JOB SATISFACTION , ORGANIZATIONAL BEHAVIOR ,AND TRAINING TO IMPROVE EMPLOYEES PERFORMANCE

A case: Public Hospitals - Libya

FINAL REPORT

SUBMITTED IN PARTIAL OF REQUIREMENT FOR THE DEGREE MASTER PROGRAM OF BUSINESS ADMINISTRATION

By

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MASTER OF BUSINESS ADMINISTRATION PROGRAM
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FACULTY OF ADMINISTRATIVE SCIENCE
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Name: Abdullah Elhamaly Imhmed Ali

Student no: 126030208021004

PS: Business Administration

DEDICATION

Every challenging work needs self efforts as well as guidance of elders especially those who were very close to our heart.

My humble effort I dedicate to

My Mother

A strong and gentle soul who taught me to trust in Allah, believe in hard work and encouragement and prays of day and night make me able to get such success and honor,

My father

For earning an honest living for us and for supporting and encouraging me to believe in myself

My teachers

Along with all hard working and respected

My beloved brothers and sisters

BIOGRAPHY

I am Abdullah Elhamaly Imhmed Ali . I was born in 1980 in Brak - Libya . I got my bachelor degree accounting at Higher Institute of occupations overall / Sebha / Libya.

I have done this report to get master of business administration. Title of report is " **Job Satisfaction** , Organization Behavior ,and training to improve employees performance (Acase: Public Hospitals – Libya)

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In the Name of Allah, the Most Merciful, the Most Compassionate all praise be to Allah, the Lord of the worlds; and prayers and peace be upon Mohamed His servant and messenger.

First and foremost, I must acknowledge my limitless thanks to Allah, the Ever-Magnificent; the Ever-Thankful, for His help and bless. I am totally sure that this work would have never become truth, without His guidance.

I owe a deep debt of gratitude to our university for giving us an opportunity to complete this work.

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I would like to take this opportunity to say warm thanks to all my beloved friends, who have been so supportive along the way of doing my report.

I also would like to express my wholehearted thanks to my family for their generous support they provided me throughout my entire life and particularly through the process of pursuing the master degree. Because of their unconditional love and prayers, I have the chance to complete this research.

ABSTRACT

This study Aimed to explain and help how to improve the employees' performance, and effective human resources management take high priority in health institutions and hospitals in developing and generally developed countries particular in Libya. And eliminating the main obstacles and hinders on the development of human resources in public hospitals. there for we selected there factors which has effect on medical service and inefficient human resources management and the factors which are job satisfaction , organization behavior and training. we found there is negative effect on improvement and facing many problems associated with limited incentives, low salaries, poor following-up by managers to the performance of employees, neglecting customer satisfaction, and many other negative signs of improper human resources management.

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CHAPTER I

INTRODUCTION

1.1. Introduction

The development of human resources will be reflected directly on employees' performance, and effective human resources management take high priority in health institutions and hospitals in developing and developed countries. The management of human element in a way to develop the performance of employees requires special management styles and eliminating the main obstacles and hinderson the development of human resources in public hospitals.

Job performance is the branch of psychology that deals with the workplace. It is also part of human resources management. It most commonly refers to whether a person performs their job well. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success (Farh, 2012). It has been observed by researchers that there is positiverelationship between human resources management and employeeperformance (Gould-Williams, 2003; Park et al., 2003;Wright et al., 2003; Tessema and Soeters, 2006) and organizational performance (Quresh et al., 2010). HRplays its role as a plus which may be a source of competitive advantage (Schuler and MacMillan, 1984; Pfeffer, 1994). Delaney and Huselid (1996) found HR practicesimpact on the perception of organizational performance.Past studies have acknowledged that HRM practices playa significant role in influencing the performance of employees (Shahzad et al., 2008; Tessema and Soeters,2006). But in the case of developing countries there aresome challenges specific to these countries which restrictand affect the role that HRM practices can play ininfluencing employee and organizational performance. Ghebregiorgis and Karsten (2006) in their study foundthat the knowledge and the concept of HR practices, including training,

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recruitment, compensation, performance. In addition, HR managers must analyze their hospital's pay structure to ensure that employees are compensated fairly according to their position and experience level

Job satisfaction describes the saturation which is about the individual and his or her job. Primary function shows the goals that enhance job satisfaction and performance , and methods that include rotation, expanding scopes of work and enrich the job. This is the culture and management style, activating the role of workers, giving powers to the joint working groups that make up the effects of job satisfaction.

Job satisfaction may originally appeared in the industrial and service field , but he has gained special importance in the field of education as that human beings are the most important input , and so are they the most important outputs , but it can evaluate all the outputs of the educational process in the field of education in general and job satisfaction for the teacher or administrative Engine the educational process in particular.(Robertson et al, 2012).

The factor of Organization Behavior plays an important factor in leading the hospital staff to do their job properly and in time. Organizational Behavior is a field of study that investigates the impact that individuals, groups and structures have on Behavior within an organization. It is an interdisciplinary field that includes sociology, psychology, communication, and management; and it complements the academic studies of organizational theory (which is more macro-level) and human resource studies (which is more applied and business-related).

Training affects humans through the processing of motivation. These motivations can emerge from the people themselves, for example by representing processes at the cognitive level a stimulus for change on the physical and emotional level (Jones, 2000)

The on-the-job training method takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. On-the-job training has a general reputation as most effective for vocational work.

The concern for the development of human resources in healthcare institutions in Libya become an imminent requirement due to the recent political and economical changes in the country, given that investment in human resources is the best investment and the Libyan citizen is the goal of the development plans of the state Libyan after the recent changes and new government trends to develop the country so that the health care systems in Libya will be in the same level as in the neighboring countries. Libyan hospitals suffered from poor services and low performance by the working staff in the public hospitals, and this was due to lack strategic plans and attention on the importance of HRM in public hospitals.

The management of human resources departments should realize the importance of the human resources to their organization, and integrating and coordinating of available resources (human and material) to the maximum possible energy to achieve the goals and mission of the medical institution, which include (planning, organization, direction, and control). The highest efficiency and adequacy and less effort and greater return (Aldhyan, 2002).

1.2. Research Problem

The human resources factor represents the center of health care center and the measure of success to any hospital in the delivery of excellent services to customers (patients) in order to achieve patients' satisfaction. For many decades Libyan public hospitals in particular suffered from ineffective human resources management, which in turn reflected on the performance of employees in public

hospitals.Research conducted in the UK and US shows positive support for the links between how people are managed and performance of the organizations where they work (Carol and Michael,2012; Becker et al. 2001) and showed a strong link between themanagement of employees in hospitals and thelevels of patient mortality within those hospitals because of high level of job performance.

In addition to that there wasn't any strategic plan by the government of Libya to develop human resources in public hospitals, Human resources department left without improvement and facing many problems associated with limited incentives, low salaries, poor following-up by managers to the performance of employees, neglecting customer satisfaction, and many other negative signs of improper human resources management. HRM is essentially defined by the degree to which employee involvementand participation in the overall efforts to improve the performance of employees (Marian and Richard, 2008). Furthermore the bureaucratic barriers between the managers of human resources manager and employees have contributed to prevent the development in public hospitals was another complicated problems facing the senior management in public hospitals which caused the deterioration of the level of medical services and low overall performance.

According to the mentioned above, the study discuss the problem associated with the migration of patients to neighboring countries looking for better medical treatment and developed healthcare because of low performance from the employees working in Libyan hospitals. Therefore the study attempt to answer the following main question:

How do job satisfaction, organizational behavior, and training contribute to improve the performance of employees in Libyan public hospitals?

1.3. The Back ground of the study

This research will discuss the problems associated with the absence of strategic plans for the development, training and management of human resources in the public hospitals in Libya, and therefore the study will show the need for evolutionary comprehensive rehabilitation plans to all public hospitals in Libya without exception in order to develop the professional expertise of human resources working in these hospitals. The study showed that importance of improving the management skills of human resources managers of has become a matter of urgency now to develop the performance of all personnel working in public hospitals, and also because of dramatic political and economical changes occurring in Libya currently, therefore the study will set the right recommendations to remove all the obstacles towards improving human resources department, and identify the main factors that affect the management of human resources in public hospitals.

