that there was no statistically significant relationship between the level of job satisfaction and the demographic variables of the study, while there was a statistically significant relationship between the level of the organizational climate and the demographic variables of the study.

- **A study (Subhiya, 2018), entitled: Financial compensation policies and their impact on job satisfaction among employees at the University of Jordan,**

The study aimed to research financial compensation policies and their impact on job satisfaction among employees in Jordanian public and private universities: a comparative study, through the theoretical framework and previous relevant literature, and the results of statistical analysis of the respondents' answers to the measurement tool) The questionnaire prepared for this purpose, and to conduct unstructured interviews with some stakeholders in universities. The study sample consisted of (240) administrators working at the University of Jordan, and (108) administrators working at the University of Applied Sciences. The Statistical Package for Social Sciences (SPSS) program was used to analyze the study data, and one of the most prominent findings of the study is the existence of the impact of financial compensation policies in their direct and indirect dimensions (on the level of job satisfaction at the University of Jordan).

The impact of direct financial compensation policies was stronger than the indirect financial compensation policies at the University of Jordan, and the level of application of financial compensation policies (average) at the University of Jordan, and the level of perceptions of the respondents at the University of Jordan towards the perception of workers of what and the application of financial compensation policies came (medium), and the study made several recommendations, the most prominent of which was to work on building equal financial compensation policies in scientific and objective ways to achieve justice and to avoid financial and administrative corruption, and to achieve job satisfaction among university employees and attention There its.

- **A study (Makri, 2015) entitled: The Impact of Total Quality Management on the Quality of Health Service through Job Satisfaction Using Pathway Analysis:**

Case study of the University Hospital of Batna, this study aimed to test the impact of job satisfaction as an intermediate variable in the relationship between total quality management and the quality of health service provided at the University Hospital of Batna. The study was concerned with estimating this impact from the point of view of hospital staff (nurses, doctors, administrators, workers), this work was based on a field study that targeted a sample of 163 singles, using many statistical methods (simple linear

regression and path analysis) through the statistical package of SPSS V20 and AMOS V20, according to the results of the analysis, there is a statistically significant effect of Total Quality Management on both the quality of service provided and job satisfaction directly, as well as the presence of a statistically significant effect between satisfaction Functionality and quality of service provided directly.

The results also showed that there was a statistically significant effect of total quality management on the quality of service provided through jobsatisfaction as an intermediate variable at the level of significance 0.05 but the effect of the latter was not sufficient to strengthen this relationship, and the study recommended increasing attention to patients and dealing with them on the basis that they are customers, which requires taking care of their satisfaction and seeking to improve the services provided demolition in all magazines.

- **A study (Abu Eid, Dervishes and Aida, 2015) entitled: Job satisfaction and its impact on the quality of health service in government hospitals operating in the southern West Bank:**

The study aimed to identify job satisfaction and its impact on the quality of health service in government hospitals operating in the southern West Bank from the point of view of male and female employees, and the researchers designed a questionnaire consisting of two axes, then the questionnaire was distributed to a random class sample of male and female employees (130) questionnaires, then the data was treated statistically through the SPSS program and the study concluded a number of results, the most important of which are:

That the level of job satisfaction in government hospitals operating in the southern West Bank was generally high on all the axes of the study, that there is a direct relationship between job satisfaction and the quality of health service where whenever there is satisfaction with work reflects positively on the quality of health service, the study made a number of recommendations, the most important of which are: The need for hospital administrations to attach special importance to job satisfaction among workers by working to provide appropriate working conditions so as to obtain employee satisfaction, It also recommended the need to focus on the employees who are in the face and service of the public, because they are in direct contact with the public, and their performance of the work entrusted to them to the fullest affects the reputation of hospitals, and the word spoken about them, which in

turn directly affects the performance of their mission.

- **Study (Al-Ziadat, 2015), entitled: Evaluation of the quality of service provided by the websites of Jordanian government ministries:**

This study aimed to evaluate the quality of electronic services in the websites of Jordanian ministries and reveal their strengths and weaknesses, and used the method of content analysis, which is a method concerned with revealing the components of the websites of the ministries of general, website design, site division, site content, services provided and means of communication and communication. The data was then collected, discharged and analyzed using statistical methods and presented in the form of tables that reflect the success or failure of the sites.

