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The Impact of the Practice of Management by Walking on Administrative Empowerment: Practical Study on the Syrian Hospital Sector

Ahmad Juratli

Ph.D. Candidate, Doctoral School of Management & BA Sciences,
Szent Istvan University, Hungary, Godollo

Majd Khoudari

Student, Department of Management, Higher Institute for Business Administration,
Syria, Damascus

Abstract:

In this study, the impact of the practice of management on Walking on administrative empowerment was examined through applying to a sample of Syrian hospital staff. 182 questionnaires were distributed to Syrian hospital employees during 2018. To study the practice of administration by Walking on administrative empowerment, The process of delegation, participation of decision-making, the process of training and education, enriching the work and the process of motivation of workers, and after the study of the statistical results showed that there is a relationship of statistically significant positive between the application of the Department of Walking and the process of authorization and motivation and work style of In the Syrian hospitals, and the hypothesis of the research was proved to the absence of a significant effect of statistical significance of the variable of management in Walking in the variable enrichment and training and education and this is the result of the inability to benefit from the benefits of management Walking in overcoming the problems and difficulties during the training because the department managers have no authority to change the details The system of work used as a system imported from abroad and the lack of departmental managers in detail, enabling them to make the changes necessary to develop the work, in addition to the weakness of training in hospitals.

Keywords: Management by walking, administrative empowerment, Syrian hospital sector, authorization, participation, working teams, training and learning, enrich the work, motivation

JEL classification No. M1, M12

1. Introduction

In light of globalization, advanced technology and rapid changes, the administration represents an integrated management system based on the presence and intelligent presence of the administrative leader in the sites of implementation and action, and not rely entirely on other means of communication, but the use of skills and personal talents and ownership in the design, planning, And conduct personal interviews, individual and collective during the administrative Walking and use the skill of dialogue with the implementers to detect any shortcomings and treatment. The successful leaders are keen to stay close to the actual field of work. Regular meetings with their teams are vital to the success of their business. The management is a real example of achieving that goal. It is a real opportunity for managers to see what is going on within their departments and field workplaces. Their achievements, their individual achievements and their respective capabilities, and their collective achievements. It is necessary to put the human person first and to support functional integration, full participation and flexible management in order to create an appropriate working environment for I hope roles interact and participate and are rapid and appropriate requirements and variables work and disappear response buffer barriers between leaders and staff and deepen the sense of responsibility.

As a result, there is a need to implement the "Walking management" approach, which is based on breaking barriers that may hinder the communication of employees with their manager through communication with them, understanding their positions, interests and needs, and creating a positive atmosphere for work.

The concept of administrative empowerment is also one of the modern concepts that help the administration to deal with some problems and expand the participation of workers in the development of goals, plans and decision-making. This trend may be reflected in increasing job satisfaction among the employees of the organization and increases their sense of comfort and acceptance of the tasks and duties assigned to them. And working hours, leading to higher performance and achieve job stability and commitment to work and raise the performance of the Organization as a whole.

The organization pursues a sound management approach to create an appropriate regulatory environment that ensures its survival, continuity and achievement of its objectives, and contributes to the creation of organizational commitment by the employees. Therefore, each profession requires a modern management aspect which has become a modern concept that has a clear and important influence in the management of any Corporation. As the sector of Syrian hospitals is one of the most important sectors in the construction of the Syrian economy, therefore, hospital managers must direct their medical policies in that direction to ensure the medical process well, and ensure the prosperity of this sector, which is the nucleus of the Syrian economy, To know the impact of the practice of management by Walking on administrative empowerment within the Syrian hospitals, in order to determine the nature of the relationship between management and administrative mobility and empowerment in the medical sector.

1.1. Research Problem

The Syrian hospitals are working under changing and complex conditions that pose many challenges and challenges that have not been experienced before. It is imperative to face such challenges quickly and efficiently. Administrative and technological development and the accompanying changes in policies and principles have created many challenges for hospitals. Hospitals are now looking for tools and means to stay within these conditions. The process of Walking management is one of the most important policies that hospitals have to work on and implement, because of the nature of hospital work in terms of multiple departments inside the building, making it difficult to The administration should maintain direct communication and communication with all employees and thus the weakness of supervision and direct supervision, which may sometimes lead to weakness and failure of workers to perform their work well, and the process of empowering employees is one of these tools and important and vital, this choice can provide hospitals a lot If it is well used and employed in the departments and activities of the organization, and undoubtedly, human resources have become one of the basic components of the success of organizations in general and hospitals in particular, but can be said that it is the primary determinant of this success as the availability of such a workforce Efficiency and responsibility to enable them to shoulder the burdens of work and the achievement of the objectives of hospitals and the use of physical capabilities available as efficiently as possible.