In addition to the limited Libyan studies in this field which provide small window for improvement and this was another reason for poor performance by the human resources in Libyan public hospitals. Other factors also contributed to poor human resources management such as; lack of experience and professional personnel, lack of training courses giving to the managers and employees in the human resources departments, and these factor have lead to bring professional expertise from outside Libya which add additional cost the Libyan government for paying double salaries to employees and doctors coming from outside Libya to work in government hospitals.

1.4. The Research Objectives

1) To describe job Satisfaction of employeeinLibyan public hospitals

2) To describe Organizational Behavior in Libya public hospitals in Libya

3) To describe Training program in Libyan public hospitals

4) To provide recommendations and improvement suggestions that helps the Libyan authorities to develop the current conditions of HRM care in public hospitals.

1.5. The Research Questions

1) How are the level of job satisfaction of employee ?

2) How are the Organizational behavior in public hospitals in Libya?

3) How are training program in Libyan public hospitals?

4) How are the recommendations and improvement suggestions that helps the Libyan authorities to develop the current conditions of HRM care in public hospitals?

1.6. The Importance of the research

The importance of this study being the first in Libya, which covers sensitive subject matter associated with the management of human resources in the public health sector system in, and also discuss the main factors that hinder the performance and poor skills of individuals and personnel working in Libyan public hospitals as well as the poor level of medical services provided for patients in these hospitals and the frequent complaints of patients and dissatisfaction due to inefficient performance and treatment of hospital personnel and nurses.

This study describes the reality of human resources management in Libyan public hospitals and then set the right suggestions to improve the current situation.

The importance of the present study because it addresses the main issue and obstacles facing the managers of human resources department in public hospitals with few studies that was discussed this problem in Libya.

1.7. The Limitation of the Research

This study is limited to discuss the problems facing the managers of human resources departments in the public hospitals in Libya. There is a need for further research in the private hospitals as well because they also facing similar problems and poor health care service which led to patient migration to other hospitals in neighboring countries.

The study is limited to evaluate the current level of human resources management, other issues also need to discuss such as medical service quality and management system of the public hospitals.

1.8. Summary

The healthcare is the main elements of comprehensive and sustainable development of any country, and many countries allocate a large budget for health care systems, yet the impact of any development plan to the health care system will not be effective an give the desired results without qualified and efficient human resources who are responsible to provide good medical care for patients and achieved patient satisfaction

This study highlighted the poor medical service provided in the Libyan public hospitals due to inefficient human resources management and lack of experience and professional personnel, and lack of training to the employees and nurses working in these hospitals which led in many cases to bring professional expertise from outside Libya and this costing the Libyan government to allocate extra budget for salaries.

The study set fundamental recommendations for the Libyan government and in particular to the senior management of these hospital to rehabilitate the current situation of human resources department which will be reflected on the overall performance of public hospitals and enhance the reputation of these hospitals.

LITERATURE REVIEW

2.1 Introduction

There are many studies and literatures that discussed the topic of human resources management HRM and its impact on developing the performance of employees. Many success papers and articles were written in the field of human resources management and describe how the management of human resources in organization can turn the failure to success.In contrast, and literatures discussed how poor practicing to human resource management (HRM) can affect the overall performance of the organization.

West, E. (2001) showed that effectiveness of a hospital to a large extent will be reflected on customer (patient) satisfaction, dependent on the quality of servicesdelivered, and the work effort expended by its employees. Therefore, HRM functions critically important and cardinal for the efficient and effective operation of a hospital as an organization. Due to this fact, the recurring changes taking placein the health care industry, which affects health services, have also in influencing the HRM function considerably (West, M. A., &Borrill, C. S, 2006).

Armstrong (1987) believed thatstrong belief in reinforcement of Human Resources Management is a constant competitive advantage achieved through the employees of the organization.

Al Alaq(2002) has defined human resources management as part of the means of management personnel affairs in terms of appointment and qualification, training and skills development, as well as description of their business. And lavender cited definition as "attract and develop individuals who have the talent and

imagination necessary for organization to compete in a complex and changing environment", while Negro &Hanafi (2000) defined HRM " the art attract of attracting workers and their choice and their appointment and to develop their abilities and develop their skills, and to create the conditions appropriate regulatory in terms of quantity and quality to extract the best in them from the energies and encourage them to make the greatest possible efforts and performance",they added that management that are looking for individuals and human needs and plans should polarized, selection and recruit, and training the employees to give their peak in doing their jobs

A.V. Srinivasan (2008)recognizeda fact that the health, safety and welfare functions within the organization have been the top priority of HRM, despite the enormous humanand economic benefits that can flow from a well-conceived and properly implemented health and safety policy within the company. There have been counter arguments about why an organization shouldtake care of the health, safety and welfare needs of its employees. These services are provided by the hospital to ensure acceptable standards of performance, andso that the hospital can prevent personal difficulties from inhibiting performance. Therefore, welfare of the individual should be taken into account.

Michael et al (2009) stated that the developing effective of health care organizations is increasingly complex as a result of demographic changes, globalization, anddevelopments in medicine. Michael et al (2009) have examined the potential contribution of organizational Behaviour theory and research by investigating the relationship between systems of human resource management (HRM) practices and effectiveness of patient care in hospitals, and they found that the impact of HRM is vital to achieve job satisfaction between employees and thus develop their performance and relationship with organization's clients.

Preuss (2003) argues that 'high performance' HR systems can improve healthcare outcomes in hospital settings in part because they promote effective information processing and decision-making in environments where this is critical, he also suggested that investments in high performance work systems will yield superior health careand reduced costsbecause these systems increase employees' capacity to interpret 'equivocal' information on an ongoing basis and allow them to act directly upon this information. Preuss (2003) found that aspects of high performance work systems (e.g., increased employee knowledge and broad task responsibilities among nurses) directly impact a measure of hospital medication errors.

Ostroff and Bowen (2000),have explained how HRM systems can link to such variables as organizational and psychological climate, and employee attitudes, Behaviours, skills and abilities, and how these then affect performance and outcomes. Second, mediation cannot be tested with the normal procedures

Aashimaet al (2011) emphasized on the importance of human resourcesmanagement (HRM) to the success or failure of healthsystem performance has, until recently, been generally overlooked, to put simply, HRM is a planned approach to manage people effectively for performance by providing a more open, flexible, and caring management style so that the staff will be motivated, developed, and managed in a way that they can give their best to support departments. HRM in hospitals has to function in a sector with some unique characteristics. The workforce is relatively large, diverse, and includes separate occupations

Khatri et al (2006) emphasized that human factor is central to healthcare, yet its proper management has remained beyond the reach of healthcare organizations. This quantitative study examines strategic human resource management (HRM) issues in a university and a community hospital. They found that the two hospitals lacked a clear understanding of their strategic intent and objectives; as a result, their

human resource (HR) practices lacked coherence and direction. Whereas the community hospital understood the interrelationship between culture and HRM, the university hospital did not. Moreover, the public hospitals showed only a modest understanding of competencies needed in managing HR function, which hampered its ability to identify competent HR managers and employees. The public hospital under study made significant gains in the past few years in managing its culture and people by recruiting a competent HR manager. The relationship between HR practices and clinical outcomes was much less clear in the public hospital.

2.2 Human Resources Development HRD

Historically, HRD has referred to developing human resources in order to increase economic productivity and therefore a nation's wealth that is very closely linked with economic outputs. However, within current definitions and discussions, especially in the context of developing countries, there is more emphasis on the human aspects of HRD. So, in the development context the meaning of the term's human resources development and human development are very much interconnected.

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers (Susan, 2013).

The development of Human Resources leads to increasing the knowledge, the skills, and the capacities of all the people in a society. In economic terms, it could be described as the accumulation of human capital and its effective investment in the development of an economy (Sriyan, 2008) and during the past 10 years, financial pressures on health service providers have led toa quest for more efficient service delivery and many consequential changes to theorganization and utilization of staffof hospitals (Margret and Janny, 20010). In addition to that Human Resource Development (HRD) plays a critical role in creating and sustaining high performance organizations. A large percentage of theoperating budgets of NGOs and Ministries of Health is devoted to staff salaries and wages. In an era of health sector reform, HRD issues must beaddressed if organizations are to successfully manage decentralization, public/private partnerships, downsizing and expansion, as well as the drivetoward organizational sustainability. As more and more NGOs and government organizations face these challenges, they are looking for HRDtechnical assistance and support. This instrument is designed to help organizations assess their HRD capacity. It can also serve as a basis to developstrategies to improve the HRD system and make it as effective as possible.