The results of the study indicated that two-thirds of the ministries (68%) provide general information about the website and are interested in the design of the site and focus on the division of the site, and the results also showed that more than half of the websites (59%) in the Jordanian ministries have met the criteria for the content of the site, and the results indicated that half of the sites are approximately (05%) provide services to beneficiaries on the Internet, and finally the results of the study revealed that the majority of sites (83%) of the ministries meet the standards for means of communication and communication.

- **A study (Aved, 2011), entitled The Role of Administrative Leadership at the University of Science and Technology Hospital in Supporting the Application of Total Quality Management:**

The study aimed to know the level of application of total quality management in the hospital under study, besides the study seeks to know the relationship between the role of administrative leadership in the hospital in supporting the application of total quality management, the study used the analytical descriptive approach of analyzing the data collected from the field using appropriate statistical methods through the use of statistical software (SPSS), one of the most important findings of the study of the results of: There is a strong positive correlation between the role of administrative leadership in supporting the application of total quality management in the hospital under study, that the largest role of administrative leadership in supporting the application of total quality management in the University of Science and Technology Hospital was in its practice of strategic planning, where its level reached 67.3%, which is a high level and the most important thing recommended by the study was to:

Work to increase the level of application of total quality management with all its principles, especially the principle of focusing on the customer according to a strategic vision of quality. The need to Administrative leadership at the University of Science and Technology Hospital has a greater role than it plays in supporting the implementation of Total Quality Management in the hospital.

- **A study (Abu al-Russ and al-Sakka, 2010), entitled: The extent to which employees in public sector institutions in the Gaza Strip are satisfied with the system of benefits associated with retirement and end of service:**

This study aimed to identify the levels of job satisfaction of workers in public jobs with the system of benefits associated with retirement and end of service, the study was based on the descriptive and analytical approach, and the questionnaire was used to survey the sample of the study, consisting of employees in the Ministry of Social Affairs in the Gaza governorates, which amounted to (238) employees or 50% of the study population. He was familiar with the system of government financial compensation, which negatively affected job satisfaction scores, due to a flaw in the methods and mechanisms of applying the financial compensation system established by the amended Civil Service Law, and overall the level of satisfaction of females was lower than that of males with regard to the end-of-service and retirement system. The study recommended the need to review and evaluate the systems, mechanisms and applications related to pension and end-of-service benefits, to increase the effectiveness of the government financial compensation system, by developing and developing it, improving the percentage of government contribution to the insurance and pension fund, consolidating the principles of justice, equity and equality, equity of women's rights, and educating employees about administrative policies and labor regulations.

- **Study (Mohammed, 2009), entitled: The Impact of Job Satisfaction on Work Analysis and Design Applied Research at Al-Rasheed Bank in Rusafa:**

The study aimed to identify the social factors that lead to the satisfaction of employees or not and the problems that hinder them, and contribute to the proper and appropriate administrative development and raise the social status of workers. The study used the descriptive approach, and the questionnaire form was relied on to collect data, the results of the study showed a correlation and influence between job satisfaction variables and the analysis and design of

work. Satisfying employees' psychological needs as well as material benefits and salaries encourages and pushes individuals to work with the aim of achieving excellence in increasing productivity. Success depends on the availability of many elements, perhaps the most important of which is the satisfaction of the worker with the work he does and the activity he contributes to the labor market and allowing them to express their views and encourage them to participate in decision-making.

- **What distinguishes the current study from previous studies:**

What distinguishes this study from previous studies can be summarized as follows:

- 1- In terms of the study environment: Previous studies were carried out in multiple countries, including foreigners, while the current study was applied to the environment of private hospitals in Taif (Adwani, Amin, Nahda).
- 2- In terms of the objective of the study: There have been many research trends in previous studies, where they aimed to show the reality of job satisfaction practices in public and private institutions while the current study looks forward to the impact of job satisfaction on the quality of health services in private hospitals in Taif (Adwani, Amin, Al-Nahda) and did not conduct studies that dealt with research in general and in private hospitals in Taif (Adwani, Amin, Al-Nahda) in particular.
- 3- In terms of the methodology of the study: It can be said that the current study is a descriptive and analytical study because it takes the point of view of managers in the private hospitals in Taif (aggressive, faithful, renaissance).

