**Research Paper**

# The Reality of the Application of Good Governance in Public Hospitals Case study of General Authority of Al-Basel Hospital in Tartous

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***Abstract:*** *This study aimes to show the reality of the application of goodgovernance in General Authority of Al-Basel Hospital in Tartousfrom employees' perspective.*

*To achieve the objectives of the study, the descriptive analytical approach (the case study approach) was followed through a questionnaire distributed to the study sample, which consisted of (383) employees with all their functional specialties(technical, administrative, nursing, medical) inGeneral Authority of Al-Basel Hospital in Tartous (GABHT)[\*]. The questionnaires have been received by hand and entered into the statistical analysis program (SPSS25), tests were carried out for the research sample in addition to testing hypotheses,research results are the following:*

▪ *The results of the statistical analysis of the study sample show an acceptable application of good governance in terms of standards (transparency, responsiveness, consensus oriented, equality and inclusiveness, efficiency and effectiveness, and accountability) in (GABHT) from the employees'perspective.*

▪ *The results of the statistical analysis of the study sample show the absence of an acceptable application of the reality of good governance in terms of standards (participation and rule of law) in (GABHT) from employees' perspective.*

***Keywords:*** *Good Governance, Participation, Rule of Law, Transparency, Responsiveness, ConsensusOriented, Equality and Inclusiveness, Efficiency and Effectiveness, Accountability, Hospital.*

## I.    Introduction

Good governance is one of the modern organizational methods in management that guarantees the development and continuity of organizations, whether in public or private sectors, as all the actors in these organizations seek to take good care in addressing the interests conflict among them[1], despite the fact that the concept of corporate governance is closely related to companies and financial markets, the application of this concept in the healthcare sector is of great value.Hospitals don't from other organizations in many aspects despiteofits own nature, as hospital governance provides viable solutions that can reduce the obstacles facing hospitals nowadays, and therefore this study came to examine the reality of the application of good management in public hospitals, specifically in (GABHT) and provide solutions to help the administration in developing part of this sectorreality.

## II.    Methodology

**Previous studies: Study** (Al-Wakeel, 2021), **entitled:The impact of governance principles on job performance: an applied study on the eastern district of Nasr City**[2]:The study aims to explore the relationship of governance principles to job performance in the eastern district of Nasr City, and to identify the relationship and impact of leaders' adoption of governance as a mediating variable for the relationship between governance principles and job performance improvement. The results confirm that governance contributes positively to improving the institutional performance of administrative bodies by strengthening administrative

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[*]The abbreviation ofGeneral Authority of Al-Basel Hospital in Tartous.

accountability. Study has recommended to take governance standers into considerationsuch as justice and social awareness, and also recommendedto activate each standard according to several practical dimensions that contribute to strengthening governance practices in public organizations.In addition to analyzing the internal environment in government public organizations to try to study their commitment in applying the principles of governance, and identifying the difficulties that limit their application.

**Study**(Szabo,2021) ‹entitled:**The Importance of Corporate Governance in Health Administration**[3]**:** Duetonumeroushealthcarescandalsoverrecentyears ,theprinciplesofgood organizationalgovernanceandtheintroductionofbestpracticeshavebecome increasinglyimportantinthehealthcaresector .Theconceptofgovernanceis nolongerareserveofseniorleadershipteams .Indeed ,everymemberand level oftheorganizationis ,toacertainextent , nowinfluencedbytheseprinciples.Oneofthemainobjectivesofthismoduleistounderstandhowtomakeorganizationalg overnancemoreeffectivethroughtheuseofbestpracticesatdifferentlevelsofahealthcareorganizationandinvolvingdiv ersestakeholdergroups.

