

## Original article

# The Impact of Human Resources Management Strategy on the Quality of Health Services at Al-Hawari Hospital, Benghazi, Libya

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## Abstract

The study examines the impact of Human Resources Management (HRM) strategy on the quality of healthcare services at Al-Hawari General Hospital in Benghazi, Libya. The hospital, a representative healthcare institution, was selected from a group of major hospitals in the city. The research adopted a descriptive analytical approach to examine the relationship between HRM practices and the perceived quality of healthcare service delivery. The study involved 248 individuals, including medical personnel, allied medical professionals, and administrative staff. The data collection was conducted using an anonymized questionnaire with closed-ended questions formatted on a five-point Likert scale. The findings reveal that the workforce at Al-Hawari General Hospital is predominantly female (67.1%) and largely composed of individuals aged 25-30 years, with most having 5-6 years of professional experience. Despite the hospital's commitment to quality improvement, approximately 80% of the medical and paramedical staff reported challenges in delivering high-quality care. 30.5% of respondents expressed dissatisfaction with hospital management's efforts to encourage staff development and innovation. However, 43.5% of participants recognized a moderate positive relationship between the implementation of HRM strategies and improvements in healthcare quality. In conclusion, the study emphasizes the importance of aligning HRM strategies with adequate resource support to enhance healthcare service quality.

**Keywords.** Health Care Services, HRM Strategies, AL-Hawari Hospital, Benghazi.

## Introduction

Traditionally, the human resources manager is responsible for monitoring the design, recruitment, training and development, performance appraisal, and reward management of employee benefits, such as the management of pay and benefits systems in the organization [1]. However, most recent studies highlight that human resources' overarching purpose is to ensure that the organization achieves success through people as a result of world economic and technological development [2]. The management of human resources is regarded as the core of the healthcare sector. To offer the community high-quality healthcare services, human resources must overcome numerous obstacles. When examining the healthcare system internationally, more focus is being placed on human resource management in several global health care systems [3]. Analyzing the composition, workflow, or outcomes of health care can help determine the quality of the services [4]. The improvement of health workers' circumstances requires the application of human resource management. Consequently, human resource management must involve people directly [5].

In health care services, people are the primary factor that determines how well health organizations perform services. Healthcare institutions require a sufficient number and caliber of staff to perform their functions, in contrast to industrial institutions that rely heavily on machinery and technical equipment [6].

Recent developments in the field of quality have led to a renewed interest in the impact of human resources management in the implementation of quality plans in the health care sector. An author raised several concerns because of hospital management's failure to perform the role function, which is intended to influence the behavior of the various categories of staff in the hospital and to encourage them to contribute to a high level of performance to achieve the objectives of their units and the hospital in general. As a result, hospital management may fail to achieve the planned objectives [7]. Effective HRM strategies that can improve workers' satisfaction, improve patient outcomes, and decrease turnover, life quality of workers, Decentralization, Organizational Resilience, and Performance are among the subjects that have received most of the attention in research on HRM in the healthcare industry [8-16].

Although some research has been carried out on the impacts of the human resources management strategy on quality in health care, there is still a need to shed some light on this topic [17]. Questions have been raised about the impact of the human resources management strategy on the quality of health services at Al-Hawari Hospital, one of the Benghazi city hospitals that was selected randomly.

In a recent study conducted in 2024, one hundred and fifty medical staff members from Maryam Citra Medika Hospital's inpatient department served as the study's sample. The impact of the health HRM management function on the quality of the care provided to inpatients was the study's main goal. The conclusion from this study was that the variables of Health Human Resources Planning, Health Human Resources Organizing, and Health Human Resources Development have a substantial impact on the quality of care provided by Maryam Citra Medika Hospital in Takalar Regency [18]. In addition, study done in 2021

in 55 medical facilities located in the Eastern Province of the Kingdom of Saudi Arabia—9 in Al Khobar, 20 in Dammam, and 26 in Qatif—make up the study population. The results from this study supported the Author [18] study which also concluded that there is a positive correlation between increasing investment in staff capacity and skill development in healthcare facilities and human resources strategy[19]. Several studies have found that proficient management of human resources significantly influences the quality of healthcare and enhances the performance of hospital personnel [20,21]. Study entitled (Human resources development strategy and its impact on the quality of health services in Algeria - a comparative study, the study sample consisted of workers in two public and private institutions. In comparison to public health institutions, private health institutions provide higher quality services because a private health institution adopts a more human resources development strategy than a public health institution [22].

