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# The importance of training and development of employees in improving the quality of health services

**Khalid Masaad Saud Alharbi**

Department of Basic Medical Sciences, College of Medicine, Majmaah University, Majma'h, Saudi Arabia

**Dr. Saleh Abdullah Suliman Aloyuni**

College of Business Administration Department of Health Services and Hospitals Management Applied, Majmaah University, Majma'h Ministry of Health, Saudi Arabia

**Abstract**---The study aimed to identify the importance of training and development for staff working in Qassim hospitals, in addition to the quality of health services provided to patients and technicians, and the researcher prepared a questionnaire to obtain the answers of the sample. From the study after verifying the truth, consistency, and confirmation of the judges, and among the most prominent results that were reached: Continuing to train the various hospital workers with average accounts (4,759), (training for administrative and technical activities) with moderate accounts (4,759), (the Arabs have experiences Practical and practical for training) with arithmetic scores (4.740), (loading is actually carried out in a bag in a mirror with two bathrooms) with a score of (4.50), (science seats are left for sports training) with a score of (4.33) management, total quality inputs in training and medical services) with an average My arithmetic (4.23), the existence of a statistically significant correlation between the degree of practicing the quality of health services and the training and development of workers in the health sector at the level of 0.670, and the study: the need to choose a sufficient number of managers to ensure the quality of health services in hospitals.

**Keywords**---Training, Development, Health services, Staff working, Qassim hospitals, Quality of healthcare services.

## 1. Introduction

Training for employees has become an important and widely discussed issue in today's world, as it is linked to the most important resource, which is the human

resource that is the main engine in the process of development and socio-economic and political movement in any society. During-service training is the essential factor that achieves development for employees. Therefore, the success of the training process depends on the availability of a clear and accurate concept of training among the parties involved in the training process, including trainers, trainees, and training supervisors, and following modern methods in the training process that meet the needs of human resources working in hospitals and develop their knowledge and skills. Adopting a comprehensive quality system in training, especially comprehensive quality in training, turns work in the hospital into a comprehensive quality system that raises the level of health services provided in educational hospitals (Anwar, 2021).

Fatihah (2005) indicated in her study that training is an effective means of promoting the work of the organization, its production quality, and services, and that possessing modern technology is not the measure of the organization's success. In the field of health services, its development cannot be measured by expanding treatment and health facilities, and by providing modern devices and equipment only, but it is completed by the level of human performance of doctors, technicians, and supporting medical teams. This appears as a primary outcome of continuous medical education and training programs.

Al-Sulaiman et al. (2007) explained that the training programs carried out in the university hospital vary according to the targeted categories. There are training programs for the final years of medical students, postgraduate students, nursing staff, and administrative staff. Therefore, health services are the most expensive types of services, with global spending on health services reaching one trillion dollars annually. They represent one of the measures of the advancement of peoples in the field of health care, and they are provided through institutions designed for this purpose, which include all the requirements of the service, whether material or human.

As it is clear, health institutions are among the most sensitive, complex, and interrelated institutions, whether in terms of tasks, individuals, organizational structures, or the constraints imposed on them. The human resources management in health institutions works on attracting and appointing the best human competencies to work in all specialties related to the management and operation of the health program. It also teaches the application of policies and procedures that preserve the rights of employees and the health institution together (Hamadi, 2021).

Based on the above, the student will address the importance of training and employment for workers through their work in the health sectors in the Qassim region and the level of satisfaction of workers by evaluating the quality of health services. Therefore, the current research project revolves around the importance of training through the responses of workers in Qassim hospitals in improving the quality of health services.

## **2. Theoretical Framework and Literature Review**

Measuring patient satisfaction is the most commonly used measure for assessing beneficiaries' attitudes and satisfaction with the quality of services provided, especially after receiving these services, by asking questions to service providers, uncovering customers' feelings, and identifying the strengths and weaknesses of the services provided to them. This enables medical centers to adopt quality strategies designed specifically for their customers' needs and satisfaction with the services provided to them.

### **2.1. Training and Development**

Training and development can be defined as a set of actions that enable members of an organization to be in a state of constant readiness and preparedness for their current and future roles within the framework of their organization and its environment. From a psychological perspective, training is a process of shaping and modifying an individual's behavior to align with the work they perform. This means that shaping and modification are the focus of the training process, which is essentially a learning process. Training begins with individuals following a certain method in a specific situation, and this behavior is modified until it becomes more suitable for the situation.

