

Reality of Applying Governance in the Public Health Sector in Ma'an Governorate Jordan in 2017

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Abstract

The study meant to identify the degree of application of governance in the public health sector in Ma'an Governorate, as the viewpoint of the administrative staff, and its relation to some demographic variables 2017.

The study formed of all administrators in the public health sector in Ma'an Governorate 2017.

Where the total participants are (109); including (4) managers, (8) assistants, (62) head of department, 26 head of unit.

Where all of them are as administrators worked at the directorates, hospitals, comprehensive health centers and primary health sector in the government of Ma'an.

Following statistical methods were used :

The most important result of the study is applying of the governance axes in the governmental health sector in the governorate of Ma'an 2017 with an average degree.

Also it was found that there are no statistically significant differences at the level of function ($\alpha \geq 0.05$) of the extent of governance in the public health sector due to the gender variable studied, years of experience, educational level and job title.

The researcher recommended several recommendations in the view of the previous results reached in the current study, which they are the following:

Increase the awareness of the employees in the governmental health sector in Ma'an Governorate, whether in the general directorates, hospitals or health centers at all levels, with the principles of governance such as transparency, accountability and participation in decision making, indicate its importance, objectives and positive benefit of activating them.

Keywords: Governance, Health Sector, Ma'an Governorate, Health 2017, Implementation of Governance, and the Actual state of Governance

1. Introduction

The Health sector governance is one of the most sensitive and important issues, that affect the community through which health care is available to its members (Murphy, & O'Donohoe, 2006).

Health sector governance can be seen as more closely linked to the financial approach than institutional approach, as explained by Saveoff (2011).

There is a fundamental problem in accurately defining the concept of health sector governance. The reason is that the sector operates within multiple levels and functions. It can be said that health sector governance is only a form of specific public policies, resulting enactment of laws, rules and systems to implement it.

(Bogue and La Forgia 2007) emphasized that health sector governance is more than a structure through which senior management and medical staff collaborate at all levels to develop oversight and policies for the sector.

In his study, (Halawa and Taha) (2014) pointed out that the application of governance in general works to create a suitable atmosphere for teamwork and the institution improvement in order to achieve its goals and principles, which promotes the principles of governance such as accountability, transparency and participation in decision-making. Etc., and increases the states of integration and progress within the institution, and in other hand reduces the differences and the contradiction among the workers, and thus achieving the desired goals.

According to the United Nations Development Program (UNDP), the governance is participatory, transparent, accountable, efficient and effective in maximizing the use of available resources, as well as based on the rules of justice and equity, and the strategic vision. Applied it in the government or private sector, or any other institute which like to achieve the infinite develop in the good work.

Therefore, governance is based on three principles that must be briefly taken into consideration :

- Transparency (as defined by Oliver, 2004), which is the knowledge of the basic facts of the institution, its mechanisms and processes, by an administrative decision that guarantees the work of a visible, predictable and understandable concept.

(Al-Taei and Hamad, 2010) defined it as a process for measuring the application degree of governance , which allows employees to access the knowledge and information about the institution to help them make the decisions that necessary to achieve and improve the institution development.

In my opinion I would like to say that transparency is data and information related to the work and its circumstances. This information should be clear, understandable and ready at any time when it requires.

especially for the employees of the institution and all parties involved in the work.

- **Accountability:** Hilal (2007) is how much the person responsible for the tasks assigned to him and the subsequent tasks required by that responsibility, according with the terms already agreed.
Here I say that accountability is taking of strict legal measures against those who break the principles, instructions and regulations of governance in governmental or private institutions.
- **Participation:** The Social Center Al-Aqed (2014) stated that the concept of participation is among the employees of the institution through the provision of opinion, evaluation and follow-up, and the submission of proposals about activities of service providers.
 - (Lee & Land, 2010). Participation should play a role in the institution's policy-making process as well as an important role in decision-making and the establishment of rules and regulations for that institution, to ensure that it goes in the right direction [Graham & Plumtre] (2003) added other principles in which they agreed with UNDP:
 1. The trend: The organization's widespread and long-term interest in the community is throughout high-quality governance and sustainable human development.
 2. Performance: (Zadm, 2007) It is defined as the results of the business in view of its internal and external environment.
 3. Equity and Justice: (Nasreddin, 2012) Justice and Justice in the governance of the institution is to achieve justice for all, improve them and meet their needs and ensure the rule of law and regulations.

Therefore, the Ministry of Public Sector Development (2014) stressed that it is best to be committed by all government departments in the Kingdom to the principles of governance and its objectives that ensure the safety and efficiency of government systems to enhance the effectiveness of governmental performance

And conserve the general economy. In line with the Royal directives to implement these principles and instructions, and to complement the program to develop the performance of the government apparatus 2016, and the executive plan and follow-up, in order to strengthen the system of national integrity in those departments.

Thus the need for this study came to know how the extent of the application of governance in the health sector in Ma'an Governorate 2017.

Study problem:

Governance in general is currently one of the most important issues under discussion, and the most vital in the world, The health sector plays a major role in consolidating the principles of governance and modern administrative concepts, which all sectors, should take into account whether governmental or private, where they are important in improving the actual outputs of the institution and preservation all public and private resources, As well as manage and address many problems, simplify procedures, and upgrade the provided services.

Murphy and O'Donohoe (2006) argue that the reality of applied research makes health sector governance a relatively new subject for lack of studies. Most of the studies focused primarily on financial matters. Hence, this study was conducted to investigate the reality of applying governance in the sector In the governorate of Ma'an in 2017, and answer the following questions:

- What is the application degree of governance in the health sector in Ma'an from the viewpoint of the administrative staff in 2017?
- Are there statistically significant differences at the level of ($\alpha \geq 0.05$) for the implementation of governance in the health sector in Ma'an governorate, depending on the following variables (gender, years of experience, educational level, job description)?

