

# Delegation of Authority to the Performance of the Medical Staff and Its Relationship to Improving the Quality of Health Care in Palestine

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**Abstract:** *The study aimed to identify the delegation of authority for the performance of the medical staff and its relationship to improving the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates. Administrators, and technicians) with a total of 2150 employees, and the questionnaire was distributed to a stratified random sample of 330 employees, and 302 questionnaires were retrieved, with a rate of 91.5%. One of the most important results of the study was the existence of a statistically significant relationship between delegation of authority and the quality of health care. One of the most important recommendations of the study was to strengthen the direction of senior management towards excellence in patient service, because the patient represents a fundamental focus in health services.*

**Keywords:** Delegation of Authority, Quality of Health Care, Shifa Medical Complex, Southern Palestinian Governorates, Palestine.

## Introduction

Institutions live in fluctuating conditions and rapid changes in various political, economic, social and cultural fields, global competitiveness and technological developments surrounding them, and given the importance of human resources for any institution, it is necessary to manage these resources, invest them and activate the most prominent of them in the service of their institutions, which is what focused on administrative trends, theories and applications Modern importance of human resource management and investment, whether at the level of leaders or individuals in the organization. The concept of delegation of authority in the health field has been of great interest recently, and in order for hospitals and the health sector to be able to develop and face various challenges and because the health service is one of the services that cannot be postponed, it has become necessary for these hospitals to have a positive attitude towards performing their activities with the required quality, and reducing performance It encourages the process of administrative empowerment of its employees by delegating powers, involving them in decision-making, training them continuously, and increasing their motivation to improve their level of performance (Mohammed et al., 2019).

The health sector sought to apply quality standards and quality system procedures with the aim of continuous improvement and development, and to keep pace with progress and change in the needs of societies in the economic, social, political and cultural fields. Gaining the trust of the beneficiaries of health services, which is one of the foundations of modern management that contributes to the advancement of work in light of successive challenges and developments (Abu-Nahel et al., 2020) and (Abdulla et al., 2017)

Among the most prominent of these developments and challenges is the spread of the new Corona virus, as the World Health Organization declared the spread of the Covid 19 virus and considered it a global and emergency health problem that requires attention and multifaceted strategies, including early detection, isolation and treatment (WHO, 2020).

Based on the foregoing, this study comes in order to identify the delegation of authority and its relationship to improving the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates.

## Problem Statement

Empowering the employee by delegating him with certain powers means improving his ability to make decisions on his own without direct supervision from the management, and mainly aims to provide conditions to allow all employees to contribute to the maximum of their energies in the efforts of creativity and continuous improvement, and therefore the term empowerment includes the participation of the decision-making process with the administrative levels The other, represented by more powers than mere delegation, then the employee also feels responsible for actions outside the boundaries of his job, so that the whole organization operates more responsibly (Hewagama et al., 2019).

Health service quality is a set of policies and procedures designed to provide health care services to beneficiaries in a systematic and objective manner that contributes to providing opportunities to improve beneficiary care and solve incidental problems in scientific ways through employees in health institutions who use their skills, experience and health care technologies available to them. In order to ensure the achievement of the best results in a timely manner and at the lowest possible cost, this means that the quality of health service is a method for studying the processes of providing health care services and improving them continuously to meet the needs of beneficiaries (Melo, 2018).

The researchers conducted a telephone interview with (Salamiyeh, 2022), the Director General of Al-Shifa Medical Complex, who confirmed that in light of the volatile conditions and conditions that the southern Palestinian governorates are going through in terms of economic, political and technological changes, hospitals of all kinds have to keep up with these developments and changes through Adopting modern administrative methods, and among these methods is the sharing of information, which is done by sharing employees with administrative and medical information and providing the necessary training for employees, in addition to providing the employees with active participation in work, providing the necessary material and moral incentives for them, and providing the appropriate and supportive environment for them, and in the end Adopting these requirements and employing them in government hospitals in the southern Palestinian governorates contributes to achieving high levels of excellence in performance, which is reflected in the quality of health care provided to the public. Therefore, the success of institutions is the outcome of the performance of its employees, which increases if they obtain a greater area of freedom and the enhancement of confidence and self-control, which is provided by the element of sharing information, and because health services are provided through the human element, whether direct medical or auxiliary and even administrative, it is necessary to enable him to provide this service to the fullest.

### Research Questions

Based on the foregoing, the main question of the current study was:

**What is the relationship of delegation of authority to improving the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates?**

**The following questions branch out from it:**

**Q1-:** What is the level of delegation of authority for the performance of the health medical staff in Al-Shifa Medical Complex in the southern Palestinian governorates?

**Q2-:** What is the level of quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates?

**Q3-:** What is the nature of the relationship between delegation of authority to the performance of the medical staff and the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates?

### Research Objectives

Based on the established research questions, this study aims to achieve the following objectives:

1. Determining the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates.
2. To identify the level of delegation of authority for the performance of health medical staff in Al-Shifa Medical Complex in the southern Palestinian governorates.
3. Detection of the level of health care quality in Al-Shifa Medical Complex in the southern Palestinian governorates.
4. Determining the nature of the relationship between delegation of authority to the performance of the medical staff and the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates.
5. Provide recommendations to decision-makers in Al-Shifa Medical Complex about the delegation of authority and its reality, and strengthen it with appropriate methods and means.

