

# The Relationship Between the Degree of Application of Good Governance and the Performance of Employees from the Point of View of Employees Case Study of the General Authority of Al-Basel Hospital in Tartous

Rasha Ahmad Hamdoush<sup>1</sup>

## Abstract

*This study aimed to show the relationship between the degree of application of good governance and the performance of employees in the General Authority of Al-Basel Hospital in Tartous from the point of view of its employees. To achieve the objectives of the study, the descriptive analytical approach (case study methodology) was followed, through a questionnaire distributed to the study sample, consisting of (400) employees in all their functional specialties (technical, administrative, nursing, medical) in the General Authority of Al-Basel Hospital in Tartous, and it was received by hand and entered into the statistical analysis program (SPSS25), and tests were conducted for the research sample in addition to hypothesis testing, and the most important results of the research are the following: The results of the statistical analysis of the study sample showed that there is no statistically significant relationship between the degree of application of good governance in terms of standards (rule of law, transparency, accountability) and the performance of employees from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous. - The results of the statistical analysis of the study sample showed a statistically significant relationship between the degree of application of good governance and the performance of employees, which is of a direct trend with degrees (strong, weak, medium) in terms of standards Criteria (participation, response, equality and justice, efficiency and effectiveness) from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous. - The results of the statistical analysis of the study sample showed a statistically significant relationship between the degree of application of good management and the performance of employees, which is of a weak opposite direction in terms of the standard of compatibility from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous.*

**Keywords:** Good Governance, Staff Performance, Hospital.

## INTRODUCTION

Many organizations are no longer able to distance themselves from global changes and crises, which made the leaders of these organizations move towards the principles of good governance, as approved by many local and international legislations trying to protect themselves from collapses that they may be exposed to, or deficiencies in the performance of their work, whether in public or private organizations. There is no doubt that governance has become a necessity to improve the work of these organizations in light of the great problems they suffer from due to many of the repercussions inherited by globalization, and the great and dangerous openness, due to working in multiple, diverse and different environments, and the impact of many external factors and data on their work. On the other hand, good governance has become a leading place for developed and developing countries, this comes after the changes the world has witnessed during the last decade, represented in administrative crises and the collapse of some organizations. (Al-Moataz & Hussainey, 2013, p3)

Some of these organizations are hospitals, where the nature and philosophy of this sector differs from the rest of other sectors because of the predominantly human nature of its work, Thus it is very important for this sector to adhere to high levels of ethics and principles, which is reflected in the provision of health care services to all patients, and to provide that service, there must be an administrative, medical and nursing staff that works with dedication and sincerity by providing a suitable work environment for all hospital employees so that it is reflected on Their performance and effectiveness in the hospitals in which they work. Based on the concept of good governance and the need to put it into practice and the importance of the employees' performance in

---

<sup>1</sup> lecturer at the Faculty of Hospital management, Department of Health Management, Al-Andalus University for Medical Sciences, Tartous, Syria. E-mail: [rh06@au.edu.sy](mailto:rh06@au.edu.sy)

hospitals, this study came to show the relationship between the degree of application of good governance (good management) and the performance of employees in the General Authority of Al-Basel Hospital in Tartous

### **Study Problem**

Good governance plays an important role in improving the quality of performance in organizations in general and in hospitals in particular, where good management gives employees a sense of confidence and reassurance in their field of work, which is reflected in their performance .Based on previous studies, the research problem came to answer the following main question:

Is there a relationship between the degree of application of good governance and the performance of employees from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous ?

To answer this question, a set of sub-questions are branched out from it:

Is there a relationship between application extent of the principles of good governance in terms of participation precept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous?

Is there a relationship between application extent of the principles of good governance in terms of rule of law precept and the performance of the employees of the General Authority of Al-Basel Hospital in Tartous?

Is there a relationship between application extent of the principles of good governance in terms of transparency precept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous?

Is there a relationship between application extent of the principles of good governance in terms of response precept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous?

Is there a relationship between application extent of good governance in terms of compatibility precept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous?

Is there a relationship between application extent of the principles of good governance in terms of equality and justice precept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous?

Is there a relationship between application extent of the principles of good governance in terms of efficiency precept and effectiveness and the performance of employees in the General Authority of Al-Basel Hospital in Tartous?

Is there a relationship between application extent of the principles of good governance in terms of accountability precept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous?

### **Previous Studies**

Study (Hijazi, 2021) entitled: The Impact of Applying Good Governance Principles on Job Satisfaction among Public Sector Employees in Jordan

The Impact of Applying Good Governance Principles on Job Satisfaction among Public Sector Employees in Jordan

This study aimed to investigate the impact of applying the principles of good governance on the job satisfaction of public sector employees in Jordan, and to achieve the objectives of the study, a questionnaire was relied upon, and the study found a statistically significant impact to apply the principles of good governance represented in (transparency, justice and equality, accountability, participation and integration) on each dimension of job satisfaction.