Objectives of the study:

- Identify the extent to which governance in the health sector in Ma'an has been implemented from the viewpoint of its administrative staff for 2017?
- Identify if there are statistically significant differences at the level of ($\alpha \geq 0.05$) for the reality of the application of governance in the health sector in Ma'an Governorate, depending on the following variables (gender, years of experience, educational level, job description)?

Importance of the study :

- As a response to the great development witnessed by the health sector, through the governmental approach in Jordan towards administrative reform, transparency and accountability, which indicates the possibility of using the results of the study, And to activate the areas of governance in the rest of the other sectors more broadly and comprehensively.
- To view the opinions and ideas of the managers in the governmental health sector in Ma'an Governorate, through issues related to the various axes of governance and how to of develops these axes and their future outlook;
their awareness and thinking in working within application of these axes and work to develop their current reality.
- Governance in the health sector is a tool to ensure the quality of the outputs, and the success and

sustainability of the health institution to provide the best services to the members of the society, which supports their present and future survival and progress as necessity imposed by political and economic transformations at the international, regional and local levels.

- To enrich governance in the public health sector, as many of the previous studies dealt with governance in the companies sector and private institutions. The issue of governance as a mechanism to improve development performance is one of the most currently controversial topics.

Study Questions:

- What is the application degree of governance in the health sector in Ma'an Governorate from the viewpoint of the administrative staff in 2017?
- Are there statistically significant differences at the level of ($\alpha \geq 0.05$) for the implementation of governance in the health sector in Ma'an Governorate, depending on the following variables (gender, years of experience, educational level, job description)?

Study Hypotheses:

- There is no governance application at the level of ($\alpha \geq 0.05$) in the public health sector in Ma'an Governorate for 2017?
- There are no statistically significant differences at the level of ($\alpha \geq 0.05$) for the implementation of governance in the health sector in Ma'an Governorate, depending on the following variables (gender, years of experience, level of education, job description)?

The limits of the study:

- Spatial limit: All health directorates, hospitals and health centers of the health sector in Ma'an Governorate for 2017.
- Time Limit: This study was applied in the fourth quarter of 2017.
- Qualitative Limit: This study was limited to all administrators in the directorates of health, hospitals, and comprehensive and primary health centers in the governmental health sector of Ma'an Governorate in 2017.

Terminology of study:

- Governance: A set of principles, rules, regulations and instructions of the health sector in Ma'an Governorate, in order to ensure that the desired results and objectives are achieved by the relevant parties (Ministry of Public Sector Development, 2014)
- The Health Sector of Ma'an Governorate: All the directorates of health, hospitals and comprehensive and primary health centers of the health sector in Ma'an Governorate for 2017, which includes the health directorates of Ma'an Governorate, Maan Governmental Hospital, its comprehensive and primary health centers, queen Rania Al Abdullah hospital in Petra Region Authority, and its comprehensive and primary health centers.

Previous studies

Arabic Studies

- In Dauibes (2004)

The study purpose :

This study aimed to defining the principle of transparency and its importance in center of Jordanian ministries .

The study Community :

The population of this study consists of supervising and executive managers in centers of Jordanian ministries, which have the highest.

The study Results :

The study showed that the application of transparency in the centers of ministries is weak, in that the required understandable information is not provided to the citizens. Also, citizens are not given the chance to share their opinions and ideas with the department personals.

The implementation of transparency is not an easy task to be achieved, due to the lake of citizen's cooperation owing to their limited knowledge of legislations that guarantee their rights.

- Abu- kaream (2005)

The study purpose :

The study sought to identify the degree of Understanding transparency, the degree in which it is actually practiced, and effectiveness of administrative communication.

The study Community :

The sample consisted of 306 participants who had the following positions: presidents\vice –presidents (18) ,factually deans (73) , and department heads (215).

The study Results :

The degree of understanding transparency by the academic administrators of the Jordan public universities was generally high.

The study Recommendation :

The study recommended clarifying and applying the principle of transparency in the public and private sectors and issuing laws and legislations that allow citizens and individuals access to information.

- Al- Madani (2007)

The study purpose :

The aim of the study was to know the application of administrative accountability by the heads of departments in education in Saudi Arabia.

The study Community :

A sample was taken from all directors of education departments and their assistants (87) individuals.

The study Results :

The study reached the following results: the application of accountability in these departments to a high degree, and the absence of differences of statistical significance for the variables (qualification, years of experience, job title).

- (Al-Ettibi 2009)

The study purpose :

The study aimed to identifying the level of transparency in the public sector organizations.

The study Community :

it surveyed the opinions of (managers, agents, heads of departments, supervisors) in (11) government ministries out of (22) ministries and representing the randomly sample number (356).

The study Results :

The level of application of transparency was moderate and there was a significant effect on the educational level variable.

The study Recommendation :

The most important recommendations were to provide a database within the institution and to clarify the importance of transparency for employees.

- (Tarawmeh ,AL-Adaileh, 2010)

The study purpose :

This study aimed mainly to investigate the impact of transparency implementation on the level of administrative accountability in Jordanian ministries.

The study Community :

The sample size consisted of (661) employees, which represents (40%) of the total employees working in the centers of (6) Jordanian ministries.

The study Results :

The Study revealed the following findings:

The respondents of the degree of transparency implementation, and the level of administrative accountability in the surveyed ministries were medium.

There is a significant statistical difference in the level of administrative accountability due to respondent's variables (gender, age, number of years of experience, education level, and administrative level) .

The study Recommendation :

The study recommended the need to strengthen the concept of transparency among the ministry's employees, since this plays a positive role in creating the appropriate environment and provides the conditions and prerequisites for improving the level of administrative accountability to increase its effectiveness depending on transparency in the various areas of work

- (Harb 2011)

The study purpose :

This Study aims at identifying the reality of administrative transparency and its requirements to be Apple Cable at Palestinian Universities in Gaza Strip.

The study Community :

The researcher applied the descriptive analytical approach through using a stratified random sample of (410) of administrative and Academic staff holding administrative positions at Islamic, AL Azhar, and El Aqsa Universities.