### Research Importance

The importance of the study is shown by the benefit that will be given to:

#### Scientific (Theoretical) Importance:

1. The current study may benefit researchers and those interested in different fields of science, with a clearer and more realistic vision, about the relationship of delegation of authority to the performance of medical staff in improving the quality of health care in Palestinian governmental hospitals.
2. The study may provide a theoretical review of the concepts, characteristics and attributes of delegation with information, and thus contribute to enriching the scientific library with new concepts.

#### Practical (Applied) Importance:

1. The current study may provide decision makers in Palestinian governmental hospitals with a clearer and more realistic vision about their level of delegation of authority and its relationship to improving the quality of health care.
2. Work to support and encourage the concepts of delegation of authority in the governmental hospitals in Gaza, and to develop them in appropriate ways and means.

### Research hypothesis

**Ho<sub>1</sub>:** There is a statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) between delegation of authority and the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates.

**Ho<sub>2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the estimates of the study sample about the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates due to demographic factors (Gender, Years Of Service, Academic Qualification).

### Limitations and Directions for Research

The scope of the study shall be as follows:

1. **Human Limit:** This study was applied to employees in Al-Shifa Medical Complex in the southern Palestinian governorates (doctors, nurses, administrators, technicians).
2. **Spatial Limitation:** Palestine - the southern Palestinian governorates.
3. **Objective limits:** The current study was limited to examining the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates.
4. **Time Limits:** This study was implemented in 2023 and therefore represents the reality at this time.

### Literature Reviews

Previous studies related to the subject of the study were reviewed, and these studies were obtained with the aim of benefiting from them in the current study.

- Study of (Hamdan et al., 2021) The aim of the research is to identify the reality of the practice of crisis management in light of The Corona Pandemic, and to achieve the research objectives, the researchers used the descriptive and analytical approach using the comprehensive survey method for the total research community, which numbered (110) individuals, while (90) were recovered: That the level of crisis management practice came with a relative weight (75.60%). Among the most important recommendations made by the research: Work to disburse a health risk premium to all workers in health centers, in addition to paying attention to training and building work teams in various fields, including the crisis team.
- Study of (Hamdan et al., 2021) The aim of the research is to identify the reality of the quality of health services in light of the Corona Pandemic, and in order to achieve the research objectives, the researchers used the descriptive and analytical approach using a comprehensive survey method for the total research community, whose number reached (110) individuals, while (90) were recovered: The level of health service quality is of relative weight (76%). Among the most important recommendations made by the research: Work to pay a health risk premium to all workers in health centers, in addition to paying attention to training and building work teams in various fields to improve the quality of health services provided.
- Study of (Zaid et al., 2020) This study aims at investigating the linkage between total quality management (TQM), perceived service quality (PSQ), as well as their impact on the patient satisfaction (PS) and behavior intentions (BIs) among Palestinian healthcare organizations. Drawing on a survey, results clearly indicated that TQM significantly affects PSQ and PS; PSQ positively influence PS and BIs and BIs are influenced positively by PS. Moreover, the positive link between PSQ and BIs is mediated by PS. A final model was developed that shows that both TQM and PSQ directly influence PS and BIs. On the basis of the results of this study, hospital managers are suggested to design management strategies that are more patient-centred and emphasize on technical as well as functional capabilities of the service providers in order to live up to the client's expectations. The noteworthy contributions of this study, to the relevant literature, are the establishment of the direct effect of PSQ on BIs of customers and the confirmation of the mediating effect of PS on the positive link between PSQ and BIs. These findings are deemed significant in strategic planning leading to better customer satisfaction.
- Study of (Arqawi et al., 2020) The aim of the research is to identify the integration of the dimensions of computerized health information systems and their role in improving administrative performance in Dar Al-Shifa Medical Complex. The researchers used the questionnaire method to collect data and the random stratified sample method. A sample of 30 questionnaires was distributed to test the internal consistency, structural honesty and stability of the questionnaire. After verifying the validity and reliability of the test, (220) questionnaires were distributed to the study population and (197) responses were retrieved with the rate of (89.5%). The study found that the field of "equipment and equipment used" is not statistically significant at the level of ( $\alpha \leq 0.05$ ), indicating that the average response rate for this field is not significantly different from the average approval level (3). This means that there is moderate approval by the sample members in this field. The field of "databases used" is statistically significant at the level of significance ( $\alpha \leq 0.05$ ), indicating that the average response to this field has exceeded the average approval level (3). This means that there is considerable approval by the sample Paragraphs of this field. The field of "networks" is statistically significant at the level of significance ( $\alpha \leq 0.05$ ), indicating that the average response to this field has exceeded the degree of intermediate approval which is (3) which means that there is a high degree of approval by the respondents of the field. The field of "senior management support" is not statistically significant at the level of significance ( $\alpha \leq 0.05$ ), indicating that the average response rate for this field is not significantly different from the average approval level (3). This means that there is moderate approval by individuals sample on this field. The results showed a statistically significant relationship between computerized health information systems on improving administrative performance at Dar Al-Shifa Medical Complex - Gaza at a statistical significance level ( $\alpha \leq 0.05$ ). The existence of a statistically significant relationship between equipment and devices used to improve administrative performance in Dar Al-Shifa Medical Complex - Gaza at a statistical significance level ( $\alpha \leq 0.05$ ). A statistically significant relationship to the databases used to improve administrative performance at Dar Al-Shifa Medical Complex-Gaza at a statistical significance level ( $\alpha \leq 0.05$ ). The results also confirmed a relationship between the networks to improve the administrative performance in Dar Al-Shifa Medical Complex-Gaza.
- Study of (Al-Hajjaj & Hassouna, 2019), which aimed to determine the level of administrative empowerment in its dimensions (communication and information sharing, delegation of powers, motivation, work teams, training) among principals of private