**Applied Study: Study the impact of job satisfaction and its impact on the quality of health services in private hospitals (Adwani, Al-Amin, Al-Nahda).**

#### **Study methodology and procedures:**

##### **Study Methodology**

The researcher used the method of descriptive analysis to achieve the objectives of this study, and the researcher used this method and conducted a study to investigate the phenomenon and conduct an accurate analysis and express it in a quantitative or qualitative way through interviews and observations, it was carried out, if the researcher had the opportunity to describe the impact in the right way, and the researcher tries to achieve the results of the research, it has real value and scientific importance in

order to achieve the goals and purpose of the study, that is, research into the impact of administrative communication on the performance of the employee in organizations.

### Data sources

Three data sources have been relied upon:

#### 1- Secondary sources

The search for information and data from secondary sources, books and previous studies that talked about the subject of study was based on the theoretical framework and was satisfied with the research and analysis provided by the Arabic references. The researcher used some official government websites as well as some articles and magazines.

#### 2- Primary sources

Its direct reliance was on designing a questionnaire and then analyzing the results.

#### 3- Personal Interviews

The purpose of interviews is to identify and identify information, compile it from original

sources and determine the importance and impact of improving staff performance in relation to the excellence of organizations.

### Study Community and Sample

The purpose of the sample is to obtain a decreasing model of the total employee. The purpose of the sample is to obtain a descending model of the total workforce, and since the total workforce is too large to be investigated, the researcher is limited to selecting a reasonable sample on a representative part of the workforce in this study from three hospitals consisting of 240 individuals divided as follows: (Aggressive Tuttle 100 women 50 men 50, total secretary 80 women 40 men 40, total renaissance 60 women 30 men 30).

### Description of the study sample:

Based on the variables, the study sample that had an impact on the results of the study and its analysis was described, and the following is the information collected by the questionnaire design and the results of the analysis.

### Study results and discussion

First Theme: Job Satisfaction among Employees in Private Hospitals in Taif					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The salary you receive is proportional to the effort you put in					
The financial return I get from my work gives me a sense of satisfaction.					
My direct administrators develop my performance and increase my work experience					
I feel that there is cooperation between colleagues in solving problems at work					
The procedures and policies of the hospital work are clear and appropriate					
You have sufficient opportunities to participate in decision-making					
The hospital provides various services to employees that meet their needs					
The hospital provides adequate assistance in case of personal emergency circumstances					
The hospital is constantly improving the working environment					
The hospital provides all the requirements that help in the completion of the work					

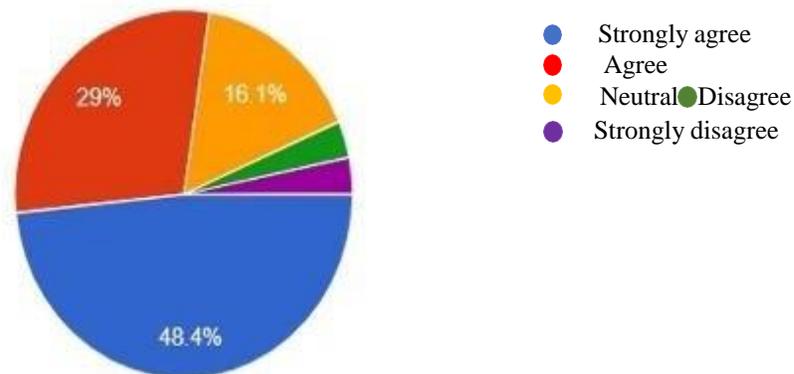
Second Theme: Quality of Health Services Provided in Private Hospitals in Taif					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The hospital has advanced technical medical equipment and devices					
The overall appearance of the hospital is adapted to the nature of the services provided to patients					
The hospital is keen to provide its services on time					
There is continuous cooperation from hospital staff with patients					
Staff respond promptly to patients' needs					
The hospital provides services to the patient quickly					
The hospital management provides adequate support to the staff to carry out their work with high efficiency					
The hospital staff have high abilities and skills					
Hospital staff grope for the patient's needs and problems					
The hospital puts the patient's best interest at the forefront of his concerns.					