The study Results :

The most important results of the study are as follows:

There is an accepted implementation of administrative transparency by the administrative and academic staff holding administrative positions at the Palestinian universities.

The study Recommendation :

The most important recommendations are as follows:

Adopt and disseminate administrative transparency and all its dimensions in order to be an institutional approach that participates in establishing comprehensive valuable system which in turn calls for integrity through

openness on both external and internal levels

- (Aqti , Meqrash, 2012 Algerian hospital)

The study purpose :

This study aimed to investigate the impact of Hospital Governance in term of transparency, board and management information, audit committees, and management remuneration, on medical job ethics in term of self-control, loyalty, role clarity, and skills development, at the Hospital of Jijel.

The study Community :

A questionnaire was distributed to 114 employees .

The study Results :

The study found that the hospital was implement the governance dimensions; and the results assures that the transparency and management remuneration had a direct positive effect on medical job ethics.

- (Al-Sharif 2013)

The study purpose :

This study aimed to identify the administrative accountability and its relationship to performance-career workers administrators.

The study Community :

The researcher using the questionnaire as a key tool in the collection of raw date, and applied on a stratified random sample of (320) administrative staff (40%) of the study, consisting of (800) Administrative Officer.

The study Results :

The most important results of the study:

* The results showed the existence of the concept of accountability and knowledge of the administrative staff in the Ministry of Education in the Gaza Strip, as the study showed that there is a statistically significant relationship between managerial accountability and job performance of employee's administrators in the Ministry of Education in the Gaza Strip at the level of significance $\alpha \leq 0.05$.

The study Recommendation:

Finally, the study was come up with the following recommendations:

Develop the skills of administrative staff in the use of modern methods of accountability in order to achieve the highest levels of labor and delivery and the provision of adequate social atmosphere encourages employees to develop and improve their overall performance.

- (Al-Hassanat 2013)

The study purpose:

This study aimed to identify the extent of the application of transparency and accountability in the institutions of civil society, and how to strengthen these concepts and the consolidation of its implications.

The study Community:

This study was applied on the associations who operating in the Gaza Strip in the period between 2011 and 2012. The researcher used the analytical descriptive method, the questionnaire was the main tool for research, the researcher used the random sampling method, 65 questionnaires were distributed on the community of the study and 61 questionnaires were obtained.

The study Results:

The study concluded a number of results:

There was a relationship of statistically significant at the level of 0.05 between on the one hand (information systems, communication style, level of culture of accountability, participation, procedures and regulations and their application), and the reality of transparency in the institutions of civil society on the other.

The study Recommendation:

There is a necessity to avoid repetition or misrepresentation of information provided to the employee.

- (Kaltoma, Rahema, 2013)

The study purpose:

This study aimed to test the impact of standards of governance dimensions of transparency, disclosure, the Board of Directors, information management, medical ethics on the overall quality of the Algerian public hospitals management requirements dimensions support and the support of the administration, customer orientation, improving the quality of health service, leadership and participation, culture of the organization and the development of skills, the application to the University Hospital of the mandate of Tlemcen.

- (Halawah, Taha. 2314)

The study purpose:

This study aimed to verify the use of methods of governance undergraduate at the University of Jerusalem.

The study Community:

The study reached the number of (14000) students.

The study Results:

Results also showed that most of the staff at the university do not return to the book of regulations and laws, or

do not know what the texts.

The study Recommendation:

The study recommended the need to raise the level of application required for the standards and requirements of systems of governance.

- (Al-Oraini , 2014)

The study purpose:

The study aims to identify the reality of the governance application in Imam Mohammed bin Saud University's. And the requirements and constraints of its application from the academic and administrative members' viewpoint.

The study Community:

The study consists of the academic and administrative members of Imam Mohammed bin Saud Islamic University, and to achieve the studies' goals, a questionnaire has been planned to gather the required information. The questionnaire includes three aspects with seventy-two phrases, and it has been distributed to a random sample of (650) and a percentage of (13.8%) of the study population.

The number of responses was (409) which represents (87%).

The study Results:

The Study has represented a number of results:

- * The reality of governance application in Imam Mohammed bin Saud Islamic University has been moderately achieved by a median (3.06).
- * There are some statistically significant differences between the responses of the study sample members in the reality of governance application in Imam University according to the difference of qualification, years of experience, and the current job.

The study Recommendation:

The study has represented a number of recommendations:

- * A production of regulations and legislation concerning the criteria's and principles of university governance in order to oblige university departments and boards to practice.
- * Establishing independent committees inside the university to follow up with the execution and evaluation of the governance criteria's.

Foreign Studies:

- (Steven 2007)

The study purpose:

In this study, the study aimed to understanding the role of transparency in data management in improving the performance of institutions.

The study Results:

The study reached the following results:

Improving the level of accountability and the role of technology in the detection and prevention of information and institutional participation.

Stephen concludes that open institutions has better performance than closed institutions, it is more capable of achieving user satisfaction, save material, costs, effort and time.

The study Recommendation:

The study recommended the need to adopt the principle of transparency and accountability in the management of data and information provided to beneficiaries in the institution.

- (Safi , 2013) private Jordanian hospitals

The study Community:

This study developed a questionnaire that was distributed to 183 employees of Jordanian non-family hospitals. With an overall response rate of 76%. From the results of this questionnaire

The study Results:

The study concludes that private hospital workers possess a weak understanding and awareness of governance issues, although hospital governance can serve Workers' and shareholders' rights.

The study Recommendation:

This study further suggests that the implementation of governance principles could improve the non-conflictual relationship between shareholders and management, as well as the identification and dissemination of rules and regulations for hospital work.

-) KAISI, 2013)

The study purpose:

The purpose of this case study research is to examine and explore how health care services are delivered in Malawi health care systems with particular focus on the Queen Elizabeth Central Hospital (QECH) in Blantyre Malawi from the good governance perspective.