basic schools in the capital Amman Governorate and its relationship to the job performance of their teachers. The researchers used the method The correlational survey, and the study population consisted of all the teachers of the private basic schools in the capital, Amman, with a total of (14477) male and female teachers, and a random sample of 370 individuals was chosen from them, and their data was collected through a questionnaire. The study showed that the level of administrative empowerment was high, the level of job performance was high, and there is a positive correlation with statistical significance between administrative empowerment and the job performance of teachers.

- Study of (Al-Ashkham, 2017), which aimed to determine the role of the staff empowerment strategy in improving the level of health service quality in Al-Zawiya Teaching Hospital. The study adopted the descriptive analytical approach. The study population consisted of all hospital employees. Individuals, and their data was collected through a questionnaire. The study showed that there is a statistically significant effect of the empowerment strategy on the level of health service quality, and the hospital adopts the provision of health service at high quality levels.
- Study of (Aryan et al., 2016) Which aimed to explore the various dimensions of empowering employees (communications, participating, stimulation, delegation, independence, responsibility) and determining the impact of the methods of empowering employees on the performance of private sector employees in Punjab state in India, and the study adopted the descriptive survey approach, and the study community is from all workers in Private institutions in the Indian Punjab state, and a random sample number 80 employees was chosen, and their data were collected through a questionnaire. The study showed that the level of administrative empowerment in its dimensions (communications, participation, motivation, delegation, independence, responsibility) in Indian private organizations came high, and it was also found that the performance of employees was greatly affected by independent decision -making and open communication in the organization.

#### **The most important thing that distinguishes the current study from previous studies**

1. Among the recent studies that dealt with the delegation of authority for the performance of medical staff in government hospitals in the southern Palestinian governorates.
2. The current study linked the delegation of authority to the performance of the medical staff and the quality of health care, and it is one of the recent studies that linked these two areas.
3. The study adopted the descriptive analytical approach to achieve the objectives of the study. It also relied on the questionnaire as a tool for collecting the necessary data, which gives the study a deep and objective dimension.

#### **Conceptual Frameworks**

**First- Delegation of Authority:** The term authorization of power indicates that employees give the authority to make decisions and implement them, as employees have the ability to influence the decisions that extend from strategic decisions at the higher level to decisions related to their performance of their work, and therefore the idea of empowerment requires a change in traditional patterns to patterns A leadership believes in participation, and certainly this requires a shift from control and guidance to trust and authorization (Al-Hajjaji, 2020).

#### **Secondly- The Quality of Health Care**

**Service Concept:** Services are defined as intangible products that are exchanged directly from the producer to the user, and are not transferred or stored, or are those activities or benefits that are offered for sale or that are offered in connection with a specific commodity, and it is noted from this definition that the American Marketing Association for Services has focused On the characteristics of the service in terms of being intangible, not transferred, not separated from the provider, and the customer's participation in its production (Kasiri et al., 2017).

**The Concept of Quality:** It is a set of qualities and characteristics that characterize the product or service, which leads to meeting the needs of consumers and customers, whether in terms of product design, manufacturing, or its ability to perform, in order to reach the satisfaction and happiness of these customers (Meesala and Paul, 2018).

**The Concept of Service Quality:** It represents the difference between customers' expectations of perceived service and actual service (Izadi et al., 2017). Or the ability of a product or service to meet consumer needs (Prentice et al., 2019).

#### **Benefits of Applying Quality Management in the Health Services Sector:**

The health sector faces many and great challenges, perhaps foremost of which are the increasing costs in the production of medical services, and the challenges of the quality of these services, especially since these hospitals deal with human health and the factor of life and death. Whereas, TQM achieves optimal use of resources, rationing expenditures, and seeks to achieve integrated quality in operations and service provided to patients and hospital auditors. The most important benefits of applying TQM in health organizations can be summarized as follows (Al-Malahsan, 2018):

1. **Quality Of Care Provided:** The goal of applying total quality management is to achieve high levels of quality in medical care provided by hospitals, optimal use of its material and human resources, rationalization of expenditures and use, evaluation of the quality of productivity represented in health services, and permanent and continuous work to improve the quality of health services.
2. **Customer Satisfaction:** Total Quality Management aims to provide a high-quality health service in line with the aspirations of its beneficiaries, through a process aimed at continuous improvement of quality in line with and exceeding customer expectations.