-Study (Al-Wakeel, 2021), entitled: The impact of governance principles on job performance: an applied study on the East Nasr City neighborhood

The study aimed to explore the relationship of governance principles with job performance in the East Nasr City neighborhood and to identify the relationship and impact of leaders' adoption of governance as an

intermediate variable for the relationship between the principles of governance and improving job performance, the study used the descriptive analytical approach method, and a measurement tool was developed to comply with the objectives and assumptions of the study, the results showed a statistically significant correlation between the application of governance principles and improving job performance in the East Nasr City neighborhood, the results confirmed Governance contributes positively to improving the institutional performance of administrative bodies by strengthening administrative accountability.

Adnyana & Dewi (2020), entitled: Good Corporate Governance Enhancing Employee Performance. Good governance of companies to improve the performance of employees.

This study aimed to study the impact of good corporate governance on the performance of employees in the Office of Agriculture and Animal Husbandry in the guardianship of polyline, this study used the quantitative approach, and data was collected based on the questionnaire, and the study found that good corporate governance in its dimensions (justice, transparency, accountability, response) has a positive impact on the performance of employees

Study (Abu Omaria & Jaradat, 2020), entitled: The Impact of Applying Good Governance Principles on the Quality of Administrative Reporting in Palestinian Municipal Councils

This study came to clarify the impact of applying the principles of good governance on the quality of administrative reports in the Palestinian municipal councils, A questionnaire was used to poll the opinions of the study community. The results showed that it is early to talk about good governance in local councils in light of lack of application of the simplest principles of governance, such as accountability and transparency, and the involvement of employees in decision-making, In addition the administrative reports submitted by the heads of administrative departments neither reflect the real situation nor meet the needs of employees or auditors.

Study (eloudarlu, Begzadeh, 2016) entitled: Relationship between Good Organizational Governance and the Performance Improvement of the Employees at Tax Affairs Organization in Ardebil Province .

The study aimed to investigate the relationship between good organizational management and improving the performance of employees at Tax Affairs Organization in Ardabil Governorate, using the descriptive approach and the questionnaire to achieve the objectives of the study. Results showed a statistically significant relationship between rational organizational management in its dimensions and improving the performance of employees at Tax Affairs Organization in Ardabil Governorate.

Studying the difference between previous studies and this study: is through studying the relationship between the degree of application of good management and the performance of employees and from the point of view of employees in the General Authority of Al-Basel Hospital in the city of Tartous, through a questionnaire prepared for this purpose using the simple random scan method, then analyzing it in the statistical analysis program spss (25) using a set of statistical methods.

### **The Importance of the Research and its Objectives**

The scientific importance of the research is evident in answering the raised scientific questions related to the relationship between the degree of application of good management and the performance of employees in the General Authority of Al-Basel Hospital in Tartous using a set of research tools, and in the importance of the topic addressed by this study, which is to study the relationship between the degree of application of good management and the employees' performance in public hospitals, from the point of view of their employees and not from the point of view of management, especially since this topic is related in Syria to organizations with financial performance and profit organizations, By identifying the best methods through which hospitals can improve the performance of their employees, as well as the importance of applying it to the hospital sector because as long as there is good management, this will be reflected in the performance of its employees. The practical importance of this research is evident through its application to the hospital sector, as it is considered one of the important service sectors that play an important role at all levels because physical and psychological health is important, as it contributes to the strength of society and its ability to face all pressures.

## **Research Objectives**

This research aims to:

Detect the relationship between the degree of application of good governance and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

Identify the principles of good management applied in the General Authority of Al-Basel Hospital in Tartous.

Answer questions related to the study.

Ensure the validity of the hypotheses of the study.

## **Research Variables**

Dependent variable: Performance of employees.

Independent variable: principles of good governance in its eight dimensions: (participation, rule of law, transparency, responsiveness, consensus, equality and justice, effectiveness and efficiency, accountability).

## **Research Hypotheses**

The research proceeds from the following main hypothesis:

There is a statistically significant relationship between the degree of application of good governance and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

It has a set of the following sub-hypotheses:

There is a statistically significant relationship between application extent of rational management in terms of (participation) percept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

There is a statistically significant relationship between application extent of rational management in terms of (rule of law) percept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

There is a statistically significant relationship between application extent of rational management in terms of (transparency) percept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

There is a statistically significant relationship between application extent of rational management in terms of (response) percept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

There is a statistically significant relationship between application extent of rational management in terms of (compatibility) percept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

There is a statistically significant relationship between application extent of rational management in terms of (equality and justice) percept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

There is a statistically significant relationship between application extent of rational management in terms of (efficiency and effectiveness) percept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

There is a statistically significant relationship between application extent of rational management in terms of (accountability) percept and the performance of employees in the General Authority of Al-Basel Hospital in Tartous.