The study Results:

Data of the study were elicited through some of the significant statements and themes generated during the course of the qualitative data analysis for both the service providers and service receivers included vision and gender; limited freedom of expression; patients relationship with staff not wholly amicable; hospital service ineffective due to lack of facilities; lack of accountability and responsiveness; poor information dissemination system and hospital good governance is somewhat present in the QECH, it is not fully noticeable based on the quality of service dispensed / received from the hospital.

- (Ajlouni, A aqoulah & Al-Raoush 2017 &)

The study purpose :

The study aims at identifying areas of corruption in the health sector in Jordan, factors that promote corrupt practices and policy directions to prevent and control them as perceived by local community representatives.

The study Community :

A total of 36 convenient samples of local community representatives from the middle, north and south regions of Jordan participated in the study (12 from each region).

The study Results :

The results showed that areas of corruption among providers were perceived mainly in requesting unneeded investigations and medical procedures, referring patients to certain providers in order to achieve financial gains (commission), prescribing expensive medicine and wasting working house.

Comment on previous studies

This study was distinguished from previous studies as an attempt to study the reality of governance in the public health sector in 2017 in the governorate and all levels, both in the general directorates or hospitals within the governorate or through health centers in the largest area in the Hashemite Kingdom of Jordan Ma'an , Especially in view of the previous studies that have found a focus on hospitals or on certain principles of governance such as accountability and transparency.

Therefore, this study is one of the new and important studies on the Jordanian environment, specifically in the south of the Kingdom, which deals with all aspects of health sector, Which adds to the Arab and Jordanian library new work to improve the outputs of the health sector and improve its practice in all level while it is one of the most vital sectors in the governorate.

Study Approach

The nature and pre-set objectives of the current study imposed using descriptive analytical approach based on the case study or phenomenon as it exists in reality and described it accurately and expressed it qualitatively and quantitatively) Adas.(1999 ,

Study Methodology

The nature of the present study and its predetermined objectives imposed the use of the analytical descriptive approach, which is based on the study of reality or phenomenon as it exists in reality and is concerned as a precise description and expressed in qualitative or quantitative terms. (Addas, 1999)

Study Community

The study community is composed of all administrators in the health sector of Ma'an Governorate 2017. With a total of (109) individuals.

The study sample

The total sample size of the study was (109) administrative, including (4) managers, (8) assistants, (62) head of department, (26) head of center, (9) heads of units, all administrators distributed to directorates, Comprehensive and primary health sector in Ma'an Governorate.

It was taken all of them because of the lack of the study community .

Study tool

In view of basic problem of the study and its dimensions and the main objective it was built a questionnaire to detect the reality of governance in the health sector in Ma'an in 2017.

The questionnaire included four axes:

transparency, accountability, decision making, efficiency and effectiveness,

Each of the expressions was given a graded weight according to Likert five scale (strongly agreed, agreed, neutral, disagreeable, totally disagreeable)

The answers were presented numerically (1.2.3.4.5)

The judgment criterion was calculated using the relative weight equation to determine the extent of agreement towards the areas of the questionnaire and its expressions, thus clarifying the answers to the questionnaires, their grades, and the standard of judgment.

- The number 1 is completely disagreeable and the judgment standard (the arithmetic average) is (1-1.8) and the answer is null .
- The number 2 is not acceptable and the judgment criterion (the arithmetic mean) is (1.81-2.6) The answer is weak .

- The number 3 is neutral and the judgment standard (the arithmetic mean) is (2.61-3.40) and the answer is average .
- The number 4 is OK and the judgment standard (the arithmetic average) is (3.4.1 - 4.2) and the answer is high .
- The number 5 is strongly agreed and the judgment criterion (the arithmetic mean) is (4.21 – 5) and the answer is very high.

A description of finalized study tool:

The tool had included the several main areas below:

- Introduction: The reality of health sector governance, the purpose of the study, response instructions and requirements of accuracy and objectivity.
- data: which was the information related to Administrators in the health sector in the governorate such as education, gender, Job Title and years of experience
- The tool had included the four axes : accountability, transparency, decision-making, efficiency and effectiveness

Reliability of the Study Tool

After the initial setting up of the tool to make it appropriate to the purpose for which it had been planned and more realistic and relevant to the nature of the study, we found out the following:

- The extent to which the tool items were appropriate in terms of language and scientific accuracy.
- The tool suitability to achieve the goal for which it had been set.
- Question indication to the intended meaning.
- Each question belongs to its domain.
- Therefore, I must follow the apparent reliability of the tool by showing it to a group of six experienced and specialized arbitrators who are members of the teaching staff at the Jordanian universities.
- The most important notes, which made by the arbitrators, on the tool had been summarized in the following points:
 - to delete some items because of replication, having an alternative or being unnecessary.
 - to rework some items because they were composed in order to make each item include only one idea or summarize the other ones.
 - to add some items, and rearrange some others.
 - to keep items which the majority of arbitrators agreed upon, and cancel items with different views on their importance.
- Following the above amendments, according to the arbitrators' opinions and suggestions which had a good impact, the tool items had been finalized

Sources of building tool study

The researcher depends on the following sources to build the tools:

- Primary sources: The study tool (questionnaire) was designed to collect primary data
- Secondary sources: The researcher used books, periodicals, scientific journals, previous studies and websites to build the theoretical framework and achieve theoretical goals.

Validity of the study

After the initial preparation of the tool, where it's designed purpose is approved and be more realistic and linked to the nature of the study, to understand the following:

- (A) Terms of the tools are suitable with of language and scientific accuracy of the paragraph.
- (B) Achieving its established objective.
- (C) The meaning of the paragraph to determine a specific idea.
- (D) Each paragraph is belonging to specific field.

So I selected the virtual validity of the tool study by presenting it to a group of expertise arbitrators with competence of the faculty members at the Jordanian universities. The number of arbitrators was 6.

The most important notes of the arbitrators on the tool were summarized in the following points:

- Delete some items either for repetition or there is an alternative or they are not needed.
- Reformulate some items because they are composite where each item includes only one idea or a summarized the other.
- Add some items, rearrange some of them.
- The items agreed upon by the majority of the arbitrators were kept, and items that differed were canceled.