3. **Raising The Morale Of Employees:** The participation of employees in decision-making is one of the basics of total quality management, as they are considered internal customers that must be satisfied.

**Al-Shifa Medical Complex:** a medical complex that includes three hospitals, which are Al-Batinah Hospital, the Surgical Hospital, and the Maternity Hospital. It is located in Gaza City, and serves Gaza Governorate in particular and covers the southern Palestinian governorates in general. Its bed capacity is 619 beds, and the number of employees of the complex in all specialties is a total of 1487. Accredited as a training center for the National Training Program.

#### **Human Cadres Working In Government Hospitals at the Ministry Of Health in the Southern Palestinian Governorates**

- **Doctors Working In Hospitals:** the number of doctors in the Ministry's hospitals reached a total of 1368 male and female doctors, including 696 specialist doctors. Dr. Abdel Aziz Al Rantisi Specialized Children's Hospital. The average number of doctors in each hospital is 114.
- **Nurses Working In Hospitals:** Nurses constitute 37% of the total number of employees in Ministry of Health hospitals, as the total number of nurses in hospitals affiliated to the Ministry of Health in the governorates of the southern Palestinian governorates until December 2018 is (2042) male and female nurses, and the majority of nurses are campaigners The university degree (Bachelor's) represented 50%, which is a high percentage that reflects the rise in the academic level of nursing.
- **Employees In Laboratories And Blood Banks:** The number of employees in hospital laboratories and blood banks during the year 2018 reached (266) medical analysis specialists and laboratory technicians, of whom (156) are males and (110) are females, distributed according to academic qualification: (2) Ph.D., (36) Masters, (176) Bachelors and (52) Diplomas.
- **Radiology Employees and Technical Specialties:** The total number of employees in the various technical specialties of medical imaging, physiotherapy, anesthesia, audiovisuals and EEG is 350 employees. The category of medical imaging technician ranked first among medical technicians with a percentage of 54%, followed by the category of specialist and physiotherapy technician with a percentage of 22.8%.
- **Employees In Administrative And Financial Affairs:** The total number of employees in the various administrative and financial specializations in the Department of Administrative and Financial Affairs is 1260 employees.

#### **Challenges and obstacles faced by government hospitals in the southern Palestinian governorates:**

There are some challenges and obstacles facing government hospitals in the southern Palestinian governorates, including (Palestinian Central Bureau of Statistics, 2018):

1. Shortage of qualified human cadres from the category of doctors with a precise specialization, such as: oncology medicine, intensive care medicine, emergency medicine, and neonatology.
2. Shortage of human cadres in the category of specialized nursing, such as: anesthesia and intensive care nursing.
3. Due to the prevailing economic conditions in the southern Palestinian governorates, the public depends on government health services, so government hospitals suffer from an increase in the number of outpatients, which forces the medical staff to see large numbers of patients during one day, as well as the long wait for patients to pre-book outpatient clinics in some specialties The long waiting time for patients to undergo surgery.
4. The chronic shortage of some types of medicines and medical supplies, which negatively affects the provision of health services.
5. The absence of a clear policy for the optimal disposal of medical waste, despite the existence of some limited experiences in some hospitals.
6. Weakness of the supportive administrative services system such as: (laundry services, cleaning services) despite the Ministry's recourse and adoption of the principle of purchasing services from an external party.
7. Incompleteness of the legislative and legal system related to the principles of responsibility and medical accountability.

#### **Methodology and Procedures**

**Study Methodology:** In order to achieve the objectives of the study, the analytical descriptive approach was used, through which it attempts to describe the phenomenon under study, analyze its data, and the relationship between its components, the opinions expressed about it, the processes it includes, and the effects it causes.

#### **Data Collection Methods:**

1. **Secondary Sources:** The theoretical framework of the study was addressed to the secondary data sources, which are the relevant Arabic and foreign books and references, periodicals, articles, reports, previous research and studies that dealt with the subject of the study, and research and reading on various internet sites.
2. **Primary Sources:** To address the analytical aspects of the subject of the study, primary data collection was resorted to through the questionnaire, a main tool for research, designed specifically for this purpose.

**Study Population:** The study population is defined as the total group of elements that researchers seek to generalize results related to the phenomenon they are studying (Al-Bahrawy, 2010). Job levels (doctors, nurses, administrators, and technicians) with a total of 2,150 employees.

#### **The Study Sample:**

1. **The Survey Sample:** It consisted of 30 employees, with the aim of codifying the study tool, and verifying its validity for application to the actual sample. They were included in the final analysis of the study, as no modifications were made to the questionnaire.

2. **The Actual Sample:** The sample size was calculated from the following equation (Al-Bahrawy, 2010):

$$n = \left( \frac{Z}{2m} \right)^2 \quad (1)$$

Where:

Z: the standard value corresponding to a known level of significance (eg: Z = 1.96 for a level of significance).