## Research Methodology

In light of research nature and the data to be obtained, the descriptive analytical approach (case study) was used. The practical study was implemented through a questionnaire to measure the relationship between the degree of application of good governance and the performance of employees in the General Authority of Al-Basel Hospital in Tartous, where a study (Mutair, 1320) was relied on to measure the dimensions of good governance with the modification of the questionnaire phrases in proportion to the current study through 40 phrases that dealt with the principles of good governance (participation, rule of law, transparency, response, consensus, equality and justice, effectiveness and efficiency, accountability), and the performance of employees was measured through 20 phrases designed to suit employees in Hospitals. The questionnaire was distributed to a random sample of employees of the General Authority of Al-Basel Hospital in Tartous during the second half of the year (2022). A total of (400) was distributed and (383) surveys were retrieved and completed by hand after verifying the structural validity of the scaele (internal consistency), by calculating the Cronbach alpha coefficient for each dimension, and the Likert five-point scaele from 1 (strongly disagree) to 5 (strongly agree) was used to prepare the study tool, Then enter the data into the statistical analysis program (SPSS 25) to conduct appropriate tests where arithmetic averages and standard deviations were found, and hypotheses were tested.

## Data Collection Tools

Secondary data: Secondary data were collected to address the theoretical framework from theses, previous researches, periodicals and scientific books that discuss the subject of good governance and employee performance, in addition to some websites.

Primary data: The primary data was collected through a questionnaire distributed to a random sample of employees of the General Authority of Al-Basel Hospital in Tartous.

## Research Population And Sample

The research community consists of the (2890) employees in the public bodies of the city of Tartous.

Research sample: The research sample consists of employees at all administrative levels within (the General Authority of Al-Basel Hospital, and the size of the study sample was (383) shearing units, researcher relied on the law (Thompson.2012) to calculate the size of the simple random sample for the number of employees:

$$n = \frac{N * p(1 - p)}{\left[ \left( (N - 1) * \left( \frac{d^2}{z^2} \right) \right) + p(1 - p) \right]} = 383$$

where n is sample size, **N** is total population size(2890), z is standard score corresponding to significance level 0.95 equals 1.96, d error ratio equals 0.05, p is property availability and neutral ratio = 0.50.

The researcher used the simple random sampling method in distributing questionnaires among the hospital staff : administrators, technicians, doctors, nurses.

## Research Limitations

Scientific limits: The study was limited to researching the relationship between the degree of application of good governance eight percepts approved by the United Nations in the article issued by its office in Bangkok and the performance of employees, from the point of view of employees in the General Authority of Al-Basel Hospital with their various job titles.

-Spatial boundaries: The research was limited to employees of the General Authority of Al-Basel Hospital in Tartous Governorate.

Time limits: The research was limited to the period during the first half of 2023

## **RESEARCH LITERATURE**

### **The Concept Of Good Governance**

Interest in good governance has increased by both global and local organizations and has become one of the most important patterns that have spread in recent decades, which is required to deal with at organizations of various types ,their local and international activities, private and public. (Mustafa & Qajbouna, 2017, p. 2)

Good governance in the public sector is defined as the process of good governance, involving stakeholders towards various economic, social and political activities, and the use of a variety of resources such as natural, financial and human resources for interests that are implemented through adherence to the principles of justice, equity, equality, efficiency, transparency and accountability. ( Adnyana & Sari Dewi,2020,p12)

Chiang (2007, p92) defined good governance as "the regulations, laws and activities through which an organization is managed and regulated, and includes internal factors determined by the organization's management or those involved in its development, as well as possible external factors from stakeholders and formal laws."

Governance is a method for exercising good governance powers (Sergent et al, 2018, p968-976) (Al-Mahdi, 2015, p. 21), with the presence of effective and organized participation of different cadres starting from the broad base upward to the top of the organizational pyramid, to achieve the organization's vision and mission at all organizational levels, and this participation requires the availability of strategic vision and empowerment of employees after ensuring that their abilities are aligned to perform effectively, and that performance is characterized by transparency and full understanding of accountability, within a healthy climate that responds to the practice of these concepts inside and outside the organization through the availability of Legal frameworks to legitimize and clarify relationships and responsibilities within organizations. (Al-Wakeel, 2021, p. 115)

The United Nations defines good governance as: the process of decision-making, the process by which this decision is implemented and applied and the extent to which this decision is able to respond to present and future changes, through the participation of all parties in the decision-making process to reach the maximum benefit from all the resources of the organization and the ability to solve the problems it faces. (Article by the United Nations Bangkok, edited)

Therefore , it can be said that good management of hospitals is the ability to make effective and efficient decisions through transparent and effective management ,that is capable of achieving the vision and mission of the hospital by applying the principles of good governance to all without discrimination.