After adjustments were made in accordance with the proposals and views of the arbitrators, which gave a positive impact on reformulate the finalized items of the tool.

It was agreed to (33) paragraph instead of (50) paragraph,

In four axes which are:

- Accountability; paragraphs (1-11)
- Transparency; paragraphs (20-12)
- Decisions; paragraphs (26-21)
- Efficiency and effectiveness; paragraphs (33-72)

Stability of the study tool

The stability of the was verified by applied to a sample of 10 administrators from outside the study community - before applying the study- , the stability of the tool was calculated in the internal consistency method (Alvkronbach - ALPHA).

An alpha coefficient was used to calculate the stability of the tool because it is one of the best estimates for the stability calculation and the most common in most situations.

Consistency of the Study Tool

It had been confirmed that the study tool was consistent so as to be applied to an exploratory sample of 10 (Administrators) from outside the study community before starting the(application of study on the selected sample. The tool consistency had been calculated by Cronbach’s alpha because it was the best and most common way to measure consistency estimation.

The tool consistency value had reached(89.75%) as a group.

For example

The stability of the tool as a whole is 89.75%.

The following table shows the details of the stability values of the tool axes. Table (1-1) shows this

| Tool | Paragraphs | ALPHA | Stability Value |
|------------------------------|------------|-------|-----------------|
| Accountability | (1-11) | 92.6% | 89.75% |
| Transparency | (20-12) | 89.5% | |
| Decisions | (26-21) | 90.3% | |
| Efficiency and Effectiveness | (33- 27) | 86.6% | |

(Malhotra,2004)

The above values illustrate the good percentage of tool consistency or indicate that the scale is at a very good degree. Consequently, the scale is useful to be used and applied (Malhotra, 2004).

- Application of Study Tool

After the finalization of the study tool, a letter was received from the Director of the Directorate of Human Resources Development at the Ministry of Health, which was transferred to the Scientific Research Ethics Committee in the Ministry of Health. The research was approved in the health sector in Ma'an Governorate, The number of total questionnaires is (109) where distributed to all of the study community, where the retrieved questionnaires were (102), (93.5%). and (7) were left invalid for statistical analysis The distribution and collection of questionnaires took a month and done by the researcher.

Statistical Methods

After collecting and reviewing questionnaires, the specialized statisticians were consulted to determine the appropriate statistical methods. Based on their guidance, the Statistical Package for Social Sciences (SPSS) was used to analyze the data statistically as follows:

- Descriptive statistics: frequency, arithmetic mean and standard deviation to describe study variables.
- Differential analysis tests such as analysis of variance test (One Way ANOVA) had been used in other hypotheses testing. Such analysis had been used to see if there were moral differences among mean values of groups and their relation to the dependent variable.

Characteristics of the study sample

The frequency and percentage of information on the demographic factors of the study community were extracted.

Responses can be summarized in Table (1-2)

Distribution of the study sample by gender

| Percent | Frequency | Experience |
|---------|-----------|--------------------|
| 13.7 | 14 | less than 5 years |
| 13.7 | 14 | from 5 to 10years |
| 72.5 | 74 | more than 10 years |
| 100.0 | 102 | Total |

Gender: The data of Table (1-2) shows that 57.8% of the sample members are males, while 42.2% of the sample were females.

Table (1.3): Distribution of Sample of Study by Experience

Table (1-3) shows the distribution of the sample of study according to the years of experience, the highest percentage (72.5%) of the experience for more than 10 years, Then the experience of less than 5 years and (10 –

5) years were equal by 13.7% ; This indicates that the majority of the surveyed sample is of the level of experience of 10 years and more.

Table (1-4): Distribution of the sample of the study by educational level

| Percent | Frequency | Education | |
|---------|-----------|-----------|-------|
| 20.6% | 21 | Diploma | Valid |
| 68.6% | 70 | B.A | |
| 4.9% | 5 | M.A | |
| 5.9% | 6 | PHD | |
| 100.0% | 102 | Total | |

** B.A = Bachelor's degree

M.A = Master's degree

PHD = PhD degree

The highest are those with a bachelor's degree (68.6%), master's degree (4.9%), diploma degree (20.6%), and PHD (5.9%).

Table (1-5): Distribution of the sample of the study by job title

| Percent | Frequency | Description | |
|---------|-----------|------------------------|--|
| 3.9 | 4 | Director | |
| 7.8 | 8 | Assistant Director | |
| 60.8 | 62 | Head of the Department | |
| 18.6 | 19 | Head of Health Center | |
| 8.8 | 9 | Head Unit | |
| 100.0 | 102 | Total | |

Table (1-5) shows (60.8%) of the study sample members are department heads in the directorates and hospitals of the total sample size which is the highest percentage, The heads of the centers (18.6%), Heads of units (8.8%), Assistants with different names (7.8%), Managers (3.9%).

Results:

Accounting averages and standard deviations of the accountability axis:

| Std. Deviation | Mean | Phrase | No. |
|----------------|--------|---|-----|
| 1.12804 | 3.5980 | An accountability mechanism is available to all staff | 1 |
| 1.18359 | 3.1569 | Accountability mechanisms are applied to all employees fairly and impartially | 2 |
| 1.12144 | 3.0980 | Accountability procedures for all staff are explained and declared | 3 |
| 1.05452 | 3.3922 | All employees are defined by all laws, regulations and regulations | 4 |
| 1.19972 | 3.0784 | Accountability for all administrative levels (upper, middle, lower) | 5 |
| 1.00417 | 3.3725 | Accountability mechanisms permit scrutiny and inspection at any time | 6 |
| 1.14863 | 3.2157 | All staff are informed of the list of penalties and violations | 7 |
| 1.03050 | 3.4510 | The applicable laws, regulations and instructions are communicated to all employees | 8 |
| 1.07314 | 3.6078 | Each employee has a clear and precise job description of duties, tasks and responsibilities | 9 |
| 1.01799 | 3.3333 | Administrative accountability for all staff is based on reliable information and sources | 10 |
| 1.11610 | 3.2255 | The Department ensures accountability of all employees with rules, regulations and instructions | 11 |
| 3.31 | | Average | |

The variable of the accountability axis was described through the answers of the study sample to questions (1-11) based on the arithmetic mean of the 33 questions , Arithmetic mean was (3,31) This average is higher than the average measurement tool for this study and is between the degree of neutrality (+ 3) and the degree of approval (+ 4).