## Methods

### Study design and setting

A quantitative methodology was employed in this study. It was decided that the best search design for this investigation was cross section study design. The study was conducted at Al-Hawari Hospital, which was chosen at random from seven other hospitals in Benghazi City.

### Participants

Data were collected from the study population, which consisted of medical (physicians and nurses) allied medical professionals and administrative staff. A total of 248 simple random samples were taken from the total study population (733). The sample size was estimated using the Morgan table method. The response rate was 99%, which means that 246 participants returned the questionnaires from 248.

### Instrument

Anonymized closed-end question formats. Questionnaires were used to collect the data in this study. It was a five-point Likert scale and consisted of four parts. The first part of the questionnaire was concerned with demographic data, consisting of 4 paragraphs; after that, the second part is the interest of the health institution in achieving the quality factor in the health service, and it consists of 10 paragraphs. The third part is the application of the strategic health institution in human resources, and it consists of seven paragraphs. Finally, the fourth part is the application of the strategic health institution in human resources, and it consists of seven paragraphs. question format was drawn from previous research [23].

**Table 1. Cronbach's Alpha Test for Reliability of the questionnaire.**

Study	Cronbach's Alpha
Impact strategy of human resources management on the quality of health services	0.878

### Pilot study

Before starting the study, an experimental study was conducted on approximately 10 healthcare personnel, including doctors, nurses, and administrative employees. The experimental study helps to evaluate the reliability and clarity of the statements in the questionnaire, estimate the time required to complete it, and put the study in its final, applicable form. Data for this study was collected in two weeks, approximately.

### Ethical considerations

Informed consent was obtained from participants, and they agreed to participate in the study. After being told all the relevant information about the study, they have given their consent to partake in the research. Confidentiality: participants' details are kept anonymous and private throughout and after the research. Before gathering information from the employees, permission was obtained from the hospital directors. Management and analysis of data were conducted by using SPSS version 22.

### Statistical analysis

Statistical significance was analyzed using frequency, percentages, T-test and standard deviation, regression, and chi-squared.

## RESULTS

Table 2 presents the summary statistics for the demographic characteristics of participants in this study. Over half of those surveyed were female (67.1%). Furthermore, in terms of participant age group, the highest percentage was for the age group from 25 to 35, which was 46.3%. A minority of participants (12.6%) belonged to the age group of 46 years and older. It is worth noting that there were no differences in years of experience between participants' groups, which were equal or less than 5 years, 6 years or less than 15

years, and 15 years and above, (%36.2%) (35.8%) (28%) respectively. The majority of those who participated in this study were physicians (48.8%), and the minority were allied medical professionals (6.9%).

**Table 2. Participants' demographics**

Participants		Frequency (N)	%
Gender	Male	81	32.9
	Female	165	67.1
Age (years)	25 years - 35	114	46.3
	36 years –45	101	41.1
	46 years and above	31	12.6
Years of Experience	Equal or less than 5 years	89	36.2
	6 years – less than 15	88	35.8
	15 years and above	69	28.0
Professional	Physician	120	48.8
	Nurse	72	29.3
	Administrative employee	37	15.0
	Allied medical professions	17	6.9

The results, as shown in Table 3, indicate that in the element (The interest of the health institution in achieving the quality factor in the health service), most of the participants agreed with the phrase (the medical and paramedical staff face problems in providing high-quality health services in the institution), with an average of 3.53. In addition, the second in rank was (the phrase all the basic medical specialties available in the hospital) with an average of 3.35.

**Table 3. Participants' responses toward the interest of the health institution in achieving the quality factor in the health service.**

Phrases	$\bar{X}$	Std	Rank	Important
All the basic medical specialties are available in the hospital	3.35	1.09	2	Neutral
The hospital staff have the necessary skills to provide medical services	3.32	0.99	3	Neutral
The medical equipment in the hospital is sufficient to receive urgent cases	2.46	1.13	8	Disagree
Medical services provided in the hospital meet the health needs of patients	2.93	1.16	6	Neutral
the medical and paramedical staff face problems in providing high-quality health services in the institution	3.53	1.17	1	Agree
The number of doctors is sufficient compared to the number of patients	3.24	1.17	4	Neutral
The medical devices and equipment in the institution are good in terms of quality	3.04	1.12	5	Neutral
the hospital administration committed to providing medical services to patients in time	3.04	1.21	5	Neutral
I am satisfied with the quality of services provided by the institution	2.70	1.23	7	Neutral
The health institution is interested in achieving the quality factor in the health service	2.93	1.20	6	Neutral
Average	3.05	0.722	Neutral	