## Questionnaire Analysis

## Analysis of the first axis

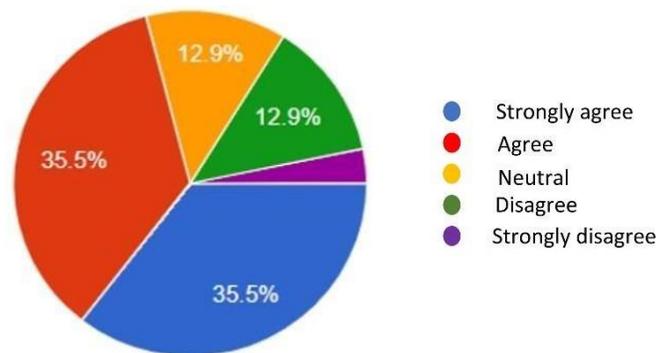
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You have sufficient opportunities to participate in decision-making					
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The hospital provides adequate assistance in case of personal emergency circumstances					
The hospital is constantly improving the working environment					
The hospital provides all the requirements that help in the completion of the work					

First question: The salary you receive is proportional to the effort you make?



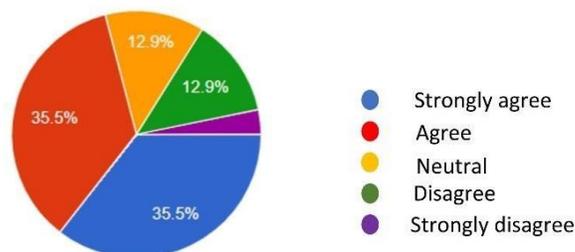
The largest percentage of them strongly agreed that the salary they received was commensurate with the effort they were exerting, i.e. about 48.4%, and the second highest percentage in a row was I agree with 29%.

The second question: Does the financial return I get from my work give me a sense of satisfaction?



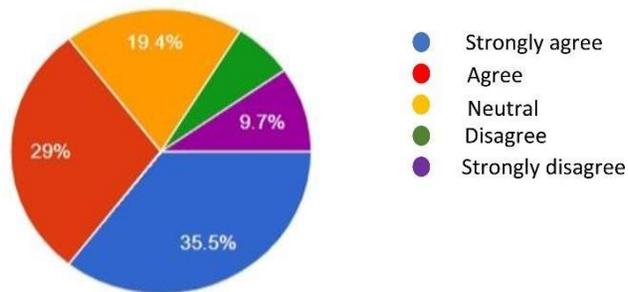
It is clear from the values of the results analyzed for this question that the majority of employees agree by 38.7% that the financial return they receive from their work gives them a sense of satisfaction, followed by 35.5% for employees who strongly agree on the importance, and a neutral percentage and I do not strongly agree with a few percentages.

Third Question: My direct officers are working to improve my performance and increase my work experience?



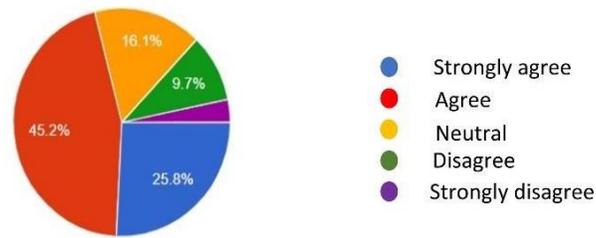
The result of the third question is based on four different results, and the highest percentage of this question was that the majority of employees agreed with 35.5% that officials are working directly to develop performance and increase work experience 35.5% also strongly agree and 12.9% are neutral.

fourth Question: I feel that there is cooperation between colleagues insolving problems at work?