M: Marginal error: It is expressed as a decimal point (eg: )

The sample size is corrected for the case of the final communities from the equation:

$$n_{\text{ Modifier}} = \frac{nN}{N + n - 1} \quad (2)$$

Where N is the size of the population

Using equation (1), we find that the sample size is:

$$n = \left( \frac{1.96}{2 \times 0.05} \right)^2 \cong 384$$

Since the study population is N = 2150, the sample size adjusted using equation (2) is equal to:

$$n_{\text{ Modifier}} = \frac{384 \times 2150}{2150 + 384 - 1} \cong 324$$

Thus, the appropriate sample size in this case is equal to at least 324, and the stratified random sampling method was used, as 330 questionnaires were distributed to the study population, and 302 questionnaires were retrieved, with a rate of 91.5%.

**Study Tool:** A questionnaire was prepared on "Delegation of Authority to the Performance of the Medical Staff and Its Relationship to Improving the Quality of Health Care in Palestine". It consists of three sections:

**The First Section:** It is the personal data of the respondents (gender, years of service, educational qualification).

**Section Two:** Delegation of Authority, consisting of (6) paragraphs.

**The Third Section:** It is the level of health care quality, and it consists of (15) items.

A five-point Likert scale was used to measure the respondents' responses to the questionnaire items, as follows:

**Table 1 :**Five Laker scale degrees

Response	A Very Small Degree Approved	A Few Degrees Agree	Average Compatibility	OK Greatly	A Very Large Degree
Degree	1	2	3	4	5

**The Validity Of The Questionnaire:** The validity of the questionnaire means that the questionnaire measures what was set to measure it, as it means by validity that "the survey includes all the elements that must be included in the analysis on the one hand, and the clarity of its paragraphs and vocabulary on the other hand, so that it is understandable to everyone who uses it (Al-Salmi, 2012) The validity of the questionnaire was verified in two ways:

1. **The Veracity Of The Opinions Of The Arbitrators "Virtual Honesty":** The questionnaire was presented to a group of arbitrators specialized in business administration, and the researchers made the necessary deletion and modification in light of the proposals submitted, and thus the questionnaire came out in its final form.

2. **Validity Of The Scale:**

**First - Internal Validity:** Internal consistency honestly means the extent to which each paragraph of the questionnaire is consistent with the field to which this paragraph belongs (Al-Bahrawy, 2010). The researchers calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each of the paragraphs. The fields of the questionnaire and the total score for the same field, and this was done on the survey sample consisting of (30) individuals.

**Table 2:** The correlation coefficient between each of the paragraphs of the axis of authorization with power and the overall degree of the axis

#	Statement	Correlation Coefficient	Significance Level
1.	The management of the hospital gives sufficient authority to the employees to accomplish the tasks assigned to them.	.892	function at 0.01
2.	The administration authorizes the employees to implement and follow the regulations and laws received from the hospital administration.	.876	function at 0.01
3.	The hospital management adopts the philosophy of delegation and develops this spirit among the employees.	.869	function at 0.01

4.	The hospital management trusts the employees' ability to perform the tasks assigned to them.	.899	function at 0.01
5.	The hospital administration gives the staff enough time to carry out the tasks assigned to them.	.896	function at 0.01
6.	The employees exercise their powers during the authorization period without interference from the hospital administration.	.871	function at 0.01

The previous schedule shows that the correlation coefficient between each paragraph of the axis (authorization with power) and the overall degree of the axis, which shows that the built correlation transactions are indicative at a moral level (0.05, 0.01), and thus the axis is considered honest when it was set.

**Table 3:** Correlation coefficient between each paragraph of the health care quality level axis and the total score of the axis

#	Statement	Correlation Coefficient	Significance Level
1.	The procedures for obtaining the service are clear in patients.	.858	function at 0.01
2.	The costs of obtaining health services are easy for all patients.	.828	function at 0.01
3.	The hospital administration sets appropriate dates to provide health service to patients.	.900	function at 0.01
4.	There is flexibility in providing hospital health services.	.879	function at 0.01
5.	Hospital employees use modern methods to facilitate the provision of the service.	.849	function at 0.01
6.	The time to obtain a health service is proportional to patient conditions.	.883	function at 0.01
7.	The health service is provided without any complex restrictions.	.917	function at 0.01
8.	Patients get hospital services when they need them.	.858	function at 0.01
9.	There is a speed in the process of obtaining a health service by patients.	.924	function at 0.01
10.	There is a speed in the presence of doctors to provide health services.	.902	function at 0.01
11.	An immediate response to patient inquiries and proposals associated with a health service.	.926	function at 0.01
12.	The hospital administration takes the necessary measures to address any deficiencies in providing the health service.	.908	function at 0.01
13.	An atmosphere of familiarity prevails between patients and hospital staff.	.899	function at 0.01
14.	The hospital administration is constantly evaluating the quality of health service.	.903	function at 0.01
15.	The hospital administration is working to improve the health services provided periodically.	.909	function at 0.01

The previous schedule shows that the correlation coefficient between each of the axis paragraphs (the quality of health care quality) and the overall degree of the axis, which shows that the built -in correlation transactions are indicative at a moral level (0.05,0.01) and thus the axis is considered sincere of what was set for its measurement.

**The Stability Of The Study Tool:** The stability of the questionnaire was estimated on the exploratory sample of (30) individuals, using the Cronbach alpha coefficient.