The study emphasizes there are certain factors correlated to human resources development such as Job Satisfaction, Job Performance, and Incentives.

2.3 Incentives.

Incentive measures, such as salaries, secondary benefits, and intangible rewards, recognition or sanctions havetraditionally been used to motivate employees to increase performance. Motivators may be positive and/ornegative. Reducing dis-incentives or perverse incentives that favour non-conducive behaviour, can often bemore important than inventing new incentives. Incentive systems reside within organizations, their structure,rules, human resource management, opportunities,

internal benefits, rewards and sanctions, etc. Whether based on perception or reality, organizational incentive systems do have a significant influence on the performance of individuals and thus the organization overall. Perhaps the most pervasive structural motivators and incentivesare located at the societal level, such as security, rule of law, investment climate, civil service pay or legislation conducive to civic engagement (Kanni, 2006). Following are some of literatures those investigated the impact of incentives of employees.

2.4 Job Satisfaction

Job satisfaction describes the saturation which is about the individual and his or her job. The more employees are having happiness in his job, the higher the saturation felt by them. The main factors of job satisfaction as a case of enthusiasm, despite strong correlation between them. Primary function shows the goals that enhance job satisfaction and performance , and methods that include rotation, expanding scopes of work and enrich the job. This is the culture and management style, activating the role of workers , giving powers to the joint working groups that make up the effects of job satisfaction . This is where the saturation factor is very important, which is evaluated by different bodies . One of the main methods that assessment on what voting rates provided by workers from reporting on their impressions toward their job .Where inquiries relating to rates of pay, work responsibilities, multi-tasking, job advertising and teamwork.There are various theories on Job satisfaction such as the following (Schultz et al, 2010).

1) The theory of human relations:

There are psychological and social needs of the teachers at the most important self-esteem and assertiveness and respect for others (Latham and Budworth, 2007).

2) The theory of functional adaptation:

This theory is based on harmony between personal required to work and the work environment itself, and harmony is the main factor in the interpretation of the individual with the adaptation of the work environment as reflected in his satisfaction, contentment and stability in the job (Hulin and Judge, 2003).

A recent theory depends on several things are:

- Confidence: Productivity and confidence cannot be separated.
- Wisdom and skill: Here you must be working in practice and precise refinement and subtlety.
- Intimacy and affection: it depends on the common bond of life and called for by our religion

The comforting and interesting life, and support for other people and to establish social relationships and solid friendships. Thus reflect earlier theories about the multiple perspectives of their respective owners, which are trying to interpret human behavior and satisfaction and stimulating ways to get to a healthy and productive performance satisfactory. We can say in general: that there is no single theory explains all cases of dissatisfaction or lack thereof, but there are several theories represent divergent views. The concept of job satisfaction is a matter of the individual, the case is up to the individual's integration with his work through his ambition and desire for career growth, progress and achieve its objectives through the achievement of the objectives of the work itself . If the subject of job satisfaction may originally appeared in the industrial field , but he has gained special importance in the field of education as that human beings are the most important input , and so are they the most important outputs , but it can evaluate all the outputs of the educational process in the field of education in general and job satisfaction for the teacher or administrative Engine the educational process in particular (Robertson et al, 2012). The following is a review of some literatures on Job Satisfaction and its impact on human resources management.

Tabel .1 Previous Studies on Job Satisfaction and Performance

Study 1	
Title	**The impact of job satisfaction on the performance of a field study of employees in hospitals**
Author	AyadHamad, 2009
Results	The study found that the loyalty of individuals working in the organization and their satisfaction with the work makes the individual moves within the limits of the field and the satisfaction and business functions conferred upon him and thus reflected the performance levels he has, according to degrees of satisfaction.
Recommendations	The study recommended the need to support individuals through the adoption of effective system of incentives in order to achieve job satisfaction as well as a focus on moral incentives to its direct impact in the evaluation of the performance of individuals and excellence.
Study 2	
Title	**Evaluating the impact of incentives on the level of functionality in the telecommunications company from the standpoint of staff**
Author	WafiqHulmy, Mohammed Thabit, 2010
Results	The results showed the presence of a statistically significant relationship between an effective system of incentives and performance of staff. The direct relationship between the material and moral incentives and direct impact on the performance of employees. The study also found a direct

	relationship between promotions and job performance.
Recommendations	• The study recommended that the results of the annual performance appraisal can be used a standard for reward and punishment, especially when the use of incentives, whether, positive or negative so as to ensure the achievement of the objectives of the system of incentives and rewards. • The need to link the results of annual performance evaluation and the granting of incentives and rewards based on those results, so as to ensure that the performance evaluation main tool in the granting of incentives.
Study 3	
Title	**The impact of development on human resources performance in government ministries operating in Nablus - Palestine**
Author	MutaasSayry, Razan Al-Shaikh, Majad AL-Masry, 2011
Results	The results showed that there is a statistically significant relationship between the methods and HR development policies and job performance of employees, also the results showed that the simplification of work procedures, the development of laws and regulations, the development of employees all these factors contribute to achieving higher levels of functionality and performance.
Recommendations	• Making further research on the subject of administrative development in preparation for the change and development are based on realistic goals and measures suitable work consistent with the nature of these ministries, help get a better position. In order to access to the results of a more in-depth • Developing ministries organizational structures and the

design of new structures that are flexible so as to be able to enhance their ability to cope with emergency conditions and external developments and the environmental conditions they face.

Source : secondary data, 2014

2.5 Organizational Behavior

Organizational behavior is a field of study in which the impact that individuals, groups and structure have on behavior within organizations, in order to apply this knowledge to improve the effectiveness of organizations is investigated. It is a scientific discipline whose knowledge base a lot of research and conceptual developments are constantly being added. But it is also an applied science and that information on effective practices in an organization can be extended to many other fields of business and services (Wagner, 2010)

Organizational behavior also is a bounded and a common body of knowledge that studies three determinants of behavior specialty organizations: individuals, groups and structure. Apply the knowledge gained about individuals, groups and the effect of structure on behavior, with the aim of better performance in organizations. Organizational behavior is particularly interested in situations involving employment (Miner, 2006).

a. Objectives of Organizational Behavior

The sciences aims to achieve four goals: to describe, understand, predict and control certain phenomena, including the organizational environment. These are the objectives of organizational behavior (Balzer, 2007):

The first objective is to systematically describe how people behave under different conditions. Achieving allows administrators to communicate with a common language regarding human behavior at work.

A second objective is to understand why people behave as they do. Administrators are much frustrated if they could only talk about the behavior of their employees without understanding the underlying reasons. Therefore, the managers concerned, learn to probe for explanations.

Predict the future behavior of employees is another goal of organizational behavior. In theory, managers have the ability to predict which employees are engaged and productive, and which is characterized by absenteeism, delays or disruptive behavior at some point (so that it is possible to take preventive action).

The ultimate goal of organizational behavior is to control human behavior in organization, at least in part, and develops some human activity at work. Administrators are responsible for performance results, so vitally interested have effects on behavior, skill development, teamwork and employee productivity. They need to improve outcomes through their actions and those of its employees, and organizational behavior can help them achieve that purpose (Ashkanasy, 2002).

Some people fear that the tools of organizational behavior are used to limit their freedom and depriving them of their rights. Although this is possible, it is also unlikely, since the actions of managers are subject to major revisions. Administrators have to remember that organizational behavior is a human tool for the benefit of humans. The principles of organizational behaviorcould be applied broadly to all kinds of organizations, including businesses, government agencies, universities and service organizations such as hospitals. Where there are organizations, there exists the need to describe, understand, predict and improve the management of human behavior (Levy, 2006).