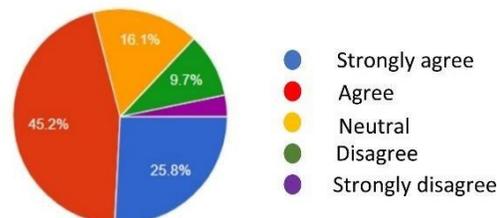
It is clear from the percentages that 35.5% of employees strongly agree that they feel that there is cooperation between colleagues insolving problems at work, and therefore 29% of employees agreed, 19.4% were neutral employees, and the rest were disagreed.

Fifth question: The procedures and policies of the hospital work are clear and appropriate?



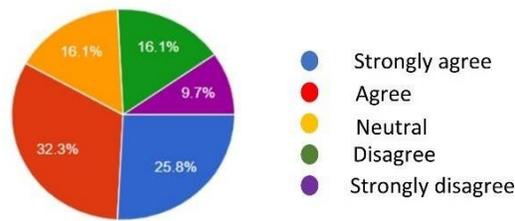
It is clear from the percentages shown in the analysis that there are 45.2% employees who agree with the procedures and policies of the hospital work clearly and appropriately for them, 25.8% strongly agree, 16.1% are neutral employees and a small percentage of employees do not agree to this.

Sixth Question: Do you have enough opportunities to participate in decision-making?



The percentages in the sixth question range between 45.2% of employees who agree, 25.8% who strongly agree that they have sufficient opportunities to participate in decision-making, 16.1% who are neutral employees, and a small percentage ranging from disagree to strongly disagree.

Seventh question: The hospital provides various services to employees that meet their needs?



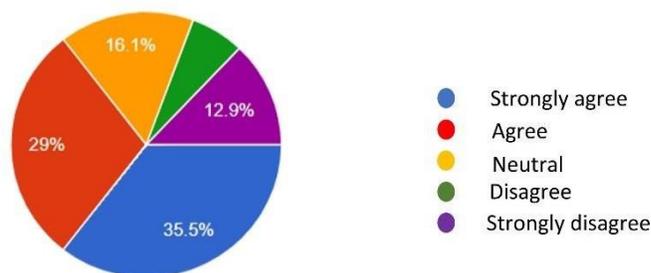
The percentages range from 32.3% of employees who agree that the hospital provides various services to employees that meet their needs, to 25.8% who strongly agree, and 16.1% who are neutral employees and a small percentage who do not agree with this.

Eighth question: Does the hospital provide sufficient assistance in case of personal emergency?



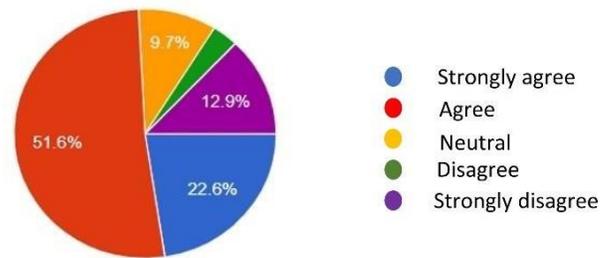
It can be seen from the figure that there are 41.9% employees who agree that the hospital provides adequate assistance in case of emergency personal circumstances, 25.8% strongly agree and the remaining percentages range from neutral and strongly disagreed.

Ninth question: The hospital is constantly improving the working environment?



It is clear from the previous figure that 35.5% of employees strongly agree that the hospital is constantly improving the work environment, 29% agree, 16.1% are neutral and a small percentage of employees disagree.

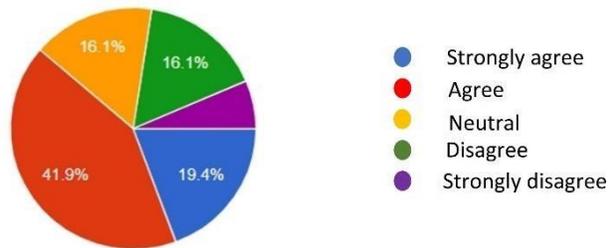
Tenth question: The hospital provides all the requirements that help in the completion of the work?



It is clear to us that 51.6% strongly agree that the hospital provides all the requirements that help in the completion of the work and 22.6% of them strongly agree, and the remaining percentages range from neutral and disagreed.