Based on the above, the study problem can be formulated through the following main question:

What is the effect of the administration's practice of Walking on administrative empowerment inside Syrian hospitals?

The main question stems from several sub-questions, which the study tries to answer:

- What is the extent of the administration's application of Walking in Syrian hospitals?
- What level of administrative empowerment is applied in Syrian hospitals?
- What is the relationship between the management of Walking and the dimensions of administrative empowerment within the Syrian hospitals?
- Are there statistically significant differences at the level of ($\alpha=0.05$) in the average of the respondents' estimates about the extent of the administration's application of Walking in Syrian hospitals?
- Are there statistically significant differences at the level of ($\alpha=0.05$) in the average of respondents' estimates on the extent of applying administrative empowerment in Syrian hospitals?

1.2. Research Hypotheses

Based on the relationships included in the study model, the researcher was able to formulate the main hypotheses of the study, each containing a number of sub-hypotheses and potential, which dealt with the conceptual framework of the variables of the study.

The main premise:

There is a statistically significant positive effect of management on Walking and the dimensions of administrative empowerment of workers in Syrian hospitals. The following sub-assumptions are subdivided:

- There is an impact of the administration's application of Walking positively in the process of delegation of workers in the Syrian hospitals.
- There is an impact of the application of management positively Walking in the process of participation decision-making among workers in the Syrian hospitals.
- There is a positive effect of the administration's application of Walking in the method of the work teams of the employees in the Syrian hospitals.
- There is an impact of the application of management positively Walking in the process of training and learning among workers in the Syrian hospitals.
- There is a positive impact on the application of management by Walking in the process of enriching the work of workers in Syrian hospitals.
- There is a positive effect of the management application of Walking in the process of motivation among the workers in the Syrian hospitals.

1.3. Research Model

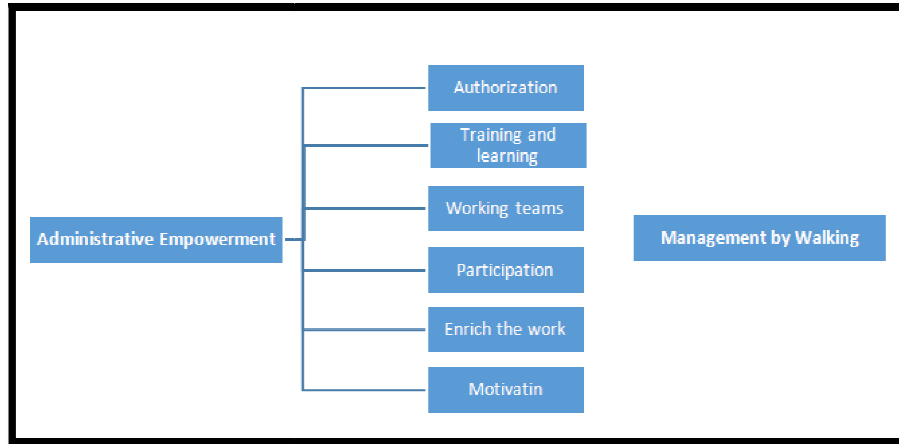


Figure 1

1.4. Research Objectives

This research aims to achieve the following objectives:

- To identify the level of application of the administration by Walking to workers in Syrian hospitals.
- Identify the level of administrative empowerment and its dimensions among the employees in Syrian hospitals.
- Statement of the impact of the administration's application on Walking on the administrative empowerment of workers in Syrian hospitals.

1.5. Research Importance

The importance of research lies in the following points:

1.5.1. Theoretical Importance

- Enriching the scientific library and scientific research in the concept of management by Walking and its impact on local administrative empowerment.
- The importance of this study is highlighted in its modern subject, which has become the focus of the concerns of modern organizations.
- Due to the lack of studies that dealt with the subject of the study, this study can add a new vision of the importance of management Walking, and can be a starting point for further studies and research on management by Walking and administrative empowerment.
- The researcher hopes that this study will add an increase in his knowledge and enrich his knowledge in this field and that this study will be classified as adding a new process to the Syrian and Arabic library.