**Study**(Rusydi, Palutturi,others,2020) ‹entitled:**The implementation of good corporate governance(GCG) at public hospital in Indonesia: A literature review**[4]**:** The purpose of this study is do the literature review in order to obtain insights toward the implementation and factors that of good corporate governance, specifically in the public hospital. This research was conducted in March 2018 by conducting a literature review of various research results published during the period 2013-2018. After screening, there were 27documents reviewed: 11 articles that were in lineand 16 articles were not in line. The results of the study of several studies that had been conducted showed that theimplementation of hospital governance in Indonesia was mostly related to aspects of patientsatisfaction and hospital performance. Most articles use variables of transparency, accountability, responsibility, independence and fairness, while organizational culture is another variablethat contributes.

**Study**(Rusydi,Palutturi,others,2019) ‹entitled:**Application of Good Corporate Governance Principles in Public Regional Hospital of  Haji, Makassar**[5]**:** This study aims to search in the application of Good Corporate Governance principals in RSUD Haji Makassar. This research is quantitative research through descriptive approach. Data collection was performed using questionnaire, completed with secondary data in the forms of hospital document and literature review. The research data was processed and analyzed using SPSS.The results was Good Corporate Governance needs to be maintained in order to increase the performance of RSUD Haji Makassar. There were still big intervention in this hospital, making the independency principal in this research could not be reviewed in depth.

**Study**(Al nady,2017) ‹entitled:**Good governance and its relationship to the security function of the state from the point of view of the leaders of the security services in the governorates of Gaza**[6]**:** The study aimes to reveal the good governance requirements and their relationship to the state's security roleaccording toleaders in Gaza. A questionnaire passed on , the descriptive analytical method was used to achieve the objectives of this study.The study ended with a set of results, the most important of which was that good governance was achieved at a rate of (73.12%).

**Study**(Al hello,2012) ‹entitled:**The role of applying the principles of good governance in NGOs in Gaza in achieving sustainable development**[7]**:** This study aims to identify the role of applying the principles of good governance in the 100 largest NGOs in Gaza and its impact on the contribution of these organizations to achieving sustainable development in society. Using the descriptive analytical approach, through a questionnaire prepared for this purpose, the study reached several results, the most important of which were: 77.77% of the principles of good governance were applied in NGOs in Gaza, where NGOs applied the principles of (accountability, justice and equality, Consensus, internal regulations (rule of law), effectiveness and efficiency, strategic vision, decentralization, transparency) in acceptable proportions, showing a general awareness of these organizations towards the positive effects of good governance as an administrative method.

**The difference between this study and previous studies**are the previous studies study the good governance of organizations with its various standers and studied its impact and relationship to other variables, while this study examine the reality of applying the principles of good governance in public hospitals through its different standers, specifically in (GABHT), byapplyingit to hospital sector. Governance in general is not common in public sector, as it isrelated to the financial performance of corporations,by using the descriptive approach analysis according to hospital employees and not from the point of view of those in charge of management with their various job titles in the hospital.

**Research problem:**There has recently been a great interest in applying principles of good governance in public and private organizations of all kinds, but through the researcher's observation of the relation between the application of this concept with profitable organizations, based on previous studies, this study come to examine the reality of applying the principles of good governance in public hospitals through a case study (GABHT), and therefore the study problem is for answering the following main question:
- ❖        What is the reality of applying the principles of good governance in  (GABHT)?

To answer this question, a number of sub-questions are set:

• What is the reality of applying the principles of good governance in terms of the principle of participation in (GABHT)?

• What is the reality of applying the principles of good governance in terms of the rule of law in (GABHT)?

• What is the reality of applying the principles of good governance in terms of the principle of transparency in (GABHT)?

• What is the reality of applying the principles of good governance in terms of the principle of response in (GABHT)?

• What is the reality of applying the principles of good governance in terms of the principle of consensus in (GABHT)?

• What is the reality of applying the principles of good governance in terms of the principle of equality and justice in (GABHT)?

• What is the reality of applying the principles of good governance in terms of the principle of efficiency and effectiveness in (GABHT)?

• What is the reality of applying the principles of good governance in terms of the principle of accountability in (GABHT)?