### **Principles of Good Governance**

Good governance includes eight principles as follows: (Abu Al-Nasr, 2015), (Article issued by the United Nations Bangkok), (CIPE, 2014), (Shaker & Ezghayer & Adam, 2020)

**Participation:** The participation of both men and women is a fundamental pillar of good governance. Participation may be either directly or through intermediary legitimate representative institutions. It is worth noting that representative democracy does not necessarily mean that the concerns of the most vulnerable groups in society may be taken into account in the decision-making process. Participation must be informed and systematic. This means freedom of assembly and expression on the one hand and an organized civil society on the other.

**The rule of law:** Good governance requires fair legal frameworks that are implemented impartially, and also requires full protection of human rights, and fair implementation of the law requires an independent judiciary and impartial police.

**Transparency:** Transparency means that decision-making and implementation are carried out according to rules. It also means that information is available and can directly reach those affected by these decisions and their implementation. It also means making sufficient information available in understandable formats.

**Responsiveness:** Good management of organizations and processes requires trying to serve all employees of the organization within an appropriate time frame.

**Consensus:** Good governance requires the mediation of various interests in society in order to reach a broad consensus on what constitutes the common interest of all society and how it can be achieved. It also requires a broad and long-term view of what is required for sustainable human development, and how to achieve the goals of this development.

**Equality and justice:** The well-being of society depends on ensuring that all its members feel that they have the right to participate in it and do not feel excluded from society. This requires that all groups, especially the most vulnerable, have opportunities to improve or maintain what is in their interest.

**Efficiency and effectiveness:** Good governance means that the results of the operations of organizations are consistent with the needs of society through the optimal use of the resources at their disposal, and the concept of efficiency also covers the sustainable use of natural resources and environmental protection.

**Accountability:** Accountability is an essential pillar of good governance, not only for government organizations, but also for the private sector and civil society organizations that must be held accountable by society and those in charge of them, and in general, the organization or institution must be accountable to those affected by its decisions or actions. Accountability cannot be effective without transparency and the rule of law.

## **The Concept of Employee Performance**

**Definition of performance:** Performance refers to the degree of achievement and completion of the tasks that make up the individual's job, and it reflects how the individual achieves or satisfies the requirements of the job (Zain Al-Din, 2021, p. 11), which is the practices and behaviors shown by individuals towards the implementation of the tasks and responsibilities they perform, the outputs resulting from them, their quality, and their conformity with the specifications required for job performance. (Al-Wakeel, 2021, p. 106)

The performance of employees is an important aspect of human resource management, human resources (HR) of the company are an invaluable asset, the company's progress depends on the quality of its human resources, even the competitiveness of companies is largely determined by the presence of reliable human resources. Many companies went bankrupt and eventually closed because they did not pay attention to aspects of human resources (Sedarmayanti, 2007). The company's human resources department needs to be evaluated internally and externally to know current weaknesses, so that improvements can be made continuously (Wibowo, 2012), and one way to manage human resources is to apply good management to organizations. (Adnyana, 2020, p2 & Sari Dewi)

Performance is the result of the quality and quantity of work achieved by the worker during the performance of his duties in accordance with the responsibilities entrusted to him, and it is the result of work that can be shown by the worker either in the form of quantity or quality according to his work in the organization. (Aryanti1 & Fadli, 2021, p3)), as defined by Peter Dark: as the ability of an organization to continue and survive, achieving a balance between shareholder and employee satisfaction. (Drucker, 2007, p23))

Thus, it can be said that the performance of employees is a set of behaviors that expresses the individual employee doing his work, which includes the quality and level of performance.

**Determinants of performance:** (Zain El-Din, 2021, p. 12)

The determinants of performance are as follows: - Individual motivation: The individual must have the motivation to work, and this motivation may be strong or weak.

- Ability to perform the assigned work: The individual must have the ability to perform the work entrusted to him.

Recognize the role and status: The individual must recognize and understand his role in the organization, because there are individuals who make great efforts and their performance is acceptable.