1.5.2. Practical Importance

- This study helps raise the motivation of managers and leaders to innovate and keep abreast of development, and adopt special strategies in the field of planning strategy, technological methods followed, tasks and activities, and the attitudes and skills of individuals.
- This study could be a reference to managers, heads and employees of Syrian hospitals and help them develop their knowledge, skills and abilities to follow the management by Walking to motivate their employees and achieve their goals.
- This study sheds light on the new method of communication of the modern management science methods is the management of Walking to increase the relationship with staff to achieve the necessary improvement of hospitals.
- This study will contribute to shed light on the administrative empowerment and its dimensions and the need to apply modern management policies and systems in Syrian hospitals.

1.6. Research Limits

This study examines the role and impact of the administration's application on the road to administrative empowerment in the medical sector. The study was applied to Syrian public and private hospitals during 2018, and applied to all employees in Syrian hospitals.

1.6.1. Preface

Leadership is a key factor in human resources where the leader can achieve the desired goals. Throughout the ages, effective leaders have been essential elements of management by roving. One example of the distant past comes from Alexander the Great. When it was clear that his Macedonians were rebellious against his plans to cooperate with the Persians, Alexander went directly to his men and spoke to them. No note or specialist has been sent.

Donald Phillips (1992) used one of the most respected American presidents, Abraham Lincoln, to illustrate this pattern of leadership. Phillips pointed out that President Lincoln believes that part of the definition of leadership is to act on behalf of the desires, goals and aspirations of followers, and managed to achieve this directly. Lincoln spent most of his time among the troops. They were his number one. They were the people who would get the job.

These leaders have used the concept of management Walking and then managed to lead many towards achieving the goals, and were able through the management of the actual empowerment of their followers or employees, and from this will be divided into two main sections, the first section discusses the management of mobility and the concept of the second section talks about administrative empowerment These are the variables related to our research

2. Management by Walking

2.1. Management Definition of Walking

The management has a basic idea of flexibility in dealing with employees, and managers should not consider management to be a kind of spying on employees. It becomes relevant to employees who adapt to them, and requires managers to be ready and ready to navigate the workplace, And workers' comments on work. (S. P. Gray & Streshly, 2015). The definitions of management vary from one researcher to another, due to the lack of researchers in this subject. The Arab administrative thought did not address the definition of management by wandering except Khudairi (2000), which he defined as the science of activating others, increasing their competence and enhancing their ability to implement And to achieve these goals, depending on the director tours on the ground, to follow up the actual implementation of plans and programs developed, and knowledge of the progress of work, and regularity on the ground, and to identify the factors and causes of internal weakness affecting the production and productivity (Hawamda and Obaidi, 2015: 73).

Al-Ayadi explained that "management is a method of communication based on the Walking of the leader in the organization and the exchange of spontaneous conversations with the staff in order to communicate with them to supervise them, allowing the opportunity to see directly on everything going on within the organization, and understanding the aspirations of employees and discuss their achievements and problems (20: 2102)

As the basis of the administration and not mentally Walking physically or physically, he is not just appearing in front of others, and to intimidate them, and punish them if sinned, but to allow the manager to ask questions Gen. Colin Powell (1995) expressed this well when he described his leadership style - "Go where your flock is" (p. 208).

The administration may use Walking as a method of instilling the vision and mission of the leadership in its subordinates. This method requires a prerequisite for its success, a trust between the leader and subordinates. It is one of the concepts of communication, similar to the concept of short management, it is based on a simple but important in the results, and the benefits of the organization when the official toured the various sites in the institution, not only for the purpose of control, control and control, but the main purpose, And raise the morale of the employees through the friction of leadership and their sense of leadership interest in their work (Abdel Tawab, 2007: 40).

2.2. The Importance of Management by Walking

The importance of management in Walking is considered as a cognitive shift in transactions, eliminating the boundaries between the walls of administrative levels to become leaders in direct contact with the production process, as well as focusing on staff relations, then direct attribution of the plan and implementation by senior departments, and measuring their effective influence in drawing lines of communication With the workers, the production process, is a method or method of persuasion and motivation, and the development and follow-up skills, and build the vision of the leadership personality towards scientific thinking, and logical, to build bridges of participatory management.

It is a link between a kind of modern administrations with their democracy and dictatorship of dealing with the sense of roles and tasks, planting the seed of collective action in correcting deviations, and making decisions that are closer than if they were taken from high silos, which are far from many vocabularies that may be absent from them. The administration has changed the organizational pyramid, which confirms that senior leadership sits at the top of the organizational hierarchy, but al-Qaeda has become the top of its leader to work.