**The importance and objectives of the research:The scientific importance** of the research liesin answering scientific questions related to the reality of applying the principles of good governance in (GABHT), using a set of research tools, and in value of this topic, which is the extent of applying principles of good governance in public hospitals from its employees' point ofview, not from administration'sperspective, especially since this topic is related,in Syria, to profit organizations with financial performance, as well as to the importance of applying it to the hospital sector because as long as there is a good governance there will be satisfaction among employees.**The practical importance** is shown bythe applicationon the hospital sector, which is considered one of the important service sectors, which plays an important role at all levels, because physical and psychological health is important, as it reflects the strength of society and its ability to face all pressures.

**Research aims:**This research aims to:

• Revealing the reality of applying the principles of good governance in public hospitals.

• Recognize the principles of good governance applied in public hospitals.

• Answer the questions related to the study.

• Ensure the validity of the study hypotheses.

**Research variables:**Principles of Good Governance in its Eight Dimensions:Participation,The rule of law,Transparency, Respond, Compatibility,Equality and justice,Effectiveness and efficiency,Accountability.

**Research hypothesis:** The research emerges from the following main hypothesis:

❖ **There is no application of the principles of good governance in (GABHT)**.

A number of sub-hypotheses are set:

1-There is no application of the principles of good governance in terms of the principle of (participation) in (GABHT).

2-There is no application of the principles of good governance in terms of the principle of (the rule of law) in (GABHT) .

3-There is no application of the principles of good governance in terms of the principle of (transparency) in (GABHT).

4-There is no application of the principles of good governance in terms of the principle of (response) in (GABHT).

5-There is no application of the principles of good governance in terms of the principle of (compatibility) in (GABHT) .

6-There is no application of the principles of good governance in terms of the principle of (equality and justice) in (GABHT) .

7-There is no application of the principles of good governance in terms of the principle of (efficiency and effectiveness) in (GABHT).

8-There is no application of the principles of good governance in terms of the principle of (accountability) in (GABHT).

**Research Methodology:**The descriptive analytical method (case study) has been used. The practical study has been implemented through a questionnaire to measure the reality of the application of good governance in (GABHT), where the study[8] has been adopted, with the questionnaire's phrases modified to suit the current study through 40 phrases that deal with the principles of good governance(participation, The rule of law, transparency, responsiveness, consensus, equality and justice, effectiveness and efficiency, accountability). The questionnaire was distributed to a random sample of employees of (GABHT) during the first half of the year

(2022). A total of (390) were distributed, and (383) surveys were retrieved and completed by hand after checking the structural validity of the scale (internal consistency), calculating Cronbach's alpha coefficient for each dimension, Likert scale is used from (1) strongly disagree to (5) )Strongly agree, and then enter the data into (SPSS 25) program,to do tests, which are the arithmetic means, standard deviations, and hypotheses test.

**Data collection tools:Secondary data:** has been collected to set the theoretical framework from theses, previous research and scientific books that research in good governance, in addition to some websites.

**Primary data:**has been collected through a questionnaire distributed to a random sample of employees in (GABHT).

**Research sample and community:**The research community consists of (2890) employees of (GABHT).

**Research sample:** The research sample consists of employees of all administrative levels within General Authority of Al-Basel Hospital, and the study sample size was (390) sampling units .

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

where n is the sample size, N is the total population size (2890), z is the standard score corresponding to the significance level 0.95 and is equal to 1.96, d is the error rate and is equal to 0.05, and p is the percentage of characteristic availability and neutrality = 0.50 .

The researcher uses the simple random sampling method in distributing questionnaires to hospital staff, including administrators, technicians, doctors, and nursing staff.

**Research limits:Scientific limits**: The study is limited to researching the eight principles of good governance approved by the United Nations in the article issued by its office in Bangkok[*], from its employees'perspective in General Authority of Al-Basel Hospital with their various job titles .