The highest percentage of agreement on the statement, it is apparent from Table 4 that (the identifying human resource needs in your current and future department have an impact on achieving outstanding performance of human resources) which was the mean 3.23. Regarding the whole dimension, the average was 2.97.

**Table 4. Participants' responses toward applying the health institution's strategy in human resources (frequency/percentages)**

Phrases	$\bar{X}$	Std	Rank	Important
The hospital administration is working on applying the strategy in human resources	2.91	1.03	4	Neutral
The administration of hospital practice has accurate control over the work of employees in the hospital	3.08	1.10	3	Neutral
The hospital administration encourages you to develop your ideas, experiences, and skills	2.57	1.23	6	Disagree
The training programs increase the productivity rate of human resources	3.15	1.20	2	Neutral
Human resource management has an impact on the performance of employees in the organization	3.15	1.15	2	Neutral
A planned training program in the institution	2.71	1.31	5	Neutral
Identifying human resource needs in your current and future department has an impact on achieving the outstanding performance of human resources	3.23	1.18	1	Neutral
<b>Average</b>	<b>2.97</b>	<b>0.809</b>	<b>Neutral</b>	

Data from this table shows that the statement (considering the system of incentives, rewards, and compensation according to comprehensive quality standards leads to improving the performance of human resources) has the highest degree of agreement of the participants, with an average of 3.72. Overall, these results indicate that the average of all statements in the dimension was 3.38, which is considered neutral in a 4-point Likert scale.

**Table 5. The relationship between the implementation of the human resources management strategy and the quality of health services**

Phrases	$\bar{x}$	STD	Rank	Important
Considering the system of incentives, rewards, and compensations according to comprehensive quality standards leads to improving the performance of human resources	3.72	1.30	1	Agree
The selection and appointment of employees is based on experience and competence from external sources and is related to achieving outstanding performance	3.13	1.26	4	Neutral
There is a relationship between the human resources management strategy and the quality of health services in the institution	3.36	1.06	2	Neutral
There is a relationship between the institution's workers with the quality standards of health services provided	3.32	1.12	3	Neutral
<b>Average</b>	<b>3.38</b>	<b>0.854</b>	<b>Neutral</b>	

From the data in Table 6, a positive correlation was found between strategic human resources management and the required quality of health service in Al-Hawari hospitals.

**Table 6. Correlation between the strategy of human resources management and the required quality of health service in Al-Hawari hospitals**

Dimensions		Strategy of human resources management	The quality of health services
Strategy of human resources management	R	1.00	0.608
	P-value	-	0.001
The quality of health services	R	0.608	1.00
	P-value	0.001	-

As Table 7 shows, there was a significant difference in the second and third dimensions, where the value was less than 0.05.

**Table 7. Differences among participants in their perception of the dimensions of the study at level 3**

Dimension	Analysis		T	P-value
	$\bar{X}$	STD		
The interest of the health institution is in achieving the quality factor in the health service.	3.054	0.722	1.175	0.241
Applying the health institution's strategy in human resources.	2.972	0.809	0.552	0.582
The relationship between the implementation of the human resources strategy and the quality of health services	3.382	0.854	7.015	0.001
Overall required performance	3.089	0.629	2.219	0.027

From table 8 and Figure 1&2, the results showed an Impact Strategy of human resources management on the quality of health services in Al-Hawari hospital, where simple regression was performed with the consideration that impact will exist when P-value less than 0.05, where it was P-value =0.001 less than 0.005 this meaning the regression model is significance, As the percentage of interpretation of the dependent variable using the independent variable (%36.9) from differences in dependent variable.