The impact of the principles of good governance of organizations on the performance of employees: Moeldjono (2005) in Widuri and Paramita (2007) shows that transparency, accountability, responsiveness, fairness, and independence have an impact on making better decisions and providing an open system by providing real information about the company. Marniati (2010) concluded that there is a positive and meaningful relationship between transparency, accountability, responsiveness, fairness, and independence over employee performance. (Sulaiman& Farid& Iskandarsyah& Siregar.2018,p2)

**Results and Discussion: Stability of the Resolution:**

To verify the stability of the study tool, the researcher used Cronbach's alpha to measure the internal consistency of the paragraphs of the questionnaire, and the value of the stability coefficient for the total study axes was (0.843) and this value is quite good .Therefore it can be said that this resolution is characterized by honesty and stability. (Ghadeer,2012)

**Table (1) Cronbach alpha coefficient**

Reliability Statistics	
Cronbach's Alpha	N of Items
.843	9

Source: Prepared by the researcher based on the results of statistical analysis

**Normal Distribution Test (Kolmogorov-Smirnov Test 1-SAMPLE K-S):**

The purpose of this test is to determine whether the research variables are subject to normal distribution, then applying parametric tests, or that these variables are not subject to normal distribution, hence the need for non-parametric tests.

**Table 2 Normal Distribution Test**

One-Sample Kolmogorov-Smirnov Test									
	Company Standard	Rule of law	transparency	responsiveness	Consensus	Equality and justice	Efficiency and effectiveness	Accountability	Employee performance
Kolmogorov-Smirnov Z	1.445	1.121	1.145	1.030	1.113	1.236	1.569	1.895	1.562
Asymp. Sig. (2-tailed)	.175 <sup>a</sup>	.078 <sup>a</sup>	.113 <sup>a</sup>	.124 <sup>a</sup>	.098 <sup>a</sup>	.196 <sup>a</sup>	.152 <sup>a</sup>	.193 <sup>a</sup>	.150 <sup>a</sup>
a. Test distribution is Normal.									
b. Calculated from data.									

Source: Prepared by the researcher based on the results of statistical analysis

Through the previous table, the researcher shows that the data of the study sample follow the normal distribution because the results of the statistical analysis of the variables are greater than the level of significance (0.05), and this means that they are not statistically significant, and therefore parametric tests can be applied to test the hypotheses of the study.

**Frequencies and Percentages of Demographic Variables:**

Distribution of the sample according to the gender variable:

**Table 3 Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	126	32.9	32.9	32.9
	Female	257	67.1	67.1	100.0
	Total	383	100.0	100.0	

Source: Prepared by the researcher based on the results of statistical analysis

The previous table shows that the number of males reached (126) in this study, with a percentage of (32.9%) of the total study sample, while the total number of females reached (257) from the total study sample, with a



percentage of (67.1%), and this can be explained by the fact that most of the hospital employees are females, especially the nursing element, as they represent the largest percentage of the total hospital staff.

**Distribution of the Sample According to the Variable of the Functional Characteristic:**

**Table (4) job title**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doctor	112	29.2	29.2	29.2
	technician	74	19.3	19.3	48.6
	Administrator	50	13.1	13.1	61.6
	Nurse	147	38.4	38.4	100.0
	Total	383	100.0	100.0	

Source: Prepared by the researcher based on the results of statistical analysis

As for the functional status variable, it is noted from the previous table that the number of doctors reached (112) of the total study sample by a percentage of (29.2%), while the number of technicians (74) and administrators (50) of the total study sample by a percentage of (19.3%) (13.1%), while for the number of nursing, it reached (174) of the total study sample by (38.4%), according to their distribution of the total study sample. It is noted from the previous table that the nursing category occupies the largest part of the total hospital staff. The nursing element is the driving wheel of the hospital, and the rest of the categories are integrated with each other to ensure the continuity of work in the hospital.

Distribution of the sample according to the variable of the duration of functional service:

**Table (5) Length of Service**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	124	32.4	32.4	32.4
	From 5 to 10 years	24	6.3	6.3	38.6
	Mpre than 10 tears	235	61.4	61.4	100.0
	Total	383	100.0	100.0	

Source: Prepared by the researcher based on the results of statistical analysis

It is noted through the above table that the largest value was for the period of service more than 10 years, as it reached (235) of the total study sample and the adult (383) with a percentage of (61.4%), and this can be explained by the lack of job appointments in those hospitals, as Most of its employees have relatively old service compared to other public health service centers, and it can be attributed that most of the recent job appointments go to service in health centers and dispensaries.

After the Likert scale was used in the preparation of the study tool, the researcher adopted the criterion mentioned by (Abdel Fattah, 2008) to judge the trend when using the Likert scale and the following table illustrates this:

**Table No. (6)**

Very high	high	moderate	low	Very low	level
More than 4.20	between (3.40):(4.19)	between 2.60):(3.39(	between (1.80:2.59)	Less than 1.80	mean

Source: (Abdel Fattah, 2008)

**The Results of the Analysis of Descriptive Tests of the Study Variables:**

**Table No. 7))Arithmetic mean and standard deviation of the study variables**

	N	Mean	Std. Deviation	Level
participation criterion	383	2.966	4.181	Middle
the rule of law criterion	383	2.954	4.289	Middle
the transparency criterion	383	3.074	2.986	Middle
the response criterion	383	3.302	3.944	Middle
compatibility criterion	383	3.208	3.560	Middle
the criterion of justice and equality	383	3.292	3.652	Middle

the criterion of efficiency and effectiveness	383	3.422	3.664	High
the criterion of accountability	383	3.44	4.140	High
employees performance	383	2.577	5.010	Middle
Valid N (listwise)	383			