**Spatial limits**: the research is limited to all employees in (GABHT).

**Time limits:** the research is limited to the period during the first half of 2022.

## III. Research literature

**Definition of good governance:**During the past two decades, the concept of good governance caught the attention of researchers in the field of administrative science, as this concept has received a large area of discussion in academic circles to reach knowledge, understanding and formulating a comprehensive definition of it, as well as reaching unified principles for it [9]. Good governance has a high degree of interest at all local and global levels, especially in light of global transformations.Good governance as a concept expresses the exercise of political authority and its management of all resources and affairs of society, and this is what most international organizations have adopted. In fact, it is an old concept concerned with mechanisms and the participation of organizations in decision-making and its formulation mechanisms. Two decades ago, this concept evolved into the meaning of governance carried out by efficient leaders, political and administrative frameworks to improve the lives of people and achieve prosperity, through their participation and support .More than ever, managers are trying to confront the challenges related to the concept of good governance and how to apply it in organizations, including hospitals. [6]Hospitals occupy a prominent position in the health care systems of most countries. They constitute independent entities that require efficient and effective administrations. So that, most hospitals have their own governance , a board of directors and an effective team for executive management ,together they form the basis of hospital governance: "It is the process of directing the functional and effective performance of the hospital, by defining the hospital's mission, setting its objectives, supporting and monitoring the implementation process at its operational level." [10]The role of governance in health care is defined as "a structure comprising boards of directors and leaders responsible for continuous improvement of operations, medical staff, operations, society and financial performance" [3]. For paid health care services, patients pay to the hospital fund.Whereas government hospitals operate with public funds.Organization for Economic Cooperation and Development definition of organizational governance: The procedures and processes by which an organization is managed and monitored. The governance structure of organizations defines the distribution of rights and responsibilities among the various participants in the organization—such as the board of directors, board members, shareholders and other stakeholders—and sets rules for decision-making procedures [11]. Al-Mawrid Dictionary by MunirBaalbaki (2014) defines the word Governance asa term from the verb Govern which means to control, manage, rule or control. In management science, the concept of good governance is analogous to good management, good decision, or wise management [12]The United Nations defines good governance as: the decision-making process, the process by which this decision is fulfilled , implemented, and the extent to which this decision is able to respond to present and future

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[*]for more information see **(What is Good Governance?),United NationsEconomic and Social Commission for Asia and the Pacific.**

changes, through the participation of all parties in decision-making process to reach the maximum benefit from all the resources of the organization and ability to solve the problems. (Article issued by the United Nations Organization Bangkok, adapted).Good governance stimulates the overall performance and efficiency of organizations as it provides better leadership and strategic direction, as well as improves information flow and decision-making processes. This applies to all organizations, including hospitals. It is clear that corporate governance addresses the root causes of the problems that many of hospital patients daily confront. The practices associated with this governance represent entry points for solving the fundamental issues that prevent patients these days from receiving high-quality, decent and affordable care. With the correct application of organizational governance practices, it will be possible to achieve both organizational social goals and enhance synergy  between them. In fact, corporate governance practices enable the supervision and control of management, along with disciplinary systems, accountability frameworks that raise efficiency and reduce the potentialsof corruption. [11]

**The researchersees that the good governance of hospitals is the ability to make effective and efficient decisions through transparent and effective management that is able to achieve the vision and mission of hospital by applying principles of good governance to all without discrimination.**

**Principles of Good Governance:**Good Governance includes eight principles as follows[11], [1], [12], [13]

**1-Participation:** The participation of both men and women is an essential pillar of rational management. Participation may be either directly or through legitimate intermediary 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 information and system. This means freedom of assembly and expression on one hand and an organized civil society on the other.

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

**3-Transparency:**Transparency means that decisions are made and implemented according to rules. It also means that information is available and can be directly reached and implemented by those affected by these decisions. It also means making sufficient information available in understandable forms.

**4-Response:** Good governance of organizations and operations requires an attempt to serve all employees of the organization within an appropriate time frame.

**5-Compatibility**: 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.

**6-Equality and justice:** the well-being of society depends on ensuring that all its members feel that they have a 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 their interests.