2.6 Training

The term training is common to all processes that cause a changing development of human and employees in organizations. Training affects humans through the processing of motivation. These motivations can emerge from the people themselves, for example by representing processes at the cognitive level a stimulus for change on the physical and emotional level (Jones, 2008). Likewise, motivation may come from outside, for example by a (long-term) changes in the air temperature requires the corresponding adaptation of the whole organism. This means that so-called athletic training that affects the people on the physical, cognitive and emotional level, can cause manifold training effects (Balzer, 2007).

Some commentators use a similar term for workplace learning to improve performance: "training and development". There are also additional services available online for those who wish to receive training above and beyond that which is offered by their employers. Some examples of these services include career counseling, skill assessment, and supportive services. One can generally categorize such training as on-the-job or off-the-job (Hatch, 2006).

The on-the-job training method takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. On-the-job training has a general reputation as most effective for vocational work.It involves Employee training at the place of work while he or she is doing the actual job. Usually a professional trainer (or sometimes an experienced employee) serves as the course instructor using hands-on training often supported by formal classroom training (Wolfgang et al. 1998).

2.7 Job Performance

Job performance is whether a person performs their job well. Job performance is studied in industrial and organizational psychology, the branch of psychology that deals with the workplace. Job performance is also part of human resources management. Performance is an important criterion for organizational outcomes and success (Dala and Hulin, 2008).

John P. Campbell (1990) describes job performance as an individual level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance which are higher level variables. The following are some literatures discussed the relationship between job performance and human resources management.

Tabel: 2 Previous Studies on Organizational Behavior and Performance

Study 1	
Title	**Organizational communication and its relationship to job performance**
Author	BuatitJalaluddin, 2009
Results	The study found a positive correlation between communication medium downward and functionality of workers executives. As well as the existence of a positive relationship between organizational communication medium and Functionality
Recommendations	The study recommended to increase and develop the capacity of the workers through the intensification of operations and upgrade the training and training in the field of communication and understanding of the information received, which has the

	effect of directly or indirectly to the performance of vocational or career.
Study 2	
Title	**Evaluating the impact of incentives on the level of functionality in the telecommunications company from the standpoint of staff**
Author	WafeekHelmi Agha, Wael Mohammed Thabet, 2010
Results	The results showed the presence of a statistically significant relationship between an effective system of incentives and performance of staff. The direct relationship between the material and moral incentives and direct impact on the performance of employees. The study also found a direct relationship between promotions and job performance.
Recommendations	• The study recommended that the results of the annual performance appraisal are the standard of reward and punishment, especially when the use of incentives, whether, positive or negative so as to ensure the achievement of the objectives of the system of incentives and rewards. • The need to link the results of annual performance evaluation and the granting of incentives and rewards based on those results, so as to ensure that the performance evaluation main tool in the granting of incentives.
Study 3	
Title	**The impact of development on administrative functionality in government ministries operating in Nablus**
Author	MoatazSaira, Razan Sheikh Yassin, 2011
Results	The results showed that there is a statistically significant relationship between the methods and the development of

	administrative policies and job performance results of the study showed that the re-engineering of administrative simplification of work procedures, the development of laws and regulations, the development of manpower contribute to achieving higher levels of functionality
Recommendations	• To make further studies and research on the subject of administrative development in preparation for the change and development are based on realistic goals and measures suitable work consistent with the nature of these ministries, help get a better position. In order to access to the results of a more in-depth • Todevelop the ministries and organizational structures and the design of new structures that are flexible so as to be able to enhance their ability to adapt to unforeseen circumstances and developments of Foreign Affairs and the environmental conditions they face.

Source : Secondary data , 2014

CHAPTER III

METHOD

3.1 The Research Design

    In this study we used a mixed approach (quantitative and descriptive) because the two approaches complement each other, and also using both approaches will help to make accurate conclusions about the topic of this research.

    The descriptive approach used in this study in the earlier phases of the research to describe the current status of HRM in public hospitals in Libya. The next part of the research the quantitative approach will be applied. The reason to use the quantitative research in the next stage of this research is to help the researcher to have a better picture of what to expect after developing human resources management in Libyan public hospitals and know from managers involved in HRM management in Libyan public hospitals about the current practicing of HRM and the problem they are facing with the patients and hospital staff. In addition to that applying the descriptive approach only will not be adequate to have precise conclusions and set the right recommendation, therefore using quantitative methodology will enhance the reliability of the study.

3.2 Population and sample

    The study community were medical staff working in public hospitalsin Libya. The number of the study population equal 80. A total of 5questionnaires were distributed per day.The aim of the questionnaire is to understand the impact of HRMon the job performance in public hospitals, and to understand the variables that cause poor performance and inefficient healthcare giving to patients in recent years. Researchers rarely survey the entire population for two reasons (Adèr, Mellenbergh, & Hand, 2008): the cost is too high, and the population is dynamic in that the

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individuals making up the population may change over time, therefore the study selected staff from human resources departments in public hospitals by using non-random sampling. The three main advantages of non-random sampling are that the cost is lower, data collection is faster, and since the data set is smaller and selective, then it is possible to ensure homogeneity and to improve the accuracy and quality of the data.

3.3 The Research Instrument

The data-gathering instrument that used in next phase of the research (the quantitative approach) is questionnaire distributed to hospital staff in HR department in selected public hospitalwho are currently responsible for healthcare in public hospitals in Libya.

3.4 Data collection procedure

The type of data obtained from the quantitative research is phrases from the questionnaire, while the type of data collected from the descriptive approach will be associated with personal characteristics and psychological attributes of the staff in the hospital. The main data is concerned with personal attitudes what patients expect from the nurses and hospital services, and what are the main factors affecting the job performance of hospital staff consist of 3 factors : Job Satisfaction, Organization Behaviour and Training .

3.5   The Research Framework

The research isdivided to two structures by analyzing the primary data from the quantitative approach and discussing HRM in hospitals through literature review. The finds from both structures will be used to make the final conclusion of the study. Figure-3.1 shows the design of the research.
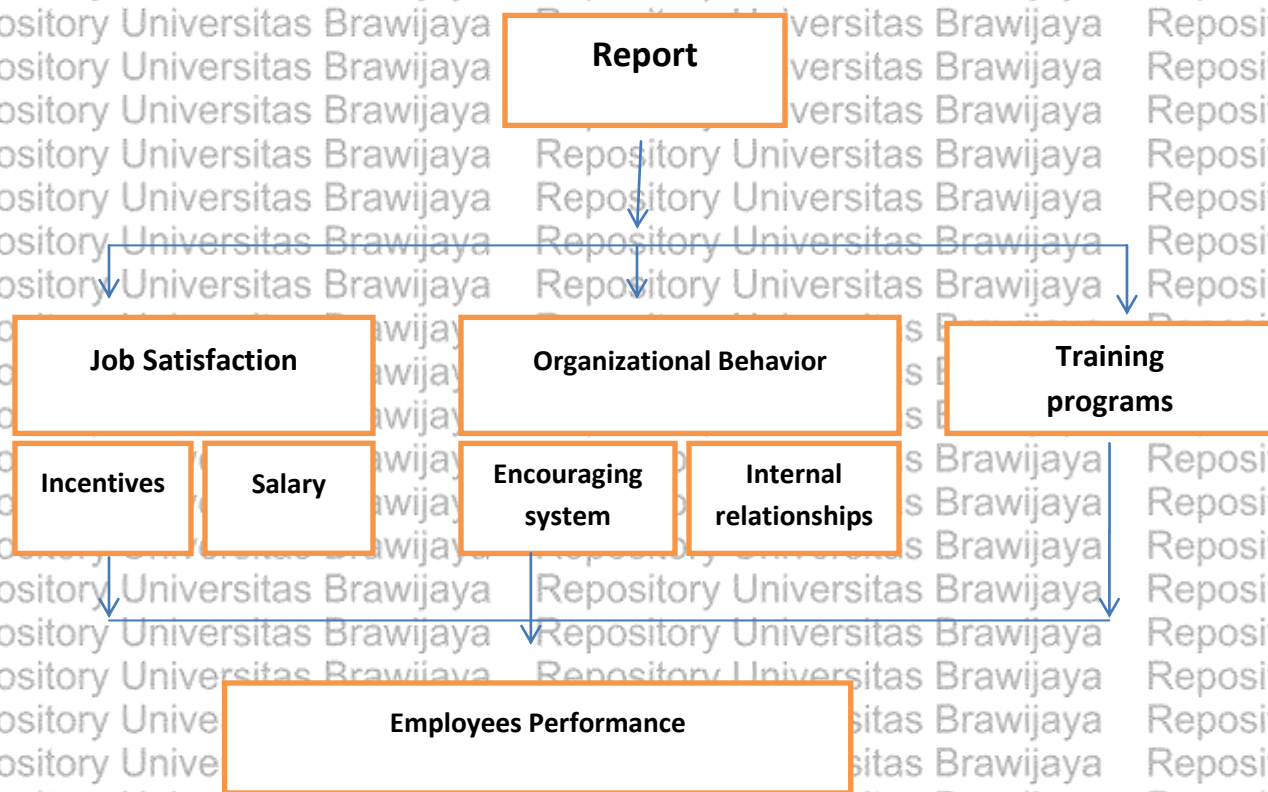
Figure-3.1: Research Framework