This method is essential for its success, which is the confidence between the leader and subordinates, which is a concept of communication similar to the concept of management short, it is based on a simple but important principle in the results And the benefits of the organization when the official toured the various sites in the institution, not only for the purpose of control and control and control, but the main purpose is to broadcast enthusiasm and raise the morale of the employees through the friction of leadership and Aouram interest leadership including their work, and can determine the importance of this method for both the manager and staff are as follows: (Egypt 2015: 21)

2.3. For the Manager

- Stay in direct contact with employees and identify their real needs and listen to different views, and transfer his views and interests to them.
- Break down the barriers that may hinder the communication of employees with their manager, through their communication with them and meet with them and talk to them, which suggests to them the real director's attention and commitment to them, which prompts them to respond to his guidance.
- Know what is happening in the field of work closely, and live the atmosphere in the workplace and sense the obstacles and try to overcome them.
- Obtain informal feedback from staff on issues that are formally communicated by different means.

- To recognize the skills and competencies that characterize the staff of the organization, providing the direct opportunity for the manager to personally thank the employees for their efforts and achievements.

2.4. For Employees

- They have the opportunity to meet with managers in the decision-making position, and thus to present their views without hindrances, and to talk about their needs and desires directly.
- It also gives them the opportunity to listen to what is going on in the organization by the managers themselves.
- Giving them an opportunity to view officials as they apply the prevailing administrative and organizational values in their daily behavior.
- Helps break the psychological barrier between them and decision-makers, training expression directly from their views of managers, and the constant expectation of the Director's visit, which motivates them to work hard and mastery.

2.5. Management Objectives of Walking:

The management of Walking is not a kind of inspection, monitoring or follow-up of what happens, as much as it is a kind of intelligent living partner, living on the basis of understanding and understanding of the deep, and the sense of others who carry out the implementation. Al-Khudairi and Ajmi mentioned to the main objectives of the Department of Walking seeks to achieve: (Egyt, 2015: 17)

- Launching the mechanisms of thinking towards the start of change for the better by stimulating thought and controversy and break the barriers of negative thinking and the walls of isolation and stagnation and intellectual stalemate, which stems from the administrative stalemate resulting from the traditional management of the workplace.
- Continuous and continuous development and improvement through smart and effective development of available capacities and capabilities and effective use to achieve quantitative and qualitative objectives.
- Stimulation of creativity and innovation and upgrading levels of implementation, in order to achieve the quality of comprehensive and integrated, and this is through the ability to work with others and harmony with their demands and improve the relationship from formal relationship rigid to the personal relationship based on friendship and trust and appreciation.
- Rebuilding the mental and intellectual renewal cells in individuals, breaking the rigidity of the routine and eliminating the bureaucratic inertia, by finding a way to discover the creators, geniuses and smart ideas and to give them the opportunity and to stimulate their desire to excel, excellence and excellence.
- Address cases and diseases of distress and frustration and anxiety and psychological tension, and administrative despair associated with office bureaucratic management, through the dissemination of happiness and joy and spread of hope, and the use of positive predictions positive.
- Management of restructuring processes, to meet the variables present, and to make strong enough to move to the world of the future successfully.
- To achieve constant communication and continuous communication with the various employees of the organization, and breaking the barriers of alienation and isolation and opacity that may be exercised by some of the decision makers in relation to the assets of the organization material, financial, human and moral.
- Physical, financial, human and moral.

3. Administrative Empowerment

3.1. Definition of Empowerment

The culture of administrative empowerment has become a turning point in medical institutions, which contribute to the building of human elements qualified for self-leadership, which helps in the process of improvement emanating from follow-up and control, which employees feel the awakening position that seeks to improve the output of hospitals. This culture and this new method does not mean dispensing with the role of executive management in hospitals, because it has essential roles in improving and empowering human elements, and the roles of administrative supervision are still in the list of improvement, empowerment and others.

Empowerment is an important and necessary requirement in our time. It is one of the tools of total quality and advanced modern methods. It is based on proper selection, training, development, partnership and delegation of powers, all of which have great importance in the administrative field and contribute to enhancing the confidence of the administrative staff in general and financial in particular.

One of the most important definitions of empowerment is Bowen and Lawler (1992, 2002). "Empowerment is the release of employee freedom, a state of mind, and a cognitive context that cannot be developed externally from the outside. To adopt and represent this situation by the individual, in order to have the self-confidence and conviction of the cognitive abilities that help him in making his decisions, and choose the results that he wants to reach it.