**7-Efficiency and effectiveness:** Good governance means that the results of operations for organizations are consistent with the needs of society through the optimal use of the available resources. The concept of efficiency also covers the sustainability-based use of natural resources and environmental protection.

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

**The researcher sees that the principles of good governance differ according to place of application and organization, whether it is profitable or non-profitable, and whether is private or publicorganization. What matters in this study is the previous dimensions that will measure the reality of its application in (GABHT).**

## IV.    Results and discussion

**Questionnaire stability :**To verify the stability of study tool, researcher used Cronbach`s alpha to measure the internal consistency of questionnaire paragraphs, and the value of the reliability coefficient was (0.943), and this value is very good, and therefore it can be said that this questionnaire has validity and stability. [14]

**Table No. (1) Cronbach's alpha coefficient**

| Reliability Statistics | |
| --- | --- |
| Cronbach's Alpha | N of Items |
| .943 | 8 |

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 following normal distribution, and applying of parametric tests, or whether these variables are not following normal distribution, and applying non-parametric tests.

**Table No. (2) Normal distribution test**

| One-Sample Kolmogorov-Smirnov Test | Standard Participation of | Rule of Law | Transparency | Responsiveness | Compliance Equality and Justice | Efficiency and Effectiveness | Accountability |
|---|---|---|---|---|---|---|---|
| **Kolmogorov-Smirnov Z** | 1.445 | 1.121 | 1.145 | 1.030 | 1.113 | 1.236 | 1.569 | 1.895 |
| **Asymp. Sig. (2-tailed)** | .175[a] | .078[a] | .113[a] | .124[a] | .098[a] | .196[a] | .152[a] | .193[a] |

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

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

**Frequencies and Percentages of Demographic Variables:**

Distribution of sample according to gender:

**Table No. (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 number of males reach (126) males in this study with a percentage of (32.9%) of total sample study, while the total number of females reach (257) females of total sample of the study with a percentage of (67.1%), and this can be explained by the fact thatmost of employees in hospitals are females, especially the nursing component, as they represent the largest percentage of total employees in the hospital.

Distribution of the sample according to the job title variable:

**Table No. (4)job title**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Doctor | 112 | 29.2 | 29.2 | 29.2 |
| | Technical | 74 | 19.3 | 19.3 | 48.6 |
| | Administrative | 50 | 13.1 | 13.1 | 61.6 |
| | Nursing | 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

The previous table shows that number of doctors reach (112) of total study sample with a percentage of (29.2%), while number of technicians (74) and administrators reach (50) of total study sample with a percentage of respectively (19.3%) (13.1%), as for number of nursing, it amounts to (174) of total study sample, with a percentage of (38.4%), according to their distribution of total study sample. It is noted from previous table that nursing category occupies the largest part of total employees in hospitals, the reason for this is attributed to the fact that the hospital's driving wheel is from nursing component, and the rest of categories are integrated with each other to ensure the continuity of work in hospital.

Distribution of the sample according to the variable job duration:

**Table No. (5)job duration**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Less than 5 years | 124 | 32.4 | 32.4 | 32.4 |
| | From 5-10 years | 24 | 6.3 | 6.3 | 38.6 |
| | More than 10 years | 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 from above table that the largest value is for the job duration of more than 10 years, reaching (235) of total sample study, which amounted to (383), with a percentage of (61.4%) of those with relatively old job duration compared to others from total public health service centers, the reason for this can be attributed to the fact that most of recent assignment go to service in health centers and clinics.