3.6 The Type of Data

The study will utilize by both secondary and primary data. The secondary data will be based on different literatures associated with this subject. The secondary data will be collected from published journal about the topic. The main reason for conducting a literature browsing is to understand the main factors that affect the job performan of hospital staff in public hospit

CHAPTER IV

RESULTS AND FINDINGS

4.1 Introduction

In this chapter we analyze job satisfaction, organization, and training in public hospitals in Libya. The first part of the analysis discus the background of hospital's staff and their working environment to have better understanding on their working situation and level of employee performance , this section will discuss the results from different perspectives in order to identify the negative and positive points found from the results.

Similar to other organizations, hospitals are concerned with maximizing effectiveness of medical services through the adoption of appropriate policies and practices by human resources department. Unlike most other organizations, however, the employee performance in hospitals can be measured partly by their success in treating illness and patients with high level of medical service and avoiding deaths. Also unlike many other sectors, little research has examined and identified employee performance that promotes quality of medical services in hospital settings.

In this section, we examine the impact of three main factors (Job satisfaction, Organization Behaviour, and Training) on the efficiency of human resource management and examine the influence of these factors on the performance of nurses and hospital staff.

The analyses we conducted to explore whether (Job satisfaction, Organizational Behaviour, and training) had stronger associations with job performance than others factors. We interpret these results to suggest that the arbitrate mechanisms in our sample for the

relationships between the three factors (Job satisfaction, Organizational Behavior, and training) and employee performance to the medical service provided by the public hospitals in Libya

The Likert scale was used in the questionnaire. The Likert scale is a psychometric scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research, such that the term is often used interchangeably with rating scale, or more accurately the Likert-type scale

The questionnaire indicates five options for each question as below:

1) Strongly agree
2) Tend to agree
3) Undecided
4) Tend to disagree
5) Strongly disagree

4.2 Background of the respondents

The total number of respondents is 80, the number of collected responses equal 56 where 71% of them were female and 29% male, their ages 48% are above 25 years old, and 52% less than 25 years old. The result showed that the hospital's staff who are low level educated (High school,) 49% and 51% are educated. With regards to working experience in hospitals; (42.50% less than 5 years, 34.60% less than 10 year, 12.80% less that 15 years, 8.90% less than 20 years, and 1.10% less than 20 years). 0nly 1.10% of hospital staff are highly experiences, and this is very low value which show the needs for more highly skilled and experienced hospital staff in public hospitals in Libya.

Regarding the working hours, 73.20% are working less than 8 hours per day, and 26.80% are working extra hours more than 8 hours daily. Thus result showed that the percentage of hospital staff who working less than 8 hours per day needs to improve to be above average or more than 50% due to the increasing demand for more working hours in public hospital. When we asked the hospital staff about human resources managers' commitment to their working time, the result showed that 22.90% of managers came to work after 12:00 pm and only 34.60% came in time at 8:00 am, where managers should not be late after 8 am in order to guide hospital staff to their work every day early morning, being late will give negative signs to hospital staff and let them neglect their duties without monitoring and control by the manager of human resources department.

4.3 Discussion

HRM Efficiency is defined in this study as "the effectiveness of doing and accomplishing the medical services and task to get positive output and high performance".

In the following section, the employee performance from the perspective of hospital staff will be described according to the obtained results, and considering the impact of three factors (Job satisfaction, Organization Behaviour, and Training)

4.4 Job satisfaction

Job satisfaction has many definitions and many studies have conducted to measure job satisfaction in different types of organizations, according to Oshagbemi (2006), he defined job satisfaction "an individual's positive emotional reactions to a particular job". This definition is very important and frequent in many studies. In this research we included this definition in our questionnaire in order to know the individual reaction of hospital staff at work in public hospitals in Libya. Schou

(2007) states that it is getting more and more common for public and government organizations to ask their employees to assess their working situation by conducting employee surveys

Job satisfaction factor for the hospital staff scored a high mean value (3.83) which confirms the importance of satisfying the hospital staff at the workplace in order to receive good performance from them. The absence of incentive system and low salaries was two main reasons and of poor job satisfaction, and according to the Job Satisfaction factor in medical sector has a negative effect on HRM Efficiency and staff's performance, and without loyal and satisfied hospital staff, the HRM Efficiency will be low and their commitment and performance will be low as well.

a.Evaluation the factors that affect job satisfaction

The study included the main elements and actions that affect Job Satisfaction of nurses and staff during work. These elements are (salary & incentives). These two factors play an important role in improving and raising the level of job satisfaction therefore the study has focused in these factors and measures each factor separately in order to reach a precise conclusion about the reality of job satisfaction among hospital staff in Libyan public hospitals.

- **Incentives**

The study measured the incentives that employees they were received during their past period working in public hospitals. The result showed that among the 56 respondents; (0 strongly agree, 1 tend to agree, 17 undecided, 21 disagree, and 17 strongly disagree). Incentives are one of the main factors that increase and improve performance at any organization. Public organization managing big public hospitals in Libya neglect this factor for decades which is reflected badly on their annual revenues and productivity as well. The result obtained is shown below in (Fig-1) illustrating that the incentive systems to medical and staff in Libyan public hospitals was approximately absence and the major percentage of hospital staff revealed no

incentives have been given to them in the past, which shows the lack of real incentives giving to hospital staff in order to give them higher motivation and push them to work better and give their best output to their organization.
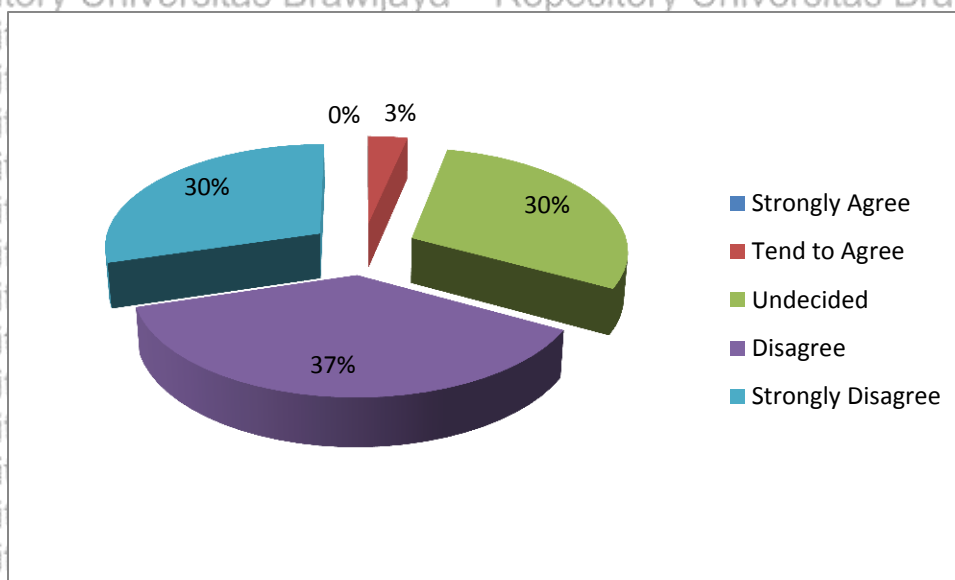

Fig-1 Chart illustrating the incentives to hospital medical staff during the past years

Many theories on incentives have been proposed. In 1959, Herzberg recognized two categories of factors relating to people's attitude and motivation to work better called "the two-factor theory. The researcher used the concept of this theory in the analysis in order find a new incentive system that suite the type of work in public hospitals in Libya.