The answers of the study sample ranged between the highest (3.60) in the paragraph (9) on and the lowest (3.07) in the paragraph (5).

Paragraph (9) states that "each employee has a clear and accurate job description of duties, tasks and responsibilities."

While paragraph (5), which received the lowest percentage of answers, states that "Accountability shall be for

all administrative levels (Upper, Middle, Lower).

This is due of the culture of accountability is still weak, especially for some levels, such as the upper level, where they control the accountability of all (the middle and lower classes), and no one has authority over them ; This is explained by my work in the health sector during (17) years ago.

| Std. Deviation | Mean | Phrase | No. |
|----------------|--------|---|-----|
| 1.05636 | 3.5882 | All information relating to the work shall be disclosed with accuracy and clarity | 12 |
| 1.03450 | 3.6176 | Administrative procedures within the organization that do not affect confidentiality are clarified | 13 |
| 1.13126 | 3.2157 | Trust between employee and management through clarity and openness in procedures. | 14 |
| 1.59157 | 3.3725 | The employee is allowed to discuss the decision taken against him | 15 |
| 1.04402 | 3.3824 | Mutual trust exists between presidents and subordinates at work | 16 |
| 1.07409 | 3.4020 | The employee's professional conduct is monitored fairly | 17 |
| 1.04750 | 3.1765 | Periodic reports are published on all health activities held in the governorate for the community | 18 |
| 1.02127 | 3.1275 | Keep up to date health developments and updates periodically | 19 |
| .89873 | 3.6373 | Clear and easy-to-use models are available for reviewers to perform transactions without complication | 20 |
| 3.38 | | Average | |

Arithmetic averages and standard deviations of the transparency axis:

The variable of the axis of transparency was described by the answers of the study sample to the questions (12-20) based on the arithmetic mean of the 33 answers and the Arithmetic mean is (3.38). This average is higher than the mean of the measurement tool for this study, It is between the degree of neutrality (+ 3) and the degree of approval (+ 4).

The answers of the study ranged between (3.63) the highest in paragraph (20) and (3.12) the lowest in paragraph (19).

Paragraph 20, which received the highest percentage of responses, states that "clear and easy-to-use models should available to users without complication".

While paragraph (19), which received the lowest percentage of answers states that "keep up periodically with health developments".

- Here I say yes ; that health developments are already weak in the public health sector, unlike the private health sector, because the government sector is going through a terrible economical and financial crisis.

| Std. Deviation | Mean | Phrase | No. |
|----------------|--------|---|-----|
| .91896 | 3.3529 | The decision is made in the health sector (Directorate, Hospital, Center) on scientific and objective basis | 21 |
| 1.05009 | 3.0784 | Senior management is concerned with all employees' opinions and suggestions in trying to challenge the work problems to make the appropriate decision | 22 |
| 1.03894 | 3.0980 | Decisions are made in the right time without delay | 23 |
| .93509 | 3.2745 | The decision-making process is clear and easy. | 24 |
| 1.10245 | 2.9510 | All senior management decisions are binding on all staff without favoritism and discrimination | 25 |
| .95608 | 3.3235 | All decisions taken by senior management shall be valid and within the applicable laws and regulations | 26 |
| 3.38 | | Average | |

Arithmetical averages and standard deviations of the decision-making axis

The variable of the decision-making axis was analyzed through the answers of the sample of the study to questions (21-26) based on the arithmetic average of the 33 answers, Where the arithmetic mean was extracted (3.17). This average is higher than the average measuring tool for this study between the degree of neutrality (+ 3) and the degree of approval (+4).

The answers of the sample of the study ranged between the highest (3.35) in paragraph (21) and the lowest (2.95)

in paragraph (25).

Paragraph (21), which received the highest percentage of answers, states that "the decision is made in the health sector (Directorate, hospital, center) through scientific and realistic principles. "While paragraph (25), which received the lowest percentage of answers, states that" all decisions of senior management are commitment For all staff without favoritism and discrimination

- This is due to a very few sample of managers, Do not apply and do not force some employees to make decisions, pursuit their workflow to be in the right way due to absence of control over these managers., As well as the spread of corruption and Underemployment

The arithmetical averages and the standard deviations of the axis Efficiency and effectiveness

| Std. Deviation | Mean | Phrase | No. |
|----------------|--------|---|-----|
| 1.11170 | 2.8235 | The selection of employees in the health sector shall be according to the efficiency and functional effectiveness within the principle of (the right person in the right place) | 27 |
| 1.03843 | 3.0294 | The plans and objectives of health sector workers are achieved and their efforts and achievements are evaluated efficiently and effectively | 28 |
| 1.01956 | 3.3431 | The information system in the health sector helps to design plans, strategies and institutional building with a high degree of efficiency | 29 |
| 92680 | 3.2843 | The evaluation system, laws and regulations allow for the development of human resources in the health sector in an effective manner | 30 |
| 86924 | 3.3922 | The human element in the health sector is highly efficient and active to perform and deliver health service at the required level | 31 |
| 94793 | 3.0490 | Various programs with efficiency and effectiveness in the health sector are working to attract human resources and technological development significantly | 32 |
| 96452 | 3.3137 | The health sector applies regulations, and laws to achieve the efficiency at this sector | 33 |
| 3.17 | | Average | |

The variable of efficiency and effectiveness was described by the responses of the study sample to the questions (27-33) based on the arithmetic average of the (33) answers. The mean was obtained (3.17). This average is higher than the average measurement tool for this study which is between the degree of neutrality (+ 3) and the degree of approval (+ 4).