- **Cronbach's Alpha coefficient:** To verify the stability of the questionnaire, Cronbach's Alpha coefficient was calculated. The following table shows the Cronbach's Alpha coefficient for each of the questionnaire axes and the total score of the questionnaire.

**Table 4:** Cronbach's alpha coefficient for measuring the reliability of a questionnaire

The Hub	Number Of Phrases	Cronbach's Alpha coefficient
Delegation Of Authority	6	0.944
Level Of Quality Of Health Care	15	0.978
<b>The Questionnaire As A Whole</b>	21	0.983

It is clear from the previous table that the general reliability coefficient is high, reaching (0.983), and this indicates that the questionnaire has a high degree of stability and can be relied upon in the field application of the study. Study sample members again; Thus, there is reassurance towards the analysis of the questionnaire data.

- **Reliability Coefficient Using The Split-Half Method:** To verify the stability of the questionnaire, the stability was calculated using the Split-Half method, by calculating the correlation coefficient between the scores of the odd statements and the scores of the paired statements, then the length was modified using the Spearman-Brown equation, and the table The following explains it:

**Table 5:** Reliability of the questionnaire using the split-half method

The Hub	Correlation Coefficient Before Modification	Correlation Coefficient After Adjustment
Delegation Of Authority	0.810	0.895
Level Of Quality Of Health Care	0.938	0.968
<b>The Questionnaire As A Whole</b>	0.818	0.900

It is clear from the previous schedule that the stability coefficient in the mid-retail method reached (0.900), and this indicates that the questionnaire has a high degree Study sample personnel again; Thus, there is reassurance about the analysis of the questionnaire data.

**Normal Distribution Test:** The Kolmogorov-Smirnov test (K-S) was used to test whether the data followed a normal distribution or not, and the results were as shown in the following table:

**Table 6:** showing the results of a normal distribution test

#	The Hub	Test Value	Probability Value (Sig.)
1.	Delegation Of Authority	0.074	0.200
2.	Level Of Quality Of Health Care	0.057	0.200

It is clear from the results shown in the previous schedule that the probability value (SIG.) For all areas of the study was greater than the level of significance 0.05; Thus, the distribution of data for these areas follows the natural distribution, as the teacher tests are used to analyze data and test the study hypotheses.

#### Statistical Methods Used:

The questionnaire was downloaded and analyzed through the statistical analysis program (SPSS), and the following statistical tools were used:

1. Frequencies & Percentages: to describe the study sample.
2. The arithmetic mean, relative weight, and standard deviation.
3. Multiple regression test to test the effect of the independent variables on the dependent variable.

#### Study Sample Properties:

Repetitions and percentages of the study sample members were calculated according to (the gender, the years of service, and the educational qualification).

**Table 7:** Distribution of the sample personnel according to personal and organizational data

Variants		Number	Percentage %
Gender	Male	168	55.6
	Female	134	44.4
<b>The Total</b>		302	100
Years of service	Less than 5 years	100	33.1
	From 5-10 years	59	19.5
	From 10 - 20 years	49	16.2
	20 years and over	94	31.1
<b>The Total</b>		302	100%
Qualification	Intermediate Diploma	77	25.5
	Bachelor's	156	51.7
	Master's	41	13.6
	Ph.D	28	9.3
<b>The Total</b>		302	100%

It is clear from the previous schedule that (55.6%) of the sample members are male, while (44.4%) of the sample members are female. The researchers attribute that this result is normal and is consistent with the working conditions in hospitals that are dominated by difficulties and challenges, which are more in line with males than females.

It is clear from the previous schedule that (23.2%) of the sample members are less than 30 years old, while (30.5%) of the sample members of their ages of 30- less than 40 years, while (22.8%) of the sample members are 40- Less than 50 years, while (23.5%) of the sample members are 50 years old or over. The researchers attribute that this result is normal, especially since government hospitals depend on the era of young people who have sufficient experiences to perform the work.

It is also clear from the previous schedule that (33.1%) of the sample personnel years of their experience is less than 5 years, and that (19.5%) years of their experience from 5-10 years, and that (16.2%) their experiences are from 10-20 years, while (31.1 %) The years of their experience 20 years or more. The researchers attribute that the result of the high study sample of the owners of service years is less than 5 years to the government of government hospitals in appointment and employment, which depends on youth and vital energies to perform work, and that migration of competencies abroad led to a decrease in the number of medical staff with great experience.



It is clear from the previous schedule that (25.5%) of the sample members are their educational qualification is an intermediate diploma, while (51.7%) of the sample members are their educational qualification with a Bachelor’s degree, while (13.6%) of the sample personnel are qualified as a master’s degree, while (9.3%) of the sample personnel are qualified for a doctorate. The researchers attribute that this result is that the bachelor’s degree is the most appropriate degree of the conditions of the population in the physical southern Palestinian provinces, as high graduate studies lead to the reluctance of many population to the direction towards it.