After Likert scale has been used in preparing study tool, the researcher has adopted the criterion mentioned by (Abdel-Fattah, 2008) to judge the trend when using Likert scale, the following table shows that:

**Table No. (6)**

| Level | Very low | Low | Middle | High | Very high |
|---|---|---|---|---|---|
| **Mean** | Less than 1.80 | From 1.80 to2.59 | From 2.60 3.39 | From 3.40 to 4.19 | More than 4.20 |

Source: [15]

**The results of analysis descriptivetests of study variables:**

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

| | N | Mean | Std. Deviation | Level |
|---|---|---|---|---|
| Participation | 383 | 2.966 | 4.181 | Middle |
| The rule of low | 383 | 2.954 | 4.289 | Middle |
| Transparency | 383 | 3.074 | 2.986 | Middle |
| Responsiveness | 383 | 3.302 | 3.944 | Middle |
| Compliance | 383 | 3.208 | 3.560 | Middle |
| Equality and Justice | 383 | 3.292 | 3.652 | Middle |
| Efficiency and Effectiveness | 383 | 3.422 | 3.664 | High |
| Accountability | 383 | 3.44 | 4.140 | High |
| Valid N (listwise) | 383 | | | |

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

**It is noted from previous table that:**

-The results of analyzingthe first basis show mediating responseof participation stander among members of researched sample, where the average degree for this basis is average within a range of (2.73 to 3.21) with an arithmetic mean of (2.966), a standard deviation of (4.181), therefore it can be said that sample members respondent is moderately familiar with the standard of participation in (GABHT), this can be explained by the fact that information system in hospital does not provide strong feedback to the employees, in addition to its reliance on implementation of regulations and laws regardless of the situation, does not greatly encourage employees to express their suggestions and opinions related tojob and its policies from staff' point of view.

-The results of analyzingthe second basis show mediating responseof rule of law stander among members of the researched sample, where mean degree for this basisismiddle within a range of (2.56 to 3.65), with an arithmetic mean of (2.954), a standard deviation of (4.289), therefore it can be said that sample study individuals is moderately familiar with the rule of law in (GABHT), this can be explained by the fact that employees are convinced with a system of favoritism in hospital, laws and regulations are not applied to all employees equally, but there are some groups that are excluded from these laws and instructions. Although there isa written complaints system, but it is not approved from its staff' point of view.

-The results of analyzingthe third basis showhigh response of transparency standard among respondents of sample, where the average degree for this basisis high within a range of (2.82 to 3.51) with an arithmetic mean of (3.07), a standard deviation of (2.968), therefore it can be said that the sample members respondent is highly familiar with transparency standard in (GABHT), this can be explained by lack of conviction of employees in feasibility of job rotation, especially in light of the great job specialization, as everyone works in his place and according to his specialization, in addition to their lack of conviction of protection policy by the supervisor or administration in case of their detection, so they prefer to remain silent as long as this deviation does not affect their performance of their work from its staff point of view.

-The results of analyzingthe fourth basis show high response of the response stander among study sample members, where the average degree for this basisis high within a range of (2.75 to 3.81) with an arithmetic mean of (3.302), a standard deviation of (3.944), therefore it can be said that sample members respondent is

moderately familiar with response standard in (GABHT), this can be explained by the fact that these policies are all implemented within condition of availability of capabilities of job according to the principle of available capabilities from its staff point of view.

-The results of analyzingthe fifth basis show mediating response of the compatibility stander among sample study members, where the average degree for this basisis medium within a range of (2.84 to 3.46) with an arithmetic mean of (3.208), a standard deviation of (3.560), therefore it can be said that sample members respondent is moderately familiar with compatibility standard in (GABHT), this can be explained by the fact that law is the master of situations in any misunderstanding within the hospital, whether by the supervisor or senior management prevalent in hospital from its staff' point of view.

-The results of analyzingthe sixth basis show mediating response of the justice and equalitystander among study sample members, where mean degree for this basisis average within a range of (2.92 to 3.78) with an arithmetic mean of (3.292), a standard deviation of (3.652), therefore it can be said sample members respondent is moderately familiar with standard of justice and equality in (GABHT).This can be explained by the fact that the promotion opportunities are same for all hospital employees by virtue of the unified personnel law in public organizations, in addition to fact that promotion is limited and is more comprehensive for doctors only by virtue of their job nature, and all of that It is done in line with the capabilities available in hospital from itsstaff point of view.