The responses of the sample of the study ranged between the higher on average (3.39) in paragraph (31) and between the lowest (2.82) in paragraph (27).

Paragraph (31), which received the highest percentage of answers, states that "the employee in the health sector is very efficient and effective in performing and providing the health service at the required level."

While paragraph (27) which received the lowest percentage of answers states that "the selection of employees in the health sector is according to efficiency and functional effectiveness, including the principle of the right person of the right position".

- The researcher considers that the selection process, especially for administrative positions, is not within the framework of the Civil Service Bureau, which negatively affects the employees and their work, as well as the department that provides service to the community.

Hypotheses of the study

The First hypothesis:

- "There is no application of governance at ($\alpha \geq 0.05$) in the public health sector in Ma'an Governorate in 2017?

In order to prove the hypothesis, an average of four axes was calculated: accountability, transparency, decision-making, efficiency and effectiveness.

Accountability, average (3.31) .

Transparency, average (3.38).

Decision-making, average (3.17).

Efficiency and effectiveness, average (3.17).

The arithmetic mean for all axes is (3.25)

This average is higher than the average measurement tool for this study and is between the degree of neutrality (+ 3) and the degree of approval (+ 4)

- It indicates that implementation of governance in the field of public health in the Ma'an in 2017, in a medium degree, and in all four axes, thus, rejected the nihilistic hypothesis, which states that "there is no application of governance at the level of ($\alpha \geq 0.05$) in the governmental health sector in Ma'an Governorate.

The Second hypothesis:

There are no statistically significant differences at the level of ($\alpha \geq 0.05$) for the implementation of governance in the health sector in Ma'an governorate, depending on the following variables (gender, years of experience, educational level, job description)?

The results of the analysis of mono analysis test where application of governance in the health sector in Ma'an governorate, according to gender.

| Sig. | F | Mean Square | Df | Sum of Squares | Governance |
|------|-------|-------------|------------|----------------|----------------|
| .226 | 1.441 | .744 | 4 | 2.977 | Between Groups |
| | | .517 | 97 | 50.112 | Within Groups |
| | | | 101 | 53.089 | Total |

The above results indicate that there is no statistically significant differences at the level of (0.05) between the application of governance and the gender variable. The level of sig (.266) is greater than (0.05) according to the gender variable. There were statistically significant differences at the level of ($\alpha \geq 0.05$) for the implementation of governance in the health sector in Ma'an Governorate, depending on the gender variable.

The third hypothesis

The results of the analysis of the test mono analysis Of the implementation of governance in the health sector in Ma'an Governorate, depending on the variable years of experience.

| Sig. | F | Mean Square | Df | Sum of Squares | Governance |
|------|------|-------------|-----|----------------|----------------|
| .615 | .254 | .135 | 1 | .135 | Between Groups |
| | | .530 | 100 | 52.954 | Within Groups |
| | | | 101 | 53.089 | Total |

The above results show that there is no significant difference between the application of governance and the variable years of experience Where the level of significance of sig (.615) is greater than (0.05) depending on the variable years of experience,

The nihilistic hypothesis is accepted that there are no statistically significant differences at the level of significance ($\alpha \geq 0.05$) for the reality of the application of governance in the health sector in Ma'an Governorate, depending on the variable of years of experience.

The fourth hypothesis

Results of the analysis of mono-analysis test of the reality of the application of governance in the health sector in Ma'an Governorate, according to the variable of level of education.

| Sig. | F | Mean Square | Df | Sum of Squares | Governance |
|------|------|-------------|-----|----------------|----------------|
| .985 | .015 | .008 | 2 | .016 | Between Groups |
| | | .536 | 99 | 53.072 | Within Groups |
| | | | 101 | 53.089 | Total |

The above results indicate that there is no significant statistical difference at the level of (0.05) between the application of governance and the variable years of experience. The level of sig (.985) is greater than (0.05) according to the variable of the educational level.

The nihilistic hypothesis is accepted that there are no differences ($\alpha \geq 0.05$)) for the implementation of governance in the health sector in Ma'an Governorate, according to the educational level variable.

The fifth hypothesis:

Results of the analysis of The mono analysis test of the reality of the application of governance in the health sector in Ma'an Governorate, depending on the variable of the job title.

| Sig. | F | Mean Square | Df | Sum of Squares | Governance |
|------|-------|-------------|-----|----------------|----------------|
| .096 | 2.173 | 1.104 | 3 | 3.311 | Between Groups |
| | | .508 | 98 | 49.778 | Within Groups |
| | | | 101 | 53.089 | Total |

The above results show that there is no significant statistical difference at the level of significance (0.05) between the application of the governance and the variable of the job title. The level of sig (.096) is greater than (0.05) according to the functional level variable. The nihilistic hypothesis is accepted that there are no differences ($\alpha \geq 0.05$) for the reality of applying governance in the health sector in Ma'an Governorate, according to the variable of job title.

Discuss the interpretation of the results:

Question 1:

What is the degree of application of governance in the health sector in Ma'an Governorate from the viewpoint of the administrative staff in 2017?

There is a medium and positive level application of governance in the health sector in Ma'an governorate to, and the following study agreed with:

(Al-Tarawneh, Rasha and Al-Adayla, Ali, 2010), and the study of (Abdel Halim, Ahmad and Ababneh, Raed 2006).

However, contradicted the study of Da'eebis (2004), KAISI (2013), Saif (2013), and Ajlouni (2017), which concluded that the degree of application of the principles of governance in Government institutions were weak,

As well as study of (Stephen, 2007), where there was a marked weakness on the axis of accountability.

(Al-Madani, 2007), which reached an increase in the application of some principles of governance, as well as the study of (Nasser al-Din, 2012) and the study (Jawhara and Makrash, 2012) Where the implementation of the principles of governance is high.

The researcher pointed out that the current study came in a medium and positive at all the axes, as there are suitable system for accountability, transparency and decision-making, efficiency and effectiveness of workers.

These systems are characterized by accuracy, clarity and flexibility And declaration of laws, instructions, procedures for all, which leads to positive results once its applied.