Herzberg during his observation to hospital staff in different type of works observed that particular factors tended to be associated with satisfaction while others tended to be associated with dissatisfaction. The theory specify to categories; job satisfaction and job dissatisfaction. (Herzberg, 1959) referred to healthy factors as essentially defensive actions taken to remove sources of dissatisfaction; these actions include the workplace conditions, unfair pay system, organizational policies, internal treatment, interpersonal relations, insufficient status and lack of job security.

- **Salary**

The study measured the salaries paid for hospital staff during their past period working in public hospitals. The result showed that among the 56 respondents; (0 strongly agree, 1 tend to agree, 17 undecided, 21 tend to disagree, and 17 strongly disagree). The overall percentages is shown below in Fig-2.
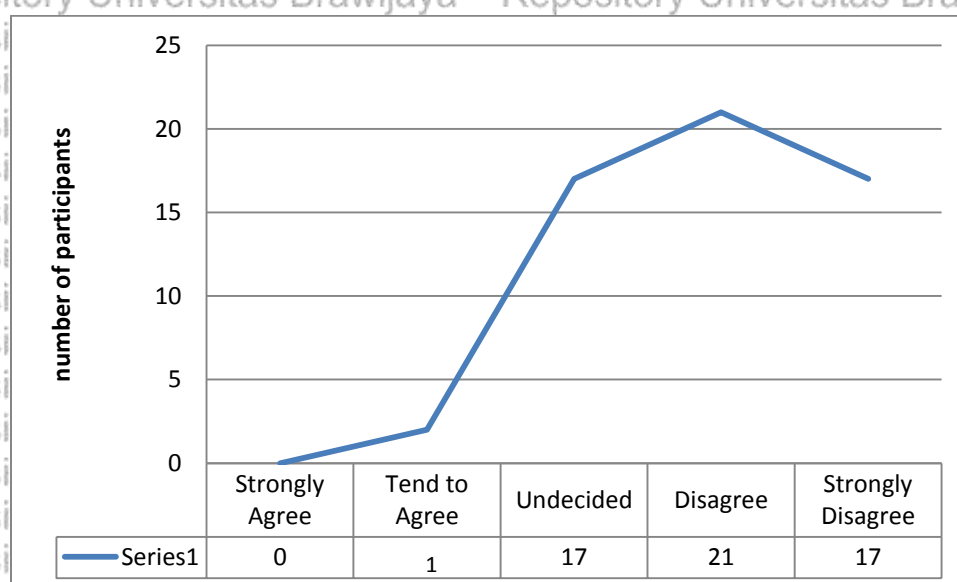

	Strongly Agree	Tend to Agree	Undecided	Disagree	Strongly Disagree
Series1	0	1	17	21	17

Fig-2: The impact of Salary on hospital staff

The impact of salary on job satisfaction is higher than other factors. The survey indicated two questions to measure the salary impact on nurses and staff satisfaction. The result showed that about half of respondents (49.72) were not satisfied with their salary, and 29% are strongly not happy with their salary. Nurses and staff attitude was very low because of low salaries they received during the past years without any bonus and paid incentives. When asking the hospital staff if they agree that the salary is enough. None of the respondents were satisfied with the current salaries. As we can see from this result that hospital staff stating clearly that

salary was not enough to cover their living expenses which is highly affect their attitude during time of work and in some case cause distortion to their concentration on doing their job perfectly. This is one of the main factors that affect job satisfaction and lead to poor HRM Efficiency.

The human resources managers in public hospitals should consider the result of this question in predicting better salaries to the hospital staff in the future. The mean value is high and the standard deviation is very low, which shows that low salaries have being paid to hospital staff which is reflected on their job satisfaction. None of hospital staff were satisfied with the payment system of the public hospitals. It is interesting to note that the percentage of those hospital staff who was not satisfied with the salary amount is near to 0%. The mean value (4.0894) and the standard deviation (0.69739).

4.5 Organizational Behaviour

Organizational behaviour plays an important factor in leading the hospital staff to do their job properly and in time. Organizational behaviour is a field of study that investigates the impact that individuals, groups and structures have on behaviour within an organization. It is an interdisciplinary field that includes sociology, psychology, communication, and management; and it complements the academic studies of organizational theory (which is more macro-level) and human resource studies (which is more applied and business-related). It may also be referred to as organizational studies or organizational science. The field has its roots in industrial and organizational psychology. The study identified two elements that affect the Organizational Behaviour (Encouraging systems &internal treatment).

- **Encouraging system**

The question associated with Organizational Behaviour in public hospital are about the existence of internal systems used to encourage hospital staff and other staff in public hospital. More than half of the respondents tend to disagree with these systems. 59.2% of hospital staff tends to disagree where 17.9% are strongly disagree and not happy with non-existence of any encouraging system inside the public hospital that rise hospital staff motivation to do their job in best way with high performance. There is a complete absence of any system that encourages hospital staff and bonds them to their hospitals and encourages nurses and staff unity. Poor HRM Efficiency is a clear result of long time of neglecting to hospital staff basic needs and providing planned systems to encourage hospital staff to do their jobs with high attitude and unity with their HR managers and hospitals. HR Managers should create and design goals which are realistic, achievable, target-set and clear.

Ecouraging system

0% 0%
0%
18%   23%
59%

- Strongly agree
- Tend to agree
- Undecided
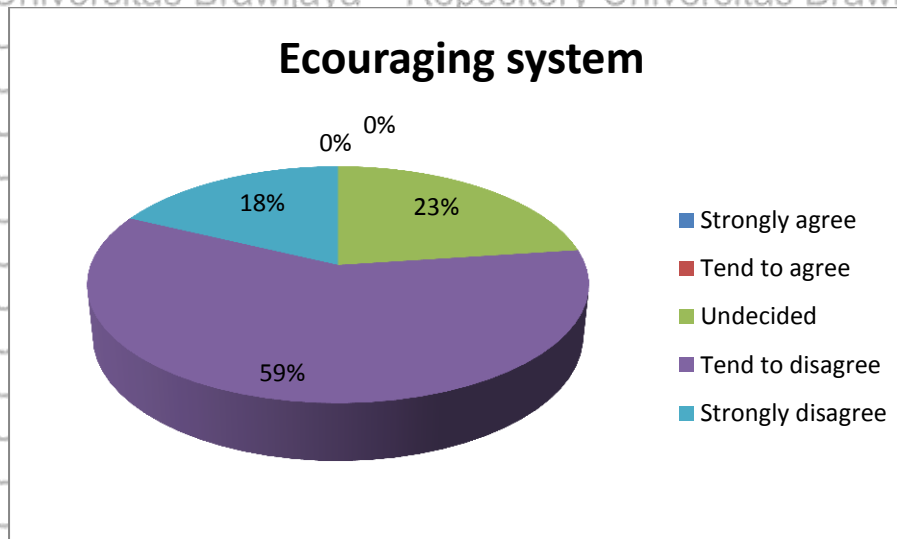- Tend to disagree
- Strongly disagree

Fig-3 (A chart showing the percentage of encouraging system)

The mean value (3.9497) and the standard deviation (0.63841).The overall percentage of hospital staff as follow; (0% strongly agree, 0% tend to agree, 23% undecided, 59% tend to disagree, 18% strongly disagree)

- **Internal relationships**

Regarding the relationship between hospital staff and HR managers, the survey showed that hospital staff are not decided whether the relationship is good or not, about have of the respondents (49%) are not decided about this question. The relationship between hospital staff and managers is sometimes breakable. The nurses and staff may feel pressured to keep his job in the hospitals while giving unfavorable opinions about his manager, while the manager or supervisor wonders if the nurses and staff is working good and doing his best to perform his task with maximum ability. Managers in Public hospital are also concerned about the morale of hospital staff, because low morale could lead to expensive issues with turnover or low productivity of the hospitals.