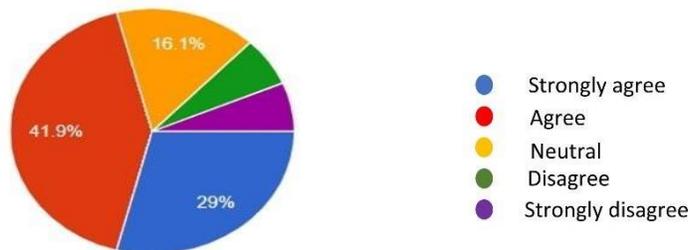
Analysis of the second theme					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The hospital has advanced technical medical equipment and devices					
The overall appearance of the hospital is adapted to the nature of the services provided to patients					
The hospital is keen to provide its services on time					
There is continuous cooperation from hospital staff with patients					
Staff respond promptly to patients' needs					
The hospital provides services to the patient quickly					
The hospital management provides adequate support to the staff to carry out their work with high efficiency					
The hospital staff have high abilities and skills					
Hospital staff grope for the patient's needs and problems					
The hospital puts the patient's best interest at the forefront of his concerns.					

First question: Does the hospital have advanced technical medical equipment and devices?



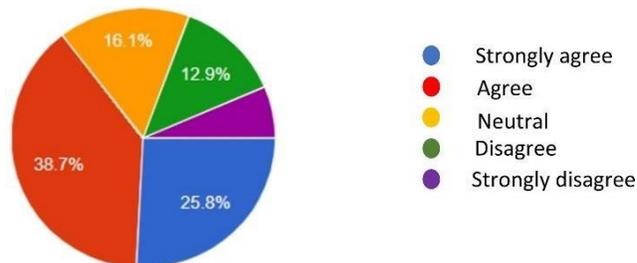
As can be seen from the previous figure, the percentages range between 41.9% of the staff who agree that the hospital has advanced technical medical equipment and devices, 19.4% strongly agree, 16.1% are neutral, and the rest range from disagree and do not strongly agree.

The second question: The general appearance of the hospital is in line with the nature of the services provided to patients?



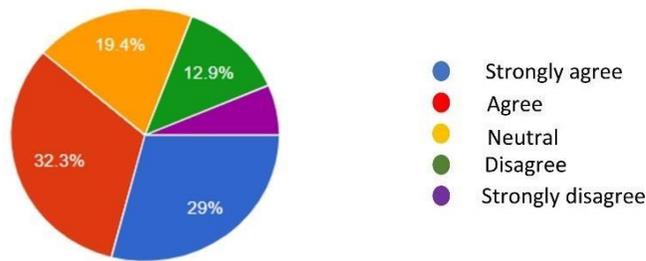
It is clear to us that 41.9% of the staff agree that the overall appearance of the hospital fits into the nature of the services provided to patients, 29% strongly agree, 16.1% are neutral and a small percentage do not agree with this.

Third question: Is the hospital keen to provide its services on time?



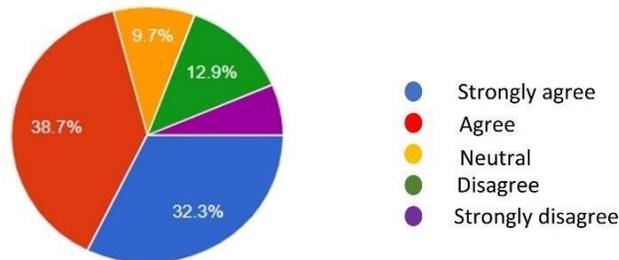
It is clear from the previous figure that the percentages range between 38.7% who agree that the hospital is keen to provide its services on time, 25.8% who strongly agree, 16.1% who are neutral employees and the rest range from those who do not agree and do not strongly agree.

Fourth Question: Is there continuous cooperation from hospital staff with patients?