Also there is System of incentives for workers in the health sector through points turning to money to help them.

While also created a system of sanctions condemning people who are disrespectful in their performance and duty towards their work and towards the recipients of the service, in the other hand the presence of the Ministry of Public Sector Development and the development of an executive plan for governance of the government sector for the years 2016-2016 has greatly helped in the process of implementing these regulations and instructions,

Royal directives of the High Commission also requested the need to work and speed up the application of such legislation which assist the government to monitor and evaluate these institutions.

Which was reflected positively on the workers and recipients of service in the public health sector. As well as to activate those principles, legislation and regulations of these governmental institutions.

Question 2 :

Are there statistically significant differences at the level of ($\alpha \geq 0.05$) for the implementation of governance in the health sector in Ma'an governorate, depending on the following variables (gender, years of experience, educational level, job description)?

Here we will discuss each variable separately:

Gender variable

There were no statistically significant differences at the level of ($\alpha \geq 0.05$) for the implementation of governance in the health sector in Ma'an Governorate, depending on the gender variable.

The case study was agreed with the study of the study (Daeibs, 2004) and the study (Abu-Karim, 2005) and the study (Harb, 2011), through the absence of differences of statistical significance attributed to the gender variable, While the current study contradicted (Tarawneh, Rasha, Al-Akealeh, Ali, 2010) that there are differences due to the gender variable and the male interest on the accountability axis. There are statistically significant differences due to the gender variable on the transparency axis.

- The researcher attributed this to the fact that governance by its principles and objectives is only clear legislation, regulations, and instruction, and the members of the sample have an equal vision in their assessment, commitment and submission to one approach that leads to close and similar estimates regardless his sex.

Years of Experience variable

The study approved study of (Harb, 2011), and the study (Al-Madani, 2007), (Al-Tarawneh, Rasha, and Al-'Akayla, Ali 2010) agreed on the axis of transparency with the existence of statistically significant, While (Al Tarawneh, Rasha, and Al-Akeelah 2010) agreed on the transparency axis with significant statistical differences due to years of experience and long years of experience.

The researcher attributed that all the respondents regardless of their years of experience, have adequate information about governance, its principles and objectives, and how to work towards achieving them and evaluating them, through the new employee service program, which is provided to each employee all laws, regulations and legislations that concern his field of work and the field of governance within his institution.

Education Level variable

The present study agreed with the study (Harb, 2007) that there is no statistically significant effect on the variable of educational level . The study of (Tarawneh, Rasha, and Al-Akeelah Ali, 2010) also agreed on the accountability axis through the absence of differences due to the variable level of education.

The current study contradicts the study of (Al-Otaibi 2009) and the study of (Al-Tarawneh, Rasha, and Al-'Akayla Ali, 2010) on the axis of transparency through the existence of differences attributed to the variable level of education, As well as the study of (Daeibs, 2004) as there are differences attributed to the variable level of education and for the holders of a PHD,

The researcher attributed that governance, its principles and objectives do not require a high level of education, nor years of experience, so that it can be easily understood and dealt with.

also it is a clear and simple rules, regulations and instructions for all levels of education, and new employee program is enhanced through lectures, workshops and seminars.

In addition, the outputs of education nowadays urge students in universities, colleges and schools to use modern methods and skills in line with the governance system in government institutions.

Job Title variable

The present study approved the study (Harb, 2011) and the study (Al-Madani, 2007) by the absence of differences attributed to the job title variable.

While the current study contradicted the study (Abu-Karim, 2005) and for the benefit of the director and then his assistants and so on ...As all have unified communication methods and all are subject to the same process and principles of governance, and are presented to ideas and suggestions.

This is due to the agreement of all managers with different functional names on the importance of establishing the mechanisms and principles of governance from accountability, transparency, decision-making, efficiency, effectiveness and work to participate to achieve those principles and objectives without favoritism or distinguish administrative level from another. and work to achieve the upgrading of the institution through channels of communication and good communication skills, working to ensure the delivery of information to all levels of management without exception, Which is positive for the benefit of the administration of the institution and the efficiency and effectiveness of its outputs where recipients of service in the health sector and others can get it.

Results

- Implementation of governance in the health sector in Ma'an governorate, (average degree)
- 2) There were no statistically significant differences at the level of the function ($\alpha \geq 0.05$) for the application of governance in Ma'an governorate due to the gender variable
- 3) There were no statistically significant differences at the level of function ($\alpha \geq 0.05$) for the application of governance in Ma'an Governorate due to the years of experience variable.
- 4) There were no statistically significant differences at the level of the function ($\alpha \geq 0.05$) for the application of governance in Ma'an Governorate due to the level of education variable.
- 5) There were no statistically significant differences at the level of function ($\alpha \geq 0.05$) for the application of governance in Ma'an governorate due to the variable of administrative level.

Recommendations

- Raising awareness among the employees of the governmental health sector in Ma'an Governorate, whether in the general directorates, hospitals or health centers at all levels, with the principles of governance such as transparency, accountability, participation in decision making, and indicating its importance, objectives and positive aspects.
- Conduct further studies to identify the principles of governance and the factors affecting it, in other government institutions, in addition to the ongoing review of the mechanisms of accountability used in the government sector in general, and the health sector in particular periodically and continuously.
- Declare regulations and legislations on the standards and principles of governance and to oblige all sectors of government to implement their standards because of their important and effective role in upgrading the services provided to members of society.
- To find the organizational means to increase the chances of participation in the administration, which ensures the high level of performance and quality of planning and policy-making and self-monitoring at the level of the health sector in Ma`an.
- Holding training programs to raise levels of administrative accountability, cooperation and participation in decision-making, increase efficiency and administrative efficiency, control work and assume responsibilities, and evaluate Job performance with a high degree of fairness and fairness and strengthen the new employee program throughout our government institution.
- Providing a neutral institution with the ability to hold senior management accountable and the extent to which it applies the standards and principles of modern governance within our governmental institution.

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