It is not clear what is exactly the relationship inside the public organizations between hospital staff and managers and supervisors, the other percentages are also tends to give big deviation from the mean value. The standard deviation value equal to (0.94271) and the mean is (2.8994).
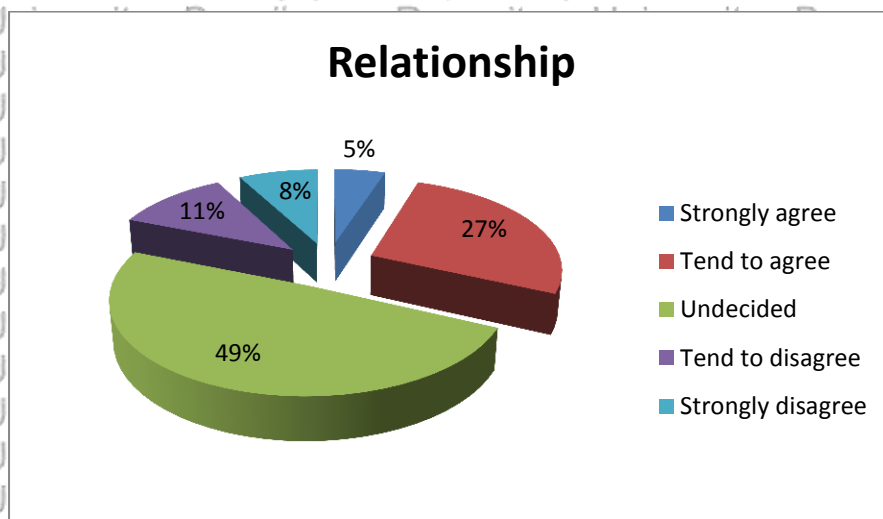
Relationship

- 5% Strongly agree
- 27% Tend to agree
- 49% Undecided
- 11% Tend to disagree
- 8% Strongly disagree

Fig -4 (A chart showing the internal relationship between hospital staff and HR mangers)

The mentioned potentially unstable relationship between managers and hospital staff is getting caused by different reasons. One theory that deals with this relationship is the so-called "Principal-Agent-Theory". The main focus of this theory lies on the different amount of information each party has; which may lead to a constantly unstable relationship between employees and managers.

The Behaviour of the organization was the weakest factor for the hospital staff, and scored the lowest mean value (3.51) comparing to other factors, this stress the need to pay higher attention the organization Behaviour and its main elements such as internal treatment, healthy working environment, and organizational culture. The Behaviour of the organization that guarantees the rights of the hospital staff has a positive effect on HRM Efficiency and performance. Also the internal regulations needs for improvement to organize the performance of human resources department.

4.6.Training

Training has relationship HRM Efficiency and performance of hospital staff. Training was the strongest factor that affecting HRM Efficiency and scored the highest mean value (3.97). In our survey we asked the hospital staff definite questions in order to know more information about training available for hospital staff in public hospital and the level of their skills.

We ask the respondents about the location of their training, the first question check if the hospital staff has already took training sessions outside Libya showed that the majority of hospital staff did not expect to take training inside Libya, the second major percentage confirm that hospital staff did not took training sessions outside Libya, both percentages equal to 68.15%.

The chart below show the final result about training inside Libya
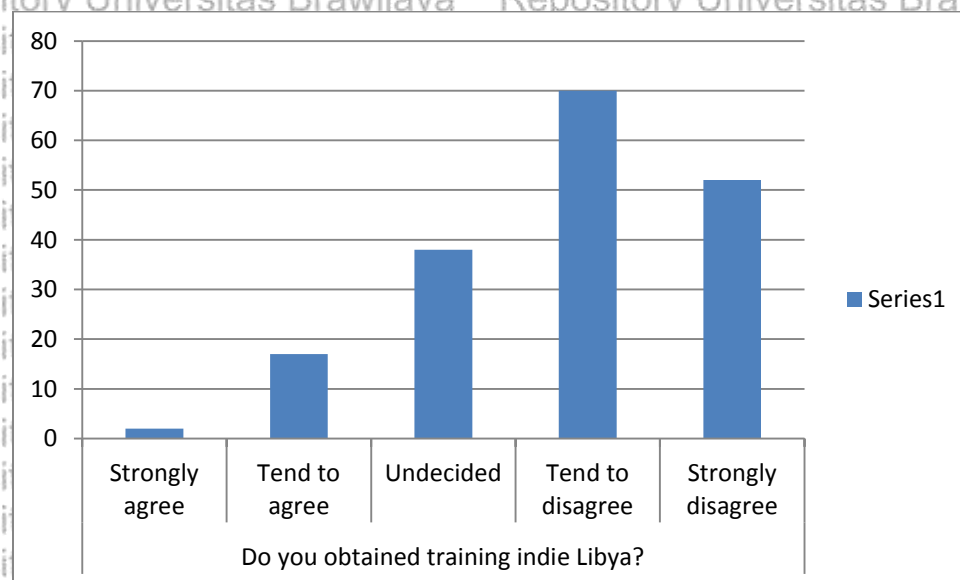

Fig -5 (A chart showing training to hospital staff inside Libya)

As shown in this chart, the majority of hospital staff did not take any training sessions to help them improve their skills which reflected badly on their

performance. Hospital staff in Hospitals need for intensive training courses to increase their awareness and improve their job performance, however good training will be positively reflected on HRM efficiency.

Training is essential to improve performance of HR department and employees, and performance is correlated to HRM efficiency. Ballot *et al.* (2002) and Delame and Kramarz (2001) used French firm-level panel data to look at the effects of training on management value added and found positive and significant effects of training on the performance of organizations.

Therefore assigning frequent training courses to the hospital staff will improve the overall HRM Efficiency. The study found that the majority of hospital staff did not take any training sessions outside or inside Libya to help them improve their skills and develop their job performance. Lack of periodic training was strongest factor that lead to poor medical service and low service by the HR department in the public hospitals in Libya.

Administrative leadership training Programs in public hospitals

1- Middle management programs: all employees in the administration and the administrative area and that require modern management skills of those who made it to understand the basics of administrative work and health methodology and philosophy of the administration and the administrative process and the use of health organizations and their impact on achieving the goals of the health organizations.

The goals of programs are :

1. Understand the basics of modern management and process management in health institutions
2. HRM and its importance and functions of general and specialized
3. Communication and its importance and types of organizations
4. The basics of administrative reform

2- Program management, health centers - the primary

For Managers of doctors, health centers. Managers raise the efficiency of the health centers in the administrative work and training on the use of new skills in the management of their health centers.

The goals of program:

1. Use leadership skills to influence the art to others, and the importance of communication and its types
2. Understanding of human resource management and its importance and functions of general and specialized
3. Use the skill of strategic planning and the preparation of the action plan
4. how team-building and leadership of health
5. Building relations between the center and the surrounding community environment

3-Leadership development program

for senior managers of departments, managers of people, officials units in health institutions The program seeks to revive the capabilities and capacities of leadership in the ministry and to provide them with the necessary skills for the purpose of raising the performance and increase the speed of decision-making and health.