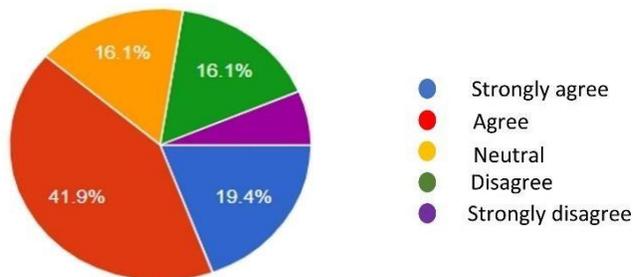
It advises us from the format that there are 32.3% employees who agree that there is continuous cooperation of hospital staff with patients, 29% strongly agree, 19.4% are neutral staff and a small percentage do not agree.

Fifth question: Staff respond promptly to patients' needs?



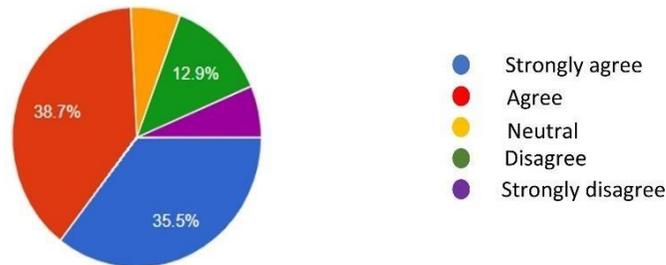
38.7% of employees agree that employees respond promptly to patients' needs, 32.3% strongly agree, 9.7% are neutral and a small percentage of employees disagree.

Sixth question: The hospital provides services to the patient quickly?



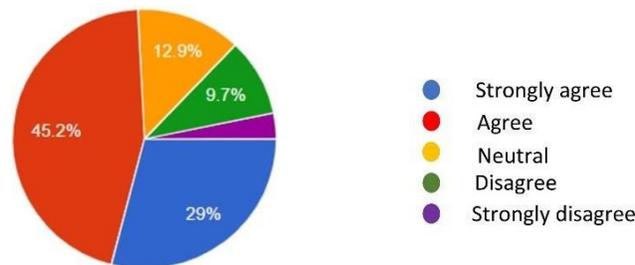
41.9 of the sample studied strongly agree that the hospital should provide services to the patient quickly, 19.4% agree, 16.1% of the sample are neutral, and a small percentage of the sample ranges from disagree to strongly disagree.

Seventh question: Does the hospital management provide sufficient support to the staff to carry out their work with high efficiency?



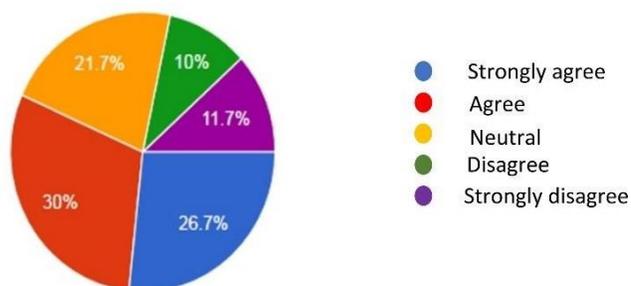
38.7% of the sample strongly agree that the hospital management provides adequate support to the staff to carry out their work efficiently, 35.5% agree, 12.9% of the sample disagree, and a small percentage strongly disagree.

Eighth question: The hospital staff have high abilities and skills?



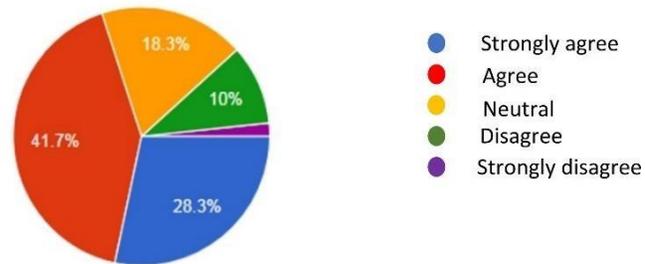
45.2% of the sample agree that hospital staff possess high abilities and skills, 29% strongly agree, 12.9% are neutral and a small percentage disagree.

Ninth question: Are hospital staff groping for the patient's needs and problems?



30% of the people who are concerned agree that hospital staff are seeking the patient's needs and problems, 26.7% strongly agree, 21.7% are neutral and a small percentage do not agree.