From an applied perspective, training refers to efforts aimed at providing the trainee with the information, knowledge, and skills that give them competence in their assigned work. It aims to develop and enhance their existing abilities and prepare them for higher-level work in the future, in addition to producing new highly competent trainees. On the other hand, the applied concept of training is a requirement for preparing workers for higher-level and more responsible jobs, requiring a higher level of skills and abilities throughout their career or profession. Therefore, training works to develop the abilities of workers in future higher-level jobs.

Mincer Jacob Mincer, on the other hand, provided a definition of training that includes both formal and informal training in the workplace, as well as experiential learning. Mincer justified the inclusion of these areas in the definition by believing that each of them increases the skills and productivity of individuals. Therefore, it represents a type of training. He also justified the inclusion of experiential learning in the definition by pointing out that an individual may accept a low-paid job in anticipation of achieving future benefits from the experience gained from this job. Based on this, experiential learning involves an investment cost that must be taken into account.

There are various perspectives regarding training. Some view training from a traditional perspective as a means of imparting skills, while another team views training through a comprehensive administrative development perspective, viewing training as a means of developing the trainee's skills and abilities to improve their performance level and assume new responsibilities and tasks that are commensurate with their level of competence.

### **2.1.1. The Importance Of Training**

Leading companies in advanced countries spend a lot of money on training, sometimes up to six times the wages and salaries of their employees. These companies focus on continually training the largest proportion of their employees. A study conducted by the US Bureau of Labor Statistics showed that leading companies are concerned with training their human resources, training the largest number of individuals, and spending significant amounts of money on training while providing special budgets for this purpose. The study also showed that the amount spent by enterprises and companies in the United States on training reached \$3.55 billion in 1995, and this amount has multiplied in recent years. Additionally, private sector companies in the US with fifty or more employees spend around \$504 per employee on training.

Selecting suitable individuals based on various tests is not enough. It is necessary to provide training for the job functions of employees to increase their productivity to the maximum extent possible. In other words, as valuable as the selection process is in attracting individuals with certain abilities and skills, these abilities and skills need polishing and continuous support to develop their talents and efficiency by equipping them with new skills and knowledge that enable them to perform their current job responsibilities in a more effective manner. Training efforts are not limited to current job functions; rather, they also prepare employees to take on higher-level positions and other responsibilities.

Training has become an important component of managerial positions and is now a fundamental responsibility of the administrative leader. It is not reasonable or logical for the administrative leader to wait for someone else to inform them of the need for developmental training for their workers. Rather, the leader can adapt and identify the strengths and weaknesses of their employees and identify the areas that need adjustment and support to ensure increased productivity. Through reports prepared by leaders on employee efficiency, they can identify individuals who need training programs and the quality and subjects of these programs. Administrative leaders are responsible for developing the capabilities of their employees, and this is achieved through collaboration between leaders and training specialists within the organization who can assist leaders in planning training programs. Despite all of this, the individual cannot deny their responsibility for self-development. Training is of particular importance in efforts to improve performance and increase the efficiency of individuals, as it helps to increase and develop the knowledge, skills, and abilities of employees and improve their capacities to perform assigned tasks and improve their behavior for better performance.

Workforce training remains a fundamental pillar in most administrative and professional development plans within the organization, as these employees are the human capital that is invested in continuously. Consequently, it has positive revenues for both the employee and the organization. Training should continue throughout the individual's professional life, considering it as a constantly changing activity that keeps up with the individual's professional development, given the active economic conditions and the entry of various technologies into the work areas within the organization. Furthermore, it should include all job

stages and not be limited to a specific stage or profession so that it can keep up with these changes.

### **2.1.2. Measuring The Return On Training Investment**

Measuring the return on investment in training has gained increasing interest from practitioners in the field of training. This interest stems from the failure of the traditional accounting system to provide accurate information for decision-makers to benefit from the available training resources. Phillips added measuring the return on investment in training (ROTI) as a fifth stage to the framework developed by Kirpatrick. It is noteworthy that the general support for worker training, especially in export-based companies, may be an effective tool for the economic development of countries, and the rates of return that accrue to countries due to training support are significant.

It is challenging to measure some aspects of training. There are tangible aspects that can be measured, such as some cost items, including the cost paid for the program, and some savings, such as changes in the cost of service or goods or the overall revenue level. However, intangible aspects are difficult to measure, such as the circumstances associated with changes in employee behavior, such as the approach to dealing with customers or the level of job loyalty. There are programs that are easy to measure the return on investment, such as sales representative programs, where sales volume can be measured in the facility before and after training. However, there are programs that require more precise research to determine their return, such as office management or meeting management programs.