Source: Prepared by the researcher based on the results of statistical analysis

It is noted from the above table that:

The results of the analysis of the first axis, the participation criterion, showed the mediation of the response among the members of the surveyed sample, Where the average score of this axis was average within a range of (2.73 to 3.21) with an arithmetic mean of (2.966), and a standard deviation of (4.181), and therefore it can be said that the members of the sample surveyed are moderately familiar with the criterion of participation in the General Authority of Al-Basel Hospital in Tartous, and this can be explained by the fact that the information system in the hospital does not provide strong feedback to employees, in addition to its dependence on the implementation of regulations and laws regardless of the situation, and does not encourage much for employees to express their suggestions and opinions With regard to work and its policies from the point of view of its employees.

- The results of the analysis of the second axis, the rule of law criterion, showed the mediation of the response among the members of the surveyed sample, where the average score for this axis was average within a range of (2.56 to 3.65) and an arithmetic mean of (2.954), and a standard deviation of (4.289), and therefore it can be said that the members of the surveyed sample are moderately familiar with the rule of law standard in the General Authority of Al-Basel Hospital in Tartous, This can be explained by the fact that the employees are convinced that there is a system of favoritism in the hospital and the regulations and laws are not applied to all employees equally, but there are some categories excluded from these laws and instructions, and despite the existence of a written complaints system, it is not approved from the point of view of the employees.

- The results of the analysis of the third axis, the transparency criterion, showed a high response among the members of the surveyed sample, as the average degree of this axis was high within a range of (2.82 to 3.51) and an arithmetic average of (3.07), and a standard deviation of (2.968), and therefore it can be said that the members of the surveyed sample are highly aware of the transparency standard in the General Authority of Al-Basel Hospital in Tartous, and this can be explained by the lack of conviction of employees of the feasibility of job rotation, especially in light of the great functional specialization, as each works in his place and according to his specialization, In addition to their lack of conviction of the protection policy by the supervisor or the administration in the event that they reveal abuses, so they prefer to remain silent as long as this deviation does not affect their performance of their work from the point of view of employees.

- The results of the analysis of the fourth axis, the response criterion, showed a high response among the members of the sample surveyed, as the average degree of this axis was high within the range of (2.75 to 3.81) and an arithmetic mean of (3.302), and a standard deviation of (3.944), and therefore it can be said that the members of the sample surveyed are moderately familiar with the response criterion in the General Authority of Al-Basel Hospital in Tartous, and this can be explained by the fact that these policies are all within the condition of availability of capabilities and work according to the principle of available capabilities from the point of view Its employees.

- The results of the analysis of the fifth axis showed the compatibility criterion of mediating the response among the members of the sample surveyed, where the average degree of this axis was average within a range of (2.84 to 3.46) and an arithmetic mean of (3.208), and a standard deviation of (3.560), and therefore it can be said that the members of the sample surveyed are moderately familiar with the compatibility criterion in the General Authority of Al-Basel Hospital in Tartous, This can be explained by the fact that the law is the master of positions in any dispute within the hospital, whether by the supervisor or senior management, everything that cannot be resolved by consensus, it is better to apply solutions in line with the laws and regulations prevailing in the hospital from the point of view of its employees.

- The results of the analysis of the sixth axis, the criterion of justice and equality, showed the mediation of the response among the members of the surveyed sample, where the average degree of this axis was medium within the range of (2.92 to 3.78) and an arithmetic average of (3.292), and a standard deviation of (3.652), and therefore it can be said that the members of the sample surveyed are moderately familiar with the standard of justice and equality in the General Authority of Al-Basel Hospital in Tartous, this can be explained by the fact that the opportunities for promotion are the same for all hospital employees by virtue of the unified employees law in public organizations, in addition to The promotion is limited and more comprehensive for doctors only by virtue of the nature of their work, and all of this is done in accordance with the capabilities available in the hospital from the point of view of the employees.

The results of the analysis of the seventh axis, the criterion of efficiency and effectiveness, showed a high response among the members of the surveyed sample, as the average degree of this axis was high within a range of (3.21 to 3.68) and an arithmetic mean of (3.422), and a standard deviation of (3.664), and therefore it can be said that the members of the surveyed sample are moderately familiar with the criterion of efficiency and effectiveness in the General Authority of Al-Basel Hospital in Tartous, and this can be explained by the fact that the employees are convinced that the services they provide in the hospital are commensurate with their capabilities and specializations and in accordance with The objectives of the hospital from the point of view of its employees.