Tenth question: The hospital puts the best interest of the patient at the forefront of his concerns?



41.7% of the sample agreed that the hospital should put the patient's best interest at the top of its concerns, 28.3% strongly agreed, and a few percentages ranged from neutral to disagree.

**RESULTS:**

Based on what was reached in the field study part, the most important results can be summarized in the following points:

1. Job satisfaction in general is highly available among employees of private hospitals and that the most abundant dimensions of job satisfaction among employees of private hospitals in Taif (aggressive, honest, renaissance) are relations with superiors, subordinates and working conditions.
2. The quality of health services in general is highly available from the point of view of the employees of the private hospitals in Taif (Al-Adwani, Al-Amin, Al-Nahda), and that the most dimensions of the quality of health services are provided from the point of view of the employees of the private hospitals in Taif (Al-Adwani, Al- Amin, Al-Nahda) tangible and reliable.
3. There is a positive effect of job satisfaction on the level of quality of health services provided in the private hospitals in Taif (Adwani, Amin, Nahda).

**Recommendations**

1. The senior management of the private hospitals in Taif (Al- Adwani, Al-Amin, Al-Nahda) should pay more attention to the employees as internal customers in line with the philosophy of Total Quality Management, by appreciating their outstanding efforts and working to raise the level of their performance and enhance confidence between them and them by notifying them of their importance and involving them in the decision- making process related to the conduct of labor affairs.
2. The hospital management should take care of the material return from the job by improving the salaries and wages of employees and motivating them to perform well as this leads to improving the quality of service provided by the hospital.
3. The hospital management should work to link the granting of rewards and incentives to the outstanding performance of the employees so that they can achieve the highest levels of performance, which reflects positively on the level of quality of service provided.
4. Provide the necessary material and human resources with efficiency to supervise the work within the hospital, and to meet the requirements of the staff as one of the most important ways to achieve the quality of health service

5. Reaching a high level of quality of services is the result of the concerted efforts of employees, so the principle of the work of one team should be established and strengthened, especially in light of the nature of the work of hospitals, which requires opening more channels of communication between the boss and the subordinate, in addition to involving other administrative levels such as ensuring more cooperation, because TQM means complete comprehensiveness and the involvement of all parties without exception.

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**Supplements**

Questionnaire

To measure job satisfaction and its impact on the quality of healthservices in private hospitals

(Aggressive, honest, renaissance)Dear Lady

Dear Mr.

Greetings and after.....

Scientific progress can only be achieved by linking theoretical aspects with applied factual aspects, and since we are conducting a study on the possibility of establishing dimensions of the quality of health services to measure job satisfaction, so your effective cooperation with us will havethe greatest impact in obtaining the best results.

I would like to inform you that all your opinions or statements will be of interest to researchers and will only be used for the purposes of scientific research and that we thank you for your kind cooperation with us and to you all our greetings and appreciation.

**Note:** Please tick (7) in front of the paragraph you are convinced of.

First Theme: Job Satisfaction among Employees in Private Hospitals in Taif					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The salary you receive is proportional to the effort you put in					
The financial return I get from my work gives me a sense of satisfaction.					
My direct administrators develop my performance and increase my work experience					
I feel that there is cooperation between colleagues in solving problems at work					
The procedures and policies of the hospital work are clear and appropriate					
You have sufficient opportunities to participate in decision-making					
The hospital provides various services to employees that meet their needs					
The hospital provides adequate assistance in case of personal emergency circumstances					
The hospital is constantly improving the working environment					
The hospital provides all the requirements that help in the completion of the work					

Second Theme: Quality of Health Services Provided in Private Hospitals in Taif					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The hospital has advanced technical medical equipment and devices					
The overall appearance of the hospital is adapted to the nature of the services provided to patients					
The hospital is keen to provide its services on time					
There is continuous cooperation from hospital staff with patients					
Staff respond promptly to patients' needs					
The hospital provides services to the patient quickly					
The hospital management provides adequate support to the staff to carry out their work with high efficiency					
The hospital staff have high abilities and skills					
Hospital staff grope for the patient's needs and problems					
The hospital puts the patient's best interest at the forefront of his concerns.					