Before discussing the definition of the term empowerment, it must be recognized that there are different views on the definition but most of them are that empowering is about giving employees greater authority and freedom in the specific job area of the employee according to the description of that job on the one hand, Others gave him the freedom to participate and to express opinions on matters in the context of the post, i.e., outside the post (Cogner and Kanungo, 1988, Bowen and Lawler, 1992).

Empowerment of some is seen as freeing oneself from constraints, encouraging the individual, motivating him, and rewarding him for entrepreneurship and creativity. (Zemke and Schaaf, 1989, 65). Empowering others is not to do things on the basis of rigid laws, so that empowerers view laws as flexible means to achieve the goals and objectives of the institution. But the traditional bureaucrat sees law as both an end and a means. The bureaucracy does so by curbing creativity and independent thinking. Empowerment frees the individual from strict control, rigid rules and specific policies, and gives him the freedom to take responsibility for his actions and actions. This in turn frees the individual's potential and talents that will inevitably remain ineffective and exploited under Rigid bureaucracy and autocratic administrations.

It is not possible to take advantage of the individual's talents, abilities and potentials, neither for the institution nor for the individual himself, leading to neglect, loss and eventual death (Carlzon, 1987).

Empowerment is described as a mental state (Bowen and Lawler, 1995; Berry, 1995) (Rafiq and Ahmed, 1998). To the extent that the employee who has this state of mind has the following characteristics that we can call the characteristics of the state of mind to enable, which include:

- Sense of control and control of the performance of work to a large extent.
- Awareness and sense of the full framework (i.e., the actions and things in that particular work done by the employee).
- Accountability and responsibility for employee results.
- Participate in taking responsibility for the performance of the unit, department or even the institution in which it operates.

What contributes to the greater importance of empowerment is to see that empowerment gives the individual more responsibility to do what is responsible for him (i.e., to give the person closest to the problem full responsibility and freedom to act because he or she is the closest to the problem and the most problematic and problematic of its problem or problem). An example of a nurse who has direct contact with patients is closer to the patient's problem manager and better able to understand what the patient wants.

The author endorses Randolph and Sashkin (2002) that empowerment is the recognition of the individual's right to freedom and control, and this is what man possesses with the independent will, experience, knowledge and inner motivation

There is a vast gap between those who have their will and those who do not, who bears responsibility and who cannot, who is trustworthy and who is not worthy. The list does not end. If we exclude the individual in any social and organizational context of these elements, it will be a dedication to irresponsibility, irresponsibility and a sense of irrelevance. A sense of lack of independence and a sense of loss of any sense of function and a sense of inferiority and the establishment of the sense of dependency and inability to act. These results are not only frustrating for the employee, but also counterproductive to the organization, which in this case is exerting greater effort in monitoring and ensuring rather than trusting, which gives room for management and the manager to do more important things than to monitor his followers and make sure they are working and not playing.

For example, Lashely (1999) defined empowerment by dividing it into a number of categories, such as empowerment through participation, empowerment by contributing to decision-making and sharing responsibility, empowerment through belonging to what it contains of belonging to the objectives of the institution. This definition does not specify a specific definition and concept of empowerment, relying instead on a number of outcomes or factors that contribute to the creation of a climate conducive to empowerment. In any case, empowerment cannot take place without participation, interaction and belonging, which is consistent with a sense of responsibility and achievement of objectives. Empowerment leads the individual to feel the moral belonging of the institution and the material affiliation, each complementary to the other, and each of them have positive effects on the psyche of the employee or employee and their sense of importance in the institution and in consideration and appreciation, because empowerment, especially when we talk about service institutions, empowerment contributes to make the institution closer Of the patients and more responsible for them in solving their problems, not only during the sale process, but in the so-called after-sales services and services complementing the sale that have become investing to raise the level of relationship between patients and institutions in the long term, and in this relationship, empowerment gives the He hired the spirit that enables him to belong to his organization and satisfying both.

3.2. Empowerment in Administrative Thought

The concept of contemporary empowerment began to crystallize in the literature of management and in the practice of some institutions in the Western environment after the nineties of the twentieth century. The idea of empowerment has not suddenly appeared, but it has emerged as a cumulative and evolutionary result through more than 100 years of development in administrative thought with its various concepts in general, and concepts related to human resources management and human relations management within the institution (employees) or outside the institution (patients).