## **2.2. Quality of Health Services**

### **2.2.1. What Is The Quality Of Health Services?**

The quality of service is one of the topics that have received significant attention in service institutions in general and health institutions in particular, as a result of the developments in the health field and the continuous increase in demand for health services. Providing high-quality health services has become a common demand that serves the goals and interests of all parties dealing with health institutions. Researchers have different opinions on defining the quality of service in general, and the quality of health services in particular. Some focus on defining it from the perspective of the service provider institution (the healthcare institution), while others focus on the service recipient (the patient) as they are the ones who judge the quality of service. There are several definitions provided by researchers to define the quality of service, including:

- Quality of service is defined as "providing the necessary performance to the customer, which satisfies and meets their desires according to competitive prices, at the appropriate time, and using appropriate methods and techniques."
- It can also be defined as "the difference between the service received and the service expected by the service recipient."

The following definition also focuses on defining the quality of service from the perspective of the service recipient: "Measuring the degree of alignment between the level of quality provided and the expectations of the service recipient. Providing a quality service ultimately means that the service is consistent with the expectations of the beneficiaries."

### **2.2.2. Dimensions Of Healthcare Service Quality**

There are several dimensions of healthcare service quality that are commonly agreed upon, and we have based our research on these dimensions, which include:

1. **Responsiveness:** This refers to all patients, regardless of their background or condition, receiving prompt care from the healthcare institution staff with good treatment and cooperation, appropriate waiting times, and includes the following elements:
  - Speed in providing the required healthcare service
  - Immediate response to the patient's needs, regardless of the level of workload
  - Constant readiness of the staff to cooperate with the patient
  - Immediate response to inquiries and complaints and informing the patient exactly about the service delivery and completion time.

In the context of healthcare service quality, responsiveness means that healthcare institution staff are able to respond quickly and at all times to the medical conditions and injuries presented to them, as well as to quickly provide assistance to service beneficiaries (patients) and quickly respond to all their inquiries and complaints, and also to quickly provide healthcare services to them when they need them.

2. **Dependability:** This reflects the degree of trust that the service beneficiary (patient) has in the healthcare institution and its ability to provide medical services at the specified times, with a high degree of accuracy and efficiency, and the ease and speed of obtaining those services. This element increases the credibility of the healthcare service and can be summarized in the following elements:
  - Meeting the service delivery deadlines
  - Taking care to solve the service beneficiary's problems
  - Performing the service accurately and without errors in diagnosis
  - Trust in the doctors and technicians and their competence and reputation.
3. **Assurance:** This refers to the patient's feeling of comfort and reassurance when dealing with the healthcare institution and its various medical staff. It also includes the support and endorsement of the upper management during their provision of medical services to patients, and the willingness to appreciate the situations and efforts made in the work. Assurance confirms the healthcare institution's management of healthcare quality and supports it with qualified staff such as doctors, nurses, and others, as well as providing modern medical equipment, which leads to the provision of high-quality healthcare services.
4. **Tangibles:** This dimension refers to the physical facilities that increase the service beneficiaries' (patients) inclination to visit the hospital, and their return to the same healthcare service provider. It includes the external appearance of the building, comfort and entertainment facilities such as

medical educational programs using presentation devices, educational materials, books, as well as the physical appearance of healthcare facilities, their cleanliness, modern equipment, medical laboratory, nursing and radiology equipment, and the cleanliness and appropriate appearance of the staff uniforms, furniture and decor, attractiveness of the institution, and its internal design and organization.

5. **Empathy:** This refers to the special attention and care provided by the healthcare institution to its service beneficiaries (patients). In other words, it represents the relationship and interaction between the healthcare institution's service providers, including the medical, technical, administrative, and accounting staff, and the patients. It also refers to the presence of trust, respect, politeness, kindness, discretion, understanding, listening, and communication between healthcare service providers and service beneficiaries (patients). A good relationship between the two parties contributes to the success of the healthcare service and the responsiveness of the patients, and it is a top priority for the management and employees of the healthcare institution to listen to the patient, meet their needs with a spirit of kindness and friendliness.

### **2.2.3. Dimensions Of Healthcare Service Quality**

Some of the indicators that demonstrate the importance of quality in healthcare services include the following:

- There is a significant correlation between the service and quality to the extent that it has become necessary to adopt a number of measures to indicate the level of satisfaction achieved by the patient by linking the service provided to the quality. This has led to the adoption of a scale called Servqual, which is a series of integrated and interconnected measures to determine the consumer's opinion of the expected performance in the service provided to them according to a number of characteristics. In other words, these multidimensional measures are based on identifying the gap between what the service beneficiary perceives and what they expect. Therefore, it is not possible to analyze healthcare service marketing without testing its quality.
- Quality has become an essential dimension that is adopted as a basis for measurement and influence to indicate the level of quality.
- Quality in healthcare services is an important indicator in measuring the level of patient satisfaction with the service provided by any healthcare institution, and it indicates the level of response to what the patient expected from that service.
- Quality in healthcare services is subject to continuous improvement through specialized management within the organizational structure of the healthcare institution, aiming to achieve comprehensiveness and integration in performance, where:
- Comprehensiveness means expanding the level of quality of services expected by the patient from medical and clinical services provided to them in all ways.
- Integration means that the healthcare institution is a system consisting of subsystems, each of which relies on the other, and each subsystem has its

own programs, but it is integrated with other programs. For example, the medical staff cannot perform their clinical medical functions without integration with the nursing staff or other support services such as laboratories and radiology.

### **2.3. Previous Studies**

There have been many previous studies that have addressed the importance of training and employment in improving the quality of healthcare services. These studies have varied between Arabic and foreign languages and this study will review a number of studies that have been used, with a focus on their main features, and provide commentary including the aspects of agreement and difference between the scientific gaps addressed by the current study. It should be noted that the studies that will be reviewed cover the social dimensions and quality of services in the healthcare sector, and were conducted between 2014 and 2022 in a variety of Arab and foreign countries, indicating their temporal and geographic diversity.

The study by Amran (2022) aimed to identify the readiness of Tragan Teaching Hospital to implement e-governance. The descriptive analytical method was used, where the problem of the study was represented by the following question: "What is the readiness of Tragan Teaching Hospital to adopt e-governance?" The study community consisted of administrative clinics at Tragan Teaching Hospital, with 20 participants, and a comprehensive census was used to collect primary data through a questionnaire. The study concluded that there is currently no readiness to adopt e-governance at Tragan Teaching Hospital, due to deficiencies in many necessary dimensions for implementing e-governance in the hospital. The study recommended that the management of Tragan Teaching Hospital should work to apply e-governance methods in order to improve the current administrative reality of the hospital and meet the needs of customers while achieving their satisfaction.

The study by Saad (2022) aimed to shed light on the role of human resources governance as an entry point to enhance the components of good employment through governance standards in hospital institutions. To achieve the study objectives, a questionnaire was designed and distributed to employees of Tlemcen University Hospital, with 33 out of 43 questionnaires returned. The study concluded that there is a medium positive relationship between human resources governance and employment policy in the Tlemcen hospital institution. The study found medium correlation coefficients, as the employment process is relatively subject to some bureaucratic practices that have negatively affected the principle of equality for joining public jobs.

The study by Shatouh (2022) aimed to maintain and sustain institutions through intense competition, as well as their success, which only comes through using their material and human resources. This research deals with studying the relationship between social responsibilities and measuring its impact on the requirements of service quality through dimensions such as safety, responsiveness, reliability, tangible material aspects, and empathy. The study concluded that governance is an organized and intentional process aimed at



improving administrative and financial conditions in institutions through a set of regulations, laws, and legislation. Governance is linked to a set of internal and external determinants that reshape its tasks and provide it with a set of basic elements that ensure the achievement of its objectives. Governance works to apply the principles of transparency and justice in institutions, as well as clarifying rights and duties and achieving the best level of economic power practice and its application.

A study by the Arab Association for Human and Environmental Development (2022) aimed to identify the importance of electronic governance and its objectives, as well as to understand the principles and requirements of implementing electronic governance in crisis management in healthcare institutions. The study used a descriptive approach and a social survey method with a sample of healthcare workers in isolation hospitals in Asyut province, using a questionnaire developed by the researcher. The study concluded that activating electronic governance is important for the development and improvement of the healthcare sector, including the activation of institutional electronic governance principles and mechanisms. Enhancing the adaptation to current technological developments and digital transformations and their application in the general administration of the state contributes to improving the quality of public services.

Another study by Omar (2022) aimed to identify the importance of electronic governance and its objectives, as well as to understand the principles and requirements of implementing electronic governance in crisis management in healthcare institutions. The study used a descriptive approach and a social survey method with a sample of healthcare workers in isolation hospitals in Asyut province, using a questionnaire developed by the researcher. The study concluded that activating electronic governance is important for the development and improvement of the healthcare sector, including the activation of institutional electronic governance principles and mechanisms. Enhancing the adaptation to current technological developments and digital transformations and their application in the general administration of the state contributes to improving the quality of public services.