-The results of analyzingthe seventh basis show a high response of the efficiency and effectiveness stander among study sample members, where average degree for this basisis high within a range of (3.21 to 3.68) with an arithmetic mean of (3.422), a standard deviation of (3.664), therefore it can be said that sample member respondent is moderately familiar with efficiency and effectiveness stander in (GABHT), this can be explained by the fact that the employees are convinced with services they provide in hospital are equalto their capabilities and specializations and in line with hospital's objectives from its staff point of view.

-The results of analyzingthe eighth basis show a high response of the accountability stander among study sample members, where average degree for this basisis high within a range of (2.73 to 3.21) with an arithmetic mean of (3.44), a standard deviation of (4.140), therefore it can be said that sample membersrespondent is highly familiar with standard of participation in (GABHT), this can be explained by the fact that hospital employees are familiar with the regulations and laws applied in hospital, also they are convinced of fairness of the procedures they receive when they don't perform their job wright, in addition to their conviction of fairness of existing gradations of punishment in their work, they reject manifestations of corruption, regardless of poor salaries they receive.

**Results relatedto hypothesis testing:**

**Table No. (8) Test hypotheses of study**

| One-Sample Test | | | | | | |
|---|---|---|---|---|---|---|
| Test Value = 3 | | | | | | |
| | | | | | 95% Confidence Interval of the Difference | |
| | t | df | Sig. (2-tailed) | Mean Difference | Lower | Upper |
| Participation | 55.389 | 382 | .000 | 11.833 | 11.41 | 12.25 |
| The rule of low | 53.712 | 382 | .000 | 11.770 | 11.34 | 12.20 |
| Transparency | 81.086 | 382 | .000 | 12.371 | 12.07 | 12.67 |
| Responsiveness | 67.061 | 382 | .000 | 13.514 | 13.12 | 13.91 |
| Compliance | 71.665 | 382 | .000 | 13.037 | 12.68 | 13.39 |
| Equality and Justice | 72.125 | 382 | .000 | 13.460 | 13.09 | 13.83 |
| Efficiency and Effectiveness | 75.355 | 382 | .000 | 14.110 | 13.74 | 14.48 |
| Accountability | 67.120 | 382 | .000 | 14.198 | 13.78 | 14.61 |

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

-The results of first hypothesis test: It is noted from previous table that significance probability is 0.000, which is smaller than significance level 0.05, in comparison to Table No. (7) it is noted that arithmetic mean of members' answers was (2.96), which is less than neutral arithmetic mean (3) of measurement tool in five-point Likert scale, therefore we accept the hypothesis that says there is no acceptable application of good governance in terms of (participation stander) in (GABHT)

-The results of second hypothesis test: It is noted from previous table that probability of significance is 0.000 which is less than significance level of 0.05, in comparison to Table No. (7) it is noted that arithmetic mean of members' answers amounted (2.95) which is less than neutral arithmetic mean (3) of measurement tool in five-point Likert scale, and therefore we accept the hypothesis that says there is no acceptable application of good governance in terms of (the rule of law stander) in (GABHT).

-The results of third hypothesis test: It is noted from previous table that probability of significance is 0.000 which is smaller than significance level of 0.05, in comparison to Table No. (7) it is noted that arithmetic mean

of members' answers amounted more than (3) which is greater than the neutral arithmetic mean (3) of measurement tool in five-point Likert scale, therefore we reject the hypothesis that says there is no acceptable application of good governance in terms of (the transparency stander) in (GABHT), and we accept the alternative hypothesis that says that there is an acceptable application of good governance in terms of (the transparency stander) in (GABHT)

-The results of fourth hypothesis test: it is noted from previous table that probability of significance is 0.000 which is smaller than significance level of 0.05, in comparison to Table No. (7) it is noted that arithmetic mean of members' answers amounted more than (3) which is greater than the neutral arithmetic mean (3) of measurement tool in five-point Likert scale, therefore we reject the hypothesis that says there is no acceptable application of good governance in terms of (response stander) in (GABHT), and we accept the alternative hypothesis that says there is an acceptable application of good governance in terms of (response stander) in (GABHT).