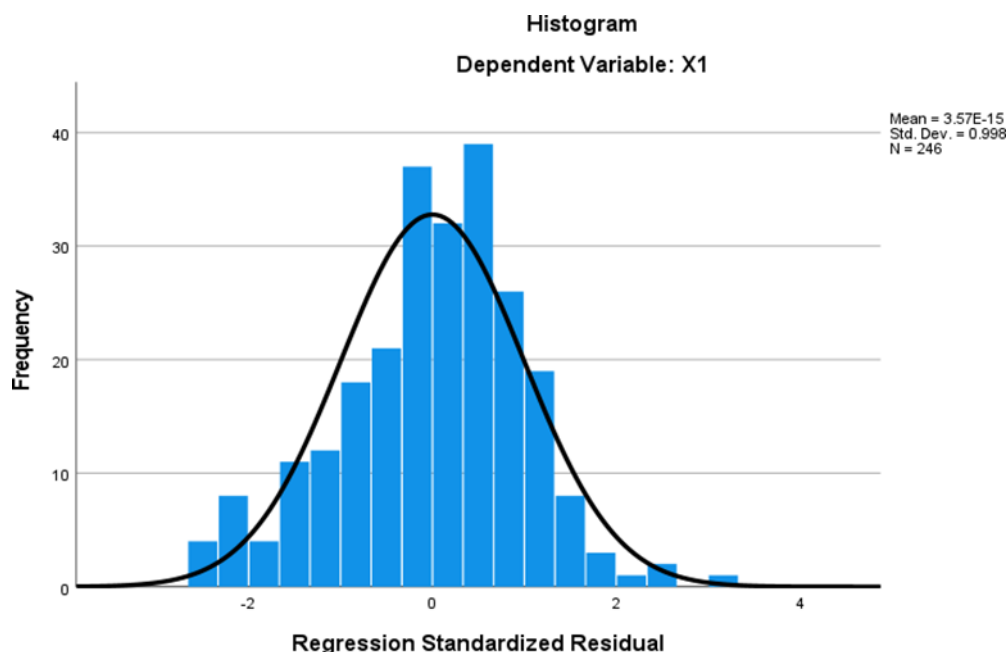
**Table 8. Impact strategy of human resources management on the quality of health services at Al Hawari hospital.**

R	R <sup>2</sup>	F	P-value
0.608	0.369	142.891	0.001

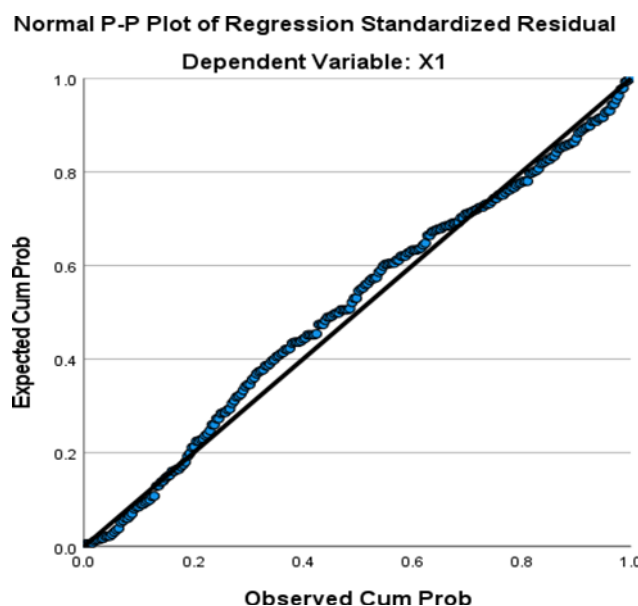
**Table 9. Impact Strategy of human resources management on the quality of health services at al-hwary hospital**

Dimensions	B	Beta	T	P-value
(Constant)	1.444	-	10.343	0.001
Strategy of human resources management	0.542	0.608	11.954	0.001

R<sup>2</sup>: coefficient of determination, F: the ratio of two mean square values. P: significance level at 0.05 (2-tailed) B: Unstandardized coefficient. Beta: Standardized coefficient t: t-value

**Figure 1: Regression standardized Residual**





**Figure 2 Normal p-p plot of Regression standardized Residual**

## Discussion

The purpose of this study was to examine the impact of a human resources management strategy on the quality of health care services, as perceived by a community of physicians, nurses, allied medical professionals, and administrative employees at Al-Hawari General Hospital.