It is also evident from the previous table that (23.5%) of the sample members have a job as a doctor, while (40.1%) of the sample members are their job nurse, while (21.9%) their job is an administrative job, while (14.6%) their job is a technician. The researchers attribute that this result is normal in light of the multiplicity of departments in the Al -Shifa Medical Complex, which needs a nursing staff to occupy these departments, in addition to the fact that the nursing cadres in hospitals constitute more than a third of the workers in any hospital.

**Criterion Adopted In the Study:**

To interpret the results of the study and judge the response level, the researchers relied on arranging the arithmetic averages at the level of the questionnaire axes and the level of the paragraphs in each axe. The researchers determined the degree of approval according to the test used for the study, as shown in the following table:

**Table 8:** The test used in the study

SMA	Relative Weight	Degree of Approval
From 1 - less than 3.34	From 10% - Less than 33.4%	Low
Greater than 3.34 - Less than 6.67	Greater than 33.4% - Less than 66.7%	Medium
Greater than 6.67 - 10	greater than 66.7% - 100%	High

**Data Analysis and Discussion of Results**

**- Analysis Of The Paragraphs Of The First Axis, “Delegation Of Authority”:**

The arithmetic mean, standard deviation, relative weight, and ranking were calculated to find out the degree of agreement. The results are in the following table

**Table 9:** The arithmetic mean, standard deviation, relative weight, and ranking for each paragraph of the “Delegation of Authority” axis

#	Statement	SMA	Standard Deviation	Relative Weight	Rank	Degree Of Approval
1.	The management of the hospital gives sufficient authority to the employees to accomplish the tasks assigned to them.	5.87	1.216	58.7%	6	Medium
2.	The administration authorizes the employees to implement and follow the regulations and laws received from the hospital administration.	6.25	0.986	62.5%	5	Medium
3.	The hospital management adopts the philosophy of delegation and develops this spirit among the employees.	6.52	1.191	65.2%	4	Medium
4.	The hospital management trusts the employees' ability to perform the tasks assigned to them.	7.14	1.339	71.4%	2	High
5.	The hospital administration gives the staff enough time to carry out the tasks assigned to them.	7.04	1.321	70.4%	3	High
6.	The employees exercise their powers during the authorization period without interference from the hospital administration.	7.14	1.201	68.7%	1	High
<b>All Axis Paragraphs Together</b>		6.66	0.939	66.6%	--	Medium

The paragraph stating that "the employees exercise their powers during the authorization period without interference from the hospital administration" got the first place. The paragraph that states "the hospital administration grants sufficient authority to employees to accomplish the tasks entrusted to them" got the last rank according to the relative weight of 58.7%. In general, it can be said that the axis of delegation of authority came with a relative weight of (66.6%), which is a medium degree of approval. The researchers attribute this result to the fact that the management of Al-Shifa Medical Complex in the southern Palestinian governorates is a democratic administration that believes and understands the importance of delegating authority and granting responsibilities and powers to employees. One of the most important principles of management, which works to spread the spirit of work in employees and encourage them to work, and therefore the hospital realizes the importance of this principle and works to employ it.

**- Analysis Of The Paragraphs Of The Second Axis "The Level Of Quality Of Health Care":** the arithmetic mean, standard deviation, relative weight, and arrangement were calculated to find out the degree of approval, the results are in the following table:

**Table 10:** The arithmetic mean, standard deviation, relative weight, and ranking for each paragraph of the "Health Care Quality Level" axis

#	Statement	SMA	Standard Deviation	Relative Weight	Rank	Degree Of Approval
1.	The procedures for obtaining the service are clear in patients.	6.94	1.370	69.4%	10	High
2.	The costs of obtaining health services are easy for all patients.	7.06	1.271	70.6%	6	High
3.	The hospital administration sets appropriate dates to provide health service to patients.	7.06	1.307	70.6%	7	High
4.	There is flexibility in providing hospital health services.	7.17	1.306	71.7%	4	High
5.	Hospital employees use modern methods to facilitate the provision of the service.	7.02	1.361	70.2%	8	High
6.	The time to obtain a health service is proportional to patient conditions.	6.81	1.534	68.1%	12	High
7.	The health service is provided without any complex restrictions.	6.85	1.276	68.5%	11	High
8.	Patients get hospital services when they need them.	5.10	0.127	49.5%	15	Weak
9.	There is a speed in the process of obtaining a health service by patients.	6.56	1.266	65.6%	13	Medium
10.	There is a speed in the presence of doctors to provide health services.	7.00	1.503	70.0%	9	High
11.	An immediate response to patient inquiries and proposals associated with a health service.	7.15	1.276	71.5%	5	High
12.	The hospital administration takes the necessary measures to address any deficiencies in providing the health service.	7.50	1.375	75.0%	1	High
13.	An atmosphere of familiarity prevails between patients and hospital staff.	7.19	1.467	71.9%	3	High
14.	The hospital administration is constantly evaluating the quality of health service.	7.23	1.377	72.3%	2	High
15.	The hospital administration is working to improve the health services provided periodically.	5.00	0.138	50.0%	14	Weak
<b>All Axis Paragraphs Together</b>		6.90	1.017	69.0%	--	High

The paragraph stating "the hospital administration shall take the necessary measures to address any shortcomings in the provision of health services" ranked first according to the relative weight of 75%. The paragraph that states "Patients receive hospital services when they need them" ranked last according to the relative weight of 49.5%. In general, it can be said that the health care quality axis came with a relative weight of (69.0%), which is a high degree of approval. The researchers attribute this result to the policy of Al-Shifa Medical Complex, which it adopts in developing the quality of health care services provided, by providing the mechanisms, procedures and strategy necessary to develop the quality of service provided. The hospital administration also provides training courses and workshops that contribute to the development of health care quality. And the equipment necessary to develop the quality of service provided to patients inside the hospital.