-The results of fifth hypothesis test: it is noted from previous table that probability of significance is 0.000 which is less than significance level of 0.05, and in comparison to Table No. (7) it is noted that arithmetic mean of members' answers amounted more than (3) which is greater than the neutral arithmetic mean (3) of measurement tool in five-point Likert scale, therefore we reject the hypothesis that says there is no acceptable application of good governance in terms of (the compatibility stander) in (GABHT), and we accept the alternative hypothesis that says that there is an acceptable application of good governance in terms of (the compatibility stander) in (GABHT).

-The results of sixth hypothesis test: it is noted from previous table that probability of significance is 0.000 which is smaller than significance level of 0.05, in comparison to Table No. (7) it is noted that arithmetic mean of members' answers amounted more than (3) which is greater than the neutral arithmetic mean (3) of measurement tool in five-point Likert scale, therefore we reject the hypothesis that says there is no acceptable application of good governancein term of (the standerof equality and justice) in (GABHT), and we accept the alternative hypothesis that says that there is an acceptable application of good governancein term of (the stander of equality and justice) ) in (GABHT).

-The results of seventh hypothesis test: it is noted from previous table that probability of significance is 0.000 which is smaller than significance level of 0.05, in comparison to Table No. (7) it is noted that arithmetic mean of members' answers amounted more than (3) which is greater than the neutral arithmetic mean (3) of measurement tool in five-point Likert scale, therefore we reject the hypothesis that says there is no acceptable application of good governancein term of (the standerof efficiency and effectiveness) in (GABHT), and we accept the alternative hypothesis that says there is an acceptable application of good governancein term of (the standerof efficiency and effectiveness) in (GABHT).

-The results of eighth hypothesis test: it is noted from previous table that probability of significance is 0.000 which is less than significance level of 0.05, in comparison to Table No. (7) it is noted that arithmetic mean of members' answers amounted more than (3) which is greater than the neutral arithmetic mean (3) of measurement tool in five-point Likert scale, therefore we reject the hypothesis that says there is no acceptable application of good governancein term of (the accountability stander) in (GABHT), and we accept the alternative hypothesis that says there is an acceptable application of good governancein term of (the accountability stander) in (GABHT).

**Through the above, it can be said that there is an acceptable application of good governance in (GABHT)**.

## V. Conclusions and Recommendation

1-The results of descriptive analysis of study sample show a high level application of good governance in terms of standards (efficiency, effectiveness and responsiveness), also amiddle level application of good governance in terms of standards (participation, rule of law, transparency, responsiveness, consensus, equality and justice) in General Authority Al-Basel Hospital in Tartous from its employees point of view.

2-The results of statistical analysis of study sample show an acceptable application of reality application of good governance in terms of standards (transparency, responsiveness, compatibility, equality and justice, efficiency, effectiveness, and accountability) in (GABHT) from its employees point of view.

3-The results of statistical analysis of study sample show that there is no acceptable application of reality application of good governance in terms of standards (participation and rule of law) in (GABHT) from its employees point of view.

**Recommendations:**

✓ The hospital provides services to all patients. In order to increase quality of these services, this requires participation of all employees, and activating their role in decision-making process, in addition to necessity of an information system that provides feedback to employees about their performance and behavior at work

✓     Applying the law to everyone without exception, through fair application of penalties for everyone without exception after approval of the direct supervisor.

✓     The necessity of activating written complaints system in the hospital.

✓     Encouraging employees to express their opinions and suggestions regarding progress of work in a manner that agree with the public interest of hospital.

✓     The necessity of applying functional specialization and placing the right person in the right place regardingone's work and specialization.

✓     Encouraging employees to expose all abuses and wrongdoings that occur in front of them by providing a protection system for employees.

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