The results of the analysis of the eighth axis, the criterion of accountability, showed a high response among the members of the surveyed sample, as the average score for this axis was high within the range of (2.73 to 3.21) and an arithmetic average of (3.44), and a standard deviation of (4.140), and therefore it can be said that the members of the surveyed sample are highly aware of the criterion of participation in the General Authority of Al-Basel Hospital in Tartous, and this can be explained by the fact that the hospital staff are aware of the regulations and laws applied in the hospital .They are convinced of the fairness of the procedures they receive when there is a default during the performance of their work, in addition to their conviction of the fairness of the existing gradations of punishment in their workplace, and they reject the manifestations of corruption regardless of the poor salaries they receive.

The results of the analysis of the last axis showed the employees’s performance mediated the response among the members of the sample surveyed, where the average degree of this axis was an average of (2.577), and a standard deviation of (5.010), and this can be explained by the fact that the employees at Al-Basel Hospital are doing their best to carry out all the obligations to be performed, regardless of the material return and the conditions in which they work, and they are somewhat dissatisfied with the abuses that occur during work and discrimination between colleagues with regard to rewards and penalties.

**Results Associated with Hypothesis Testing:**

**Table (8) Results of the study hypothesis test**

	Accept/reject	Relationship type	correlation	significance	hypothesis
	Accept	Very Weak/ direct trend	0.101	.004	main hypothesis
	Accept	direct trend /strong	0.698	.001	First Sub-hypothesis
	reject	There is no relationship	0.016	.753	Second Sub-hypothesis
	reject	There is no relationship	0.079	.521	Third Sub-hypothesis
	Accept	direct trend / Weak	0.194	.000	Fourth Sub-hypothesis
	Accept	opposite direction / Weak	-0.291	.004	Fifths Sub-hypothesis
	Accept	direct trend / Weak	0.336	.035	Sixth Sub-hypothesis
	Accept	direct trend / medium	0.612	.009	Seventh Sub-hypothesis
	reject	There is no relationship	-0.112	.622	Eighth Sub-hypothesis

Source: Prepared by the researcher based on the results of statistical analysis

There is a statistically significant relationship between the degree of application of good management and the performance of employees, which is weak with a direct trend from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous, and this can be explained by the fact that the employees perform their work regardless of the administrative orientation prevailing in the hospital, by virtue of the job age and the experience gained by the employees through their work in the hospital.

There is no statistically significant relationship between the degree of application of good governance in terms of standards (rule of law, transparency, accountability) and the employees' performance from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous, and this can be explained by the fact that all employees in the hospital are subject to the unified personnel system in the state by virtue of being a government organization, in addition to the awareness of most employees of their responsibilities and tasks and what they must do and they are keen not to be held accountable and accountable, so they try to do their work transparently and away from Possible excesses.

There is a statistically significant relationship between the degree of application of good governance and the performance of employees, which is of a direct trend with degrees (strong, weak, medium) in terms of standards (participation, response, equality and justice, efficiency and effectiveness) from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous, and this can be explained by the flexibility of dealing with the administration in the hospital at its three administrative levels, in addition to the speed of response by the administration and employees regarding instructions, laws and regulations, and the fact that the hospital sets its own system with regard to rewards and incentives And distributed according to the law followed in the hospital, so it can be said that there is a relationship with a positive impact on the employees' performance in terms of justice and equality policy and in terms of efficiency, effectiveness and speed of response by the management in addition to the participation of employees in making some decisions related to their work and career path, and this can be explained that employees often need to feel safe and reassured and make bold decisions regarding the problems and abuses that occur during work, and this is reflected in the way they perform their work For their work, the more management uses the compatibility method, the lower the performance of employees.

There is a statistically significant relationship between the degree of application of good governance and the performance of employees, which is of a weak opposite direction in terms of the standard of compatibility from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous.

## **CONCLUSIONS AND RECOMMENDATIONS**

The results of the descriptive analysis of the study sample showed a high response among the members of the sample surveyed to each of the criteria (transparency, response, efficiency and effectiveness, accountability), and the mediation of the response among the members of the sample surveyed for each of the criteria (participation, rule of law, consensus, justice and equality), and the results of the descriptive analysis of the axis of showed the mediation of the response among the members of the sample surveyed.

The results of the statistical analysis of the study sample showed that there is no statistically significant relationship between the degree of application of good governance in terms of standards (rule of law, transparency, accountability) and the performance of employees from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous.

The results of the statistical analysis of the study sample showed a statistically significant relationship between the degree of application of good management and the performance of employees, which is of a direct trend with degrees (strong, weak, medium) in terms of criteria (participation, response, equality and justice, efficiency and effectiveness) from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous.