### Hypotheses Test

**Ho<sub>1</sub>:** There is a statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) between delegation of authority and the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates.

**Table 11:** Correlation coefficient between leadership empowerment for medical staff performance and health care quality

The Hub	Pearson Correlation Coefficient	Probability Value (Sig.)
Delegation Of Authority	.745**	.000

The table shows the following: The correlation coefficient between delegation of authority and quality of health care is equal to (.745) and its probability value is (.000), which is less than (0.05). Thus, there is a relationship between delegation of authority and quality of health care. That is, the greater the delegation of authority in Al-Shifa Medical Complex, the higher the level of quality of health care.

**Ho<sub>2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the estimates of the study sample about the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care in

Al-Shifa Medical Complex in the southern Palestinian governorates due to demographic factors (Gender, Years Of Service, Academic Qualification).

To answer this hypothesis, the researcher used the T-test for two independent samples to find out the significance of the differences about the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care according to the gender variable. In improving the quality of health care according to the variable (gender, years of service, educational qualification), the results were as follows:

**- Differences According To Gender**

**Table 12:** (Testing the significance of differences on the relationship of delegation of authority to the performance of medical staff in improving the quality of health care according to the gender variable

Gender	SMA	Standard Deviation	T Value	Significance Level
Male	6.33	1.438	4.117	.000
Female	7.03	1.838		

It is clear from the previous table that the value of the t-test to verify the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care according to the gender variable was equal to (4.117), and the level of significance (.000), which is less than 0.05. Thus, we conclude that there are differences in the relationship of delegation of authority to the performance of the staff in improving the quality of health care according to the gender variable in favor of females. The researchers attribute this result to the fact that females are more eager to perform work than males, because they are trying to prove themselves in male societies, and therefore this concern generated by females contributes to making the female look at the subject of the study from different aspects.

**- Differences According To Years Of Service**

**Table 13:** Testing the significance of differences on the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care according to the variable years of service

Years of service	SMA	Standard Deviation	F Value	Significance Level
Less than 5 years	6.75	1.311	.117	.890
From 5-10 years	6.65	1.577		
From 10 - 20 years	6.70	1.108		
20 years and over	6.67	1.779		

It is clear from the previous table that the value of the f test to verify the existence of statistically significant differences about the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care according to the variable of years of service was equal to (.117), and the level of significance was (0.890), which is greater than 0.05, and thus we conclude There are no differences in the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care according to the variable years of service. The researchers attribute this result to the fact that the employees at Al-Shifa Medical Complex, despite their different years of experience, live in the same working conditions, and therefore their answers on the subject of the study are similar, and therefore the years of service are an ineffective factor in the answers of individuals.

**- Differences According To Educational Qualification**

**Table 14:** Testing the significance of differences on the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care according to the educational qualification variable.

Qualification	SMA	Standard Deviation	F Value	Significance Level
Intermediate Diploma	6.72	1.246	1.093	.358
Bachelor's	6.68	1.448		
Master's	6.68	1.627		
Ph.D	6.69	1.451		

It is clear from the previous table that the value of the f test to verify the existence of statistically significant differences about the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care according to the educational qualification variable was equal to (1.093), and the significance level was (0.358), which is greater than 0.05, and thus we conclude There are no differences in the relationship of delegation of authority to the performance of the medical staff in improving the quality of health care according to the educational qualification variable. The researchers attribute this result to the fact that the employees at Al-Shifa Medical Complex, despite their different academic qualifications, exercise the same level of empowerment, and therefore they look at the subject of the study from one angle and there is no discrepancy in their answers.

**Conclusions**

The following Results and recommendations were reached:

- There is a statistically significant relationship at the level ( $\alpha \leq 0.05$ ) between the delegation of authority to the performance of the medical staff and the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates.
- The pillar of delegation of authority came with a relative weight (66.6%) and a high degree.

- The level of health care quality in Al-Shifa Medical Complex in the southern Palestinian governorates was high with a relative weight of (69.0%).
- There are no statistically significant differences at the level ( $\alpha \leq 0.05$ ) between the averages of the estimates of the study sample on delegating authority to the performance of the medical staff and its relationship to improving the quality of health care in Al-Shifa Medical Complex in the southern Palestinian governorates due to personal and organizational data (Gender, Years Of Service, Qualification Scientific).

### Recommendations

- Work to expand the powers of the hospital staff in Gaza, in order to enhance their ability to perform their duties.
- The need to provide clear evidence about quality policies and objectives in hospitals.
- The need to pay attention to measuring patients' satisfaction levels, and to set up a box for patients' complaints and suggestions, and what are their suggestions and point of view for the service provided to them.

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