The goals of programs are :

1. Recognize the leadership of health and kinds and genres
2. Increase communication skills with the followers and the determinants of health communication in the organization and the organizational structure
3. Familiarity with ways to motivate employees and administrative Psychology

4. The devolution of powers in health institutions and centralized and decentralized power.

4- Program Associate Managing

To associate administrators of the hospital staff . The Program seeks to raise the efficiency of the work of administrative assistants working in hospitals by providing them with the skills necessary to do so

The goals of programs are :

1. Know the basics of modern management and administrative process and its use in organizations and the importance of management in achieving the main goals of the organization

2. Know the basics of health education and follow-up preventive programs

3. Know the basics of administrative reform and supplies required for downgrade

4. Practice communication skills with the community surrounding the hospital environment

5 - Management of hospitals

For managers in hospitals, health institutions Raise the efficiency of hospital administrators in administrative work and training on the use of new skills in the management of hospitals

The goals of programs are :

1. Familiarity with the basic concepts for the management of hospitals and their impact on achieving the goals of the hospital

2. Knowledge of the basics of evaluating the performance of the enterprise, as well as evaluating the performance of employees

3. Use leadership skills and influence others, communication and its importance in communicating with employees

4. Familiarity with basic skills to plan and prepare the hospital in the Action Plan

5. Team building and problem solving in the Working Group in the hospital

6- Human Resource Management

For workers in the departments of human resources and people

And the development of human resources is a real investment in health institutions and science is seeking a stand-alone all organizations that are trying to sober translated into policy and practice in the case of work to be applied in the best way we have found human force able to promote the health situation

The goals of Program :

1. Understanding of human resource management and defined

2. Know the basic functions of human resources

3. Know the organizational structure and job descriptions

4. Figure out ways of human resource development

7-Program Strategic Planning

Workers in the people of planning and participating in the preparation of the strategic plan and health departments, and that strategic planning is a solid foundation on which you are developing the plan in all its phases, as well as to predict the future, which makes the plan immune to any changes that may occur to

affect the results, so the training of staff in the development of the plan and in the field of planning topics of interest staffs working in the field of administrative and health

The goals of programs are :

1. Understanding of planning and strategic planning and its types
2. Know the meaning of the strategy and objectives of the strategy
3. Skills to prepare the plan successful
4. Skills translate vision and message in the preparation of the training plan

8- A computer program for beginners preliminary

Angels medical rehabilitation, all the categories that need to know the basics of computer. How to use the operating system and Windows software with Word and Excel program with the principles of the use of the Internet and e-mail

The goals of programs are :

1. The use and operation of the system windows.
2. Use calculators correctly.
3. Use of some of the basic programs.

Nursing programs

Training of midwives

Midwives graduates from midwifery school or junior nursing, College of Nursing. The importance of the role of the midwife in the community, the program definition profession of midwifery and its importance and how to care for the mother

and child and diseases that affect the pregnant mother and bleeding and its definition, types and its effect on pregnant women during and after childbirth, and infection control, sterilization and sterilizer cleaning and detergents

The goals of Programs are :

1. Definition of the profession of midwifery and its importance
2. Increase awareness of diseases that infect pregnant mother
3. Dealing with bleeding and integration of knowledge on this subject
4. Infection control in the lounge birth and sterilization.

Nursing Documentation

For all levels of nursing. Documentation that the fundamentals of the nursing work in hospitals and track the status of a patient lying in a hospital, so there is a need to program tries to cover this aspect of the work of the pathogen, which increases the awareness of the importance of nurses and the benefits and mechanics of nursing documentation

The goals of program are :

1. Definition of the importance of nursing documentation
2. Mechanisms in place for documenting Rezin
3. Improve communication skills

Nursing ethics

All levels of nursing. Ethics is the cornerstone of professional nursing to perform nursing a high level in terms of quality of service and humanitarian and fair dealing with patients, regardless of any other considerations from here there is a need for this program in order to apply the basic principles of ethics of the nursing profession Semitism

The goals of programs are :

1. Definition nursing ethics and its importance
2. Increase awareness of the importance of nurses to apply ethical principles in the nursing profession in access to justice in the provision of health service to patients
3. Increase communication skills

Basic ambulance

Nursing staffs working in the lobbies and emergency burns. Principles of first aid and paramedic skills, specifications, some critical situations and defined and how

The goals of programs are :

1. The definition of first aid
2. Identify the principles of first aid
3. Explain paramedic skills and specifications
4. Identify some critical situations and how to resuscitate him

Managerial skills and professional

Associate Affairs nursing staff in the health services and health institutions. Understanding the nursing staffs to manage the work of nursing plays a key role in providing optimal therapeutic service for patients in health institutions, including the definition of nursing and public administration, how to build a team of health institutions in solving problems by working Alvrgi, the difference between the leader and the Director

The goals of programs are :

1. Definition sound administration of nursing
2. Difference between leadership and management

3. How to apply the process of building, team work

Infection control and isolation

Nursing staffs working in the lobbies of emergency and burns. The importance of infection control in hospitals and ways to isolate medical waste from non-medical of the most important this program

The goals of programs are :

1. The definition of infection
2. Identify the sources of infection in hospitals
3. Methods of pollution control
4. How to isolate the waste management

4.4   Summary

The analyses we conducted to explore whether HR management has a strong relationship with HRM Efficiency and therefore we examined the different factors that affect HR management and the performance of hospital staff. The result showed that (training, salaries, incentives, and internal treatment) are the main reasons for low performance by the medical staff and nurses, also these elements were the main cause for poor management efficiency in HR department.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The medical sector in Libya was facing many difficulties and obstacles which leads to very poor medical service and inefficient human resources management. In addition to that the effectiveness in doing the medical service was very poor and medical staff complained from unfair treatment and poor job satisfaction. The inefficient medical services have led to migrating of patients outside Libya. The study have specified three factors that affect the HRM Efficiencywhich are (Job satisfaction, Organizational Behavior, and Training), these factors found directly correlated to the performance of medical staff and the efficiency of HR department.

5.2 Recommendations

The study assumed that the current performance and efficiency of HR department in the public hospitals in Libya is low and not encouraging, and this assumption was confirmed by the obtained results of the study, however in order to improve the current situation and getting the desired goal by having high efficiency and performance by the hospital staff and improve HR department, the following recommendations should be adopted:

1. Provide intensive training programs for employees, and the training programs should be periodic through the year.

2. The senior managers in the hospitals should pay attention to satisfying the employees in the hospital using new techniques that increase the job

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satisfaction such as meeting with the employees to know their complains about the work, salaries, the treatment of managers.

3. Paying more attention to increase the salaries in general, in addition to that giving the medical staff and nurses more incentives through encouraging certificates and bonus for their good works and performance.

4. Reduce the number of redundant jobs and tasks that lead to needless efforts and reduce the working hours.

5. Advise the managers of HR department to pay high attention to notes and feedback from the hospital staff, especially those who have long experience in medical service.

6. The need to give intensive training courses inside and outside Libya for the medical staff and all employees working in the public hospitals.

7. Following-up all operations and activities inside the hospitals in order to eliminate unwanted activities and redundant tasks.

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Questionnaire

In the following sections please circle the appropriate number which represents your best opinion about the items mentioned in the table. Your answer can be based on the following scales:

The Likert scale was used in the questionnaire. The Likert scale is a psychometric scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research, such that the term is often used interchangeably with rating scale, or more accurately the Likert-type scale

Your answers will be treated with high confidentially and used in this research only.

The questionnaire indicates five options for each question as below:

1) Strongly agree
2) Tend to agree
3) Undecided
4) Tend to disagree
5) Strongly disagree

Please circle the appropriate answer

Section A: Demographic factor

Q1: What is your job description or position?

- ☐ Manager
- ☐ Employee
- ☐ Coordinator

Q2:What is your gender?

- ☐ Male
- ☐ Female

Q3: What is your age group?

- ☐ 20-25 years old
- ☐ 26-30 years old
- ☐ 31-35 years old
- ☐ 36-40 years old
- ☐ Over 40 years old

Q4: How long have you been with your present employer?

- ☐ Less than 2 years
- ☐ 2-5 years
- ☐ 6-9 years
- ☐ Over 10 years

Q5: Education

- ☐ Primary school
- ☐ Secondary school
- ☐ University college

Q6: What are your working hours?

- ☐ 5-8 hours
- ☐ 8-12 hours
- ☐ More than 12 hours

Section B: Research Variables

No.	Phrase	SA	TA	U	TD	SA
1	You are fully satisfied with your current job	1	2	3	4	5
2	You have received financial incentives during past period working in public hospitals.	1	2	3	4	5
3	You have received moral incentives during past period working in public hospitals.	1	2	3	4	5
4	You have received good salary during past period working in public hospitals.	1	2	3	4	5
5	Your salary is enough to cover living expenses	1	2	3	4	5
6	There is an encouraging system inside the hospital to encourage hospital staff working better	1	2	3	4	5
7	Manager always behave good with hospital staff	1	2	3	4	5
8	The internal relationship between hospital staff and HR mangers is positive	1	2	3	4	5
9	You have attended training in Libya in the past years	1	2	3	4	5
10	You have received incentives during past period working in public hospitals.	1	2	3	4	5