The results of the statistical analysis of the study sample showed a statistically significant relationship between the degree of application of good management and the performance of employees, which is of a weak opposite

direction in terms of the standard of compatibility from the point of view of employees in the General Authority of Al-Basel Hospital in Tartous.

## **RECOMMENDATIONS**

The need to apply the law to everyone by activating more powers for the direct supervisor, and not leaving the freedom of decision-making to the administration alone by virtue of the fact that the direct supervisor has direct contact with all employees in the department.

The need to activate the written complaints system in the hospital, and to notify employees of safety when they submit their observations in a way that does not conflict with the interest of work.

Reducing the policy of compatibility followed in the hospital due to its negative impact on its employees, and replacing it with a policy of justice, equality and decision-making in a way that does not conflict with the interest of work.

Ensure a fair approach to accountability and encourage employees to express their opinions regarding the interest of the work in a way that reduces the pressure placed on them.

## **REFERENCES**

- Adnyana,Putu Agus& Sari Dewi,Mertyani.(2020). Good Corporate Governance Enhancing Employee Performance. International Journal of Social Science and Business. Volume 4, Number 3.
- Abdel-Fattah. EH.(2008). Introduction to descriptive and inferential statistics using SPSS, Algorithm Scientific.
  - Abu Al-Nasr.M M.(2015). Good governance is the art of managing high-quality institutions. First edition, The Arab Group for Training and Publishing, Cairo, Egypt.
  - Al-Mahdi. S H M.(2015). A proposed framework for activating corporate governance mechanisms in Libyan commercial banks, PhD thesis, Ain Shams University.
  - Alwakeel. M M.(2021). The Effect of Governance Principles on Functional Performance: An Empirical Study on East Nasr City, Journal of Arabic Management, (41),(4).
  - Aryanti, Meilisa & Fadli, Isfenti Sadali.(2021). The Effect of Good Governance on Performance Employees through Intellectual Capital in the Sumatera Utara Regional Police. International Journal of Research and Review Vol.8; Issue: 2.
  - Chiang, L. (2007).The Impact of Trade-Driven Internationalization on Higher Education Institution: Taking Australia as an Example. The development and governance of higher education: comparative perspectives conference national university of Tainan.
  - CIPE.(2014). Principles and Rules of Governance in Hospitals, Center for International Private Enterprise, Cairo, Egypt.
  - Drucker ,Peter(2007), People and performance, Harvard Business School Press, p 23.
  - Grader. B.(2012). Advanced data analysis using SPSS program, first edition, Ministry of Information, Syria.
  - Hijazi, Haitham Ali.(2021). The Impact of Applying Good Governance Principles on Job Satisfaction among Public Sector Employees in Jordan, Open Journal of Business and Management, 9, 1-31.
  - Jeloudarlu, Behzad Parsa& Begzadeh, Shahram.(2013). Relationship between Good Organizational Governance and the Performance Improvement of the Employees at Tax Affairs Organization in Ardebil Province. International Journal of Management, Accounting and Economics, Vol. 3, No. 7.
  - Mostafa. Al-S AAl-S & Qajbouna.S B. (2017).The level of application of good governance in the Misurata Social Security Corporation, published research, Journal of Economic and Political Sciences, Issue 10.
  - Mutair. S.(2013). The reality of applying good governance standards and their relationship to administrative performance in the Palestinian ministries, a published master's thesis, Al-Aqsa University, Palestine.
  - Shaker, Ameer Saheb & Ezghayer, Hayder Badr & Adam, Mohammed Abdulzahra.(2020). Corporate Governance and Quality of Employees Performance: A Conceptual Analysis. International Journal of Psychosocial Rehabilitation, Vol. 24, Issue 1.
  - Sulaiman, Ahmad Nizam& Farid, T. Meldi Kesuma& Iskandarsyah Madjid& Ridha Siregar,(2018). The Role of Good Government Governance Principles in Enhancing the Performance of PublicOrganization in Aceh, Indonesia. Advances in Social Science, Education and Humanities Research, volume 292.
  - Zainuddin. A W.(2021). The relationship of total quality management to employee performance, the comprehensive multidisciplinary electronic journal, No. 37.
  - Abuamria. F & Jaradat .N M.S.(2020). The Impact of Implementing the Principles of Good Governance on the Quality of Administrative Reports in the Palestinian Municipal Councils, Journal of ALbalkaa,(30),(1).
  - Al-Moataz, E & Hussainey, K.(2013). Determinants of Corporate Governance Disclosure in Saudi Corporations. Journal of King Abdulaziz University: Economics and Administration, 105(3171).
  - Sergent, Arnaud; Bas, A.; Peter E. (2018). Guidance for the governance of public-private collaborations in vaccine post-marketing settings in Europe”, Vaccine , Vol 79,