The results of this study have shown in terms of demographic variables that (67.1%) of the study sample (females) and the remainder of the sample were (males); as for the age group (years) that (46.3%) of the study sample ranged between the ages of 25 and 30 years, and those aged 46 years and above are less than a percentage of all study samples (12.6%); as for (72.0%) of the study sample have years of experience equal to or less than 15 years. This result is consistent with previous study [22], which clarified that the distribution of the study sample according to the gender variable came in favor of the percentage of females at a rate of (63.7%), while the male component represents the rest, which reflects the convergence in the process of empowerment and employment.

As for the age variables, they came in favor of the age group between 31-40 years, followed by the age group between 20-30 years, with a rate of (20.7%), as it is noted that most of the workers are young, while the third of the age group is more than 51 years, with a rate of (19.7%). However, it differed in terms of the service variable. Most workers have 5-6 years of experience in the field, followed by a category of more than 15 years of professional experience, and finally a category of less than 5 years, demonstrating the importance of having individuals with experience in the field within the institution.

The findings of this study revealed that the health institution is committed to improving the quality of its health services. Previous study [23] found that the phrase (medical and paramedical staff face problems in providing high-quality health services in the institution) was the most acceptable (47.6%), which is consistent with the findings. Barkani Boularas, which highlights the issues encountered by the medical and paramedical staff in providing health services in the institution, the study shows that 80% of them struggle to provide high-quality services. Due to a lack of medical capabilities, a numerical deficiency of medical experts, and a lack of medical equipment.

The health institution's implementation of the HR Strategy received the highest percentage of disapproval (30.5%) for hospital management's encouragement to develop thoughts, experiences, and skills, followed by 26% for the organization's training program. This finding is consistent with the findings of a 2017 study by Al-Sharabati S [24]. This reflects a shortcoming in determining the training needs, and it was not sufficient to meet these needs from this point of view. Doctors and nurses in government hospitals in the southern West Bank, employees need permanent and continuous training, as they have taken the highest average calculations, and this reflects the employees' need for permanent training to develop their capabilities and raise their scientific efficiency, and the impact of this on improving the quality of services provided by hospitals. Others differed. According to a previous study [23], most sample members (66.66%) agreed that hospital administration is based on the development of their abilities, skills, and expertise. Rehabilitation for its members. However, it agrees with it, as the percentage of (66.66%) indicates that there is no planned program for training in the institution, because the training scheme adds to the institution's success and the growth of its personnel. On the other hand, the relationship between implementing the human resources strategy and achieving the quality of health care shows the most acceptable results (taking into account the system of incentives, rewards, and compensations according to comprehensive quality standards), with a rate of 43.5%. Another study [21] examined the impact of human resources management on health service

quality and answered research questions about variable strategies such as salaries, wages, and incentives. The study found that 69.5 percent of the sample agreed with these paragraphs. As these results indicate interest in this strategy, through the adoption of a policy, Fair salaries and wages according to job analysis, with graduated levels of salaries and wages, granting incentives to attract and retain human resources. On the other hand, the least phrases in the agreement phrase (the selection and appointment of employees is based on experience and competence from external sources and is related to achieving performance Distinguished) with a rate of (34.1%), and this result is also similar to a study where weak agreement emerged regarding the paragraph indicating that organizations resort to external sources and attract the best skills and experiences with a rate of (3.33%).

On an important aspect, the relationship between the human management strategy and the required quality of health service in Hawari hospitals, the result shows that it has a positive relationship between the human management strategy and the required quality of health service, so this means if you have a human management strategy, the quality of health service will increase, and vice versa. This result is similar to the an earlier study [22], in which the results of the field study analysis showed that there is a significant correlation between human resources management and the quality of Medical services, which makes human resource management an independent dimension suitable for improving the quality of health service in the hospital.

## Conclusion

The study examines the impact of human resources management (HRM) strategy on the quality of healthcare services at Al-Hawari General Hospital. Most of the workforce is female (67.1%), aged 25-30, with five to six years of experience. Despite the hospital's commitment to improving service quality, 80% of medical and paramedical staff face challenges such as limited medical capabilities, a shortage of qualified professionals, and a lack of essential medical equipment. The study also found a moderate positive link between HRM strategy implementation and improvements in healthcare quality, suggesting that targeted interventions could strengthen this relationship. The study concludes that HRM strategies can enhance healthcare service quality, but their success depends on addressing human and material resource deficiencies.

## Conflicts of Interest

The authors declare no conflicts of interest.

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