A study by Al-Qathafi (2021) aimed to identify the extent of availability of dimensions of medical service quality at Tripoli Central Hospital. The research adopted the descriptive survey method, which combined description and analysis, and used a questionnaire specifically designed for the study. The research community included doctors, nurses, and technicians working at Tripoli Central Hospital, with a total of 1,643 individuals, including 663 doctors and 980 nurses and technicians. A suitable stratified random sample of 93 doctors was selected. The study concluded that there is a high level of application of the dimensions of medical service quality from the perspective of workers for the dimensions of safety and empathy. Moreover, there is a low level of application of the dimensions of medical service quality from the perspective of workers for the dimensions of reliability and responsiveness. There is a decrease in the level of application of the dimensions of medical service quality from the perspective of workers for the dimension of tangibility. There is no statistically significant effect

of demographic variables such as age and years of experience on the level of application of quality dimensions.

A study by Musa (2021) aimed to identify environmental governance and its role in achieving the dimensions of sustainable development by presenting the experiences of some companies in Arab countries. The majority of investors prefer to direct their investments towards companies that do not cause environmental damage, which makes the application of the established principles of environmental governance necessary. However, despite the importance of some companies' contributions to environmental governance in Arab countries, they have not achieved any real social or economic development through an inclusive concept related to sustainable development, especially since environmental governance practices are still below international standards.

A study by Isiko (2021) aimed to explore the impact of information technology governance (ITG) on hospital network operations. The study sought to understand stakeholders' perceptions of using the integrated set of technologies (ITG) and the relationship between ITG and vital healthcare infrastructure such as hospital information technology networks and network operations. The study explored stakeholders' perceptions by understanding how IT governance body and IT governance practices applied in the hospital impacted the efficiency of hospital network information technology operations in a hospital in the western United States. In a simple qualitative exploratory case study, the researcher triangulated evidence from interviews, document review, and observation to gain a comprehensive understanding of the impact of ITG on hospital network operations and healthcare services. The study's results revealed five main themes: (a) creating value through the integrated set of technologies (ITG) leads to IT flexibility for hospital network information technology operations; (b) ITG is used to align hospital management practices with network information technology operations strategically; (c) IT governance is used to measure the performance of network information technology operations; (d) information technology management uses configuration management tools to manage information technology assets; and (e) ITG is used to manage and mitigate information technology-related risks.

A study by Mondal (2021) aimed to improve health outcomes by implementing regulatory policies and practices. The study aimed to demonstrate how more effective implementation of important public health policies can have a better impact on outcomes. A policy context analysis was conducted at the national and state levels by studying the national tobacco control policy in India, including reviewing the main motivators for collaboration. This study used a multi-method explanatory design to study the implementation of a multi-sectoral action plan for tobacco control in two districts in Karnataka, South India. This study identified the actual implementation structure at the regional level, the key participating actors, and the relationships between them using social network analysis (SNA), and then used qualitative inquiry to understand the actors' perspectives and experiences regarding their envisioned roles and multi-sectoral governance practices using directed network governance theory. The study concludes that multi-sectoral policies and practices need support through a multi-level (national and governmental) care policy environment that provides an appropriate space for

decision-making and leadership at the local level. The study's results reveal that regional-level implementation sheds light on adaptive governance practices used to navigate hierarchical and trustworthy structures. The research presented in this dissertation contributes to a better understanding of the actual governance of multi-sectoral policy practices at the regional level, in a low- and middle-income context. The knowledge generated around policy implementation processes in healthcare systems and policy research helps facilitate thinking and action on multi-sectoral policies in various low- and middle-income environments.

A study by Aembe (2017) aimed to identify the contribution of e-governance in the healthcare sector to state-building processes and state legitimacy in the Democratic Republic of Congo. The study also examined how the provision of services through the National Service Program shapes the image of the state. The study focused on state-building outcomes related to effective public health management, strengthening system management, and delivering healthcare services through interactions between the state and non-state actors. The study's results revealed that these organizations have inadvertently contributed to a decentralized and fragmented system. Traditional partners such as religious organizations and international donor organizations play a crucial role in e-governance in the healthcare sector and in the provision of public healthcare; the state and national service providers share in the process of providing healthcare through e-governance; legitimacy deficit is a major factor in state fragility.

A study by Brown (2014) aimed to identify company management and policy reform patterns of physician remuneration that could facilitate more effective coordination, multidisciplinary coordination, and greater participation. A comparative case study was completed of three Canadian provinces, specifically British Columbia, Manitoba, and Saskatchewan. New Zealand and Australia were chosen for comparison with the Canadian cases. The study aimed to determine how effective management and policy reform of physician remuneration can facilitate more effective coordination, multidisciplinary coordination, and greater participation. The study's results revealed that effective governance and remuneration policies can play a critical role in facilitating effective coordination and collaboration among healthcare providers, which can lead to better patient outcomes in mental health services.

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