3.3. The Concept of Administrative Empowerment

There are different views on the definition, but in most of them it is based on the fact that empowering is about giving employees greater authority and freedom in the specific job area of the employee according to the description of that job on the one hand and on the other hand granting him the freedom to participate and express opinion in matters function, i.e. outside the post.

Empowerment of some is seen as freeing oneself from constraints, encouraging the individual, motivating him, and rewarding him for entrepreneurship and creativity. (Zemke and Schaaf, 2001, 65). Empowering others is not to do things on the basis of rigid laws, so that empowerers view laws as flexible means to achieve the goals and objectives of the institution. But the traditional bureaucrat sees law as both an end and a means. The bureaucracy does so by curbing creativity and independent thinking. Empowerment frees the individual from strict control, rigid rules and specific policies, and gives him the freedom to take responsibility for his actions and actions. This in turn frees the individual's potential and talents that will inevitably remain ineffective and exploited under Rigid bureaucracy and autocratic administrations.

It is not possible to take advantage of the individual's talents, abilities and potentials, neither for the institution nor for the individual himself, leading to neglect, loss and eventual death (Carlzon, 1987).

4. The research Framework

4.1. Preface

This chapter deals with a comprehensive description of the field study procedures carried out by the researcher to achieve the research objectives. It includes defining the methodology used in the research, building and designing the tool, the research community, the sample of the research, verifying its validity and consistency and the statistical analysis used in analyzing the results.

4.2. Research Methodology

This research is based on a descriptive approach, as one of the scientific methods of collecting information, a method that depends on the study of reality or phenomenon as it exists in fact. It is concerned as a precise description and expressed in quantitative terms. The qualitative expression describes the phenomenon, Gives a numerical description of the extent of this phenomenon, size, and degrees of correlation with other phenomena.

4.3. Search Community and Eye

Including a random sample of workers and managers in Syrian hospitals. In view of the inability to obtain accurate statistics for the number of employees in each hospital, the distribution of questionnaires was allocated to each of the targeted hospitals. The number of hospitals distributed was 4 Syrian hospitals, In Damascus and was contacted with all the research community, but it has agreed to distribute the questionnaire to employees 4 hospitals out of 8, or 50% of the research community, as follows:

- Martyr Bassil Al Assad Hospital for Cardiology and Cardiology
- Damascus Hospital (Al-Mujtahd)
- The French Hospital in Damascus
- Mouwasat University Hospital in Damascus

4.4. Research Limits

The research limits were as follows:

- Geographic boundaries: This study covers the Syrian hospitals mentioned above under the title of the research community.
- Time Limits: This study will be conducted between April 2018 and May 2018.

4.5. Data Collection Tool

To collect the data and information needed to answer the research questions, the questionnaire was adopted as a means of collecting data from a group of individuals by answering a set of questions written on a particular subject without the researcher's help, al-Qahtani et al., 264.

"The questionnaire is one of the most widely used tools in the fields of research on educational and psychological phenomena, which is the main tool that serves the researcher in the referendum or examine the respondents" (Abu Talib, 2005: 27)

4.6. Arbitration and Validation of the Questionnaire

The questionnaire was presented to Dr. Al-Mashref, where the questionnaire was redesigned as recommended by the supervisor of the department to amend the increase or deletion or redrafting, and after giving the supervisor the references based on it by the researcher in design.

4.7. Stability of the Resolution

To ascertain the stability of the questionnaire, the stability coefficient was calculated using the Vaccronbach coefficient as follows:

- For the first axis of Walking management:
Table (2) Alpha Cronbach test for the first axis

Reliability Statistics	
Cronbach's Alpha	N of Items
.691	16

Table 1

Where the SPSS figures show the value of the Cronbach Alpha coefficient, which is 69.1%, which is higher than 60% which corresponds to practical research methods.

- On the second axis related to administrative empowerment:
Table (3) Alpha Cronbach test for the second axis

Reliability Statistics	
Cronbach's Alpha	N of Items
.696	12

Table 2

The SPSS figures show the value of the Cronbach Alpha coefficient of 69.6%, which is higher than 60%, which corresponds to the practical research methods.

4.8. Application of the Questionnaire and Its Procedures

The number of employees of the Syrian hospitals was distributed to (215) employees, and the distribution of the whole questionnaires to all employees was 21 days. After reading all the questionnaires, it was found that some of them were not valid for the study.

4.9. Statistical Methods Used in the Study

The researcher used the spreadsheet program (Excel) to empty the data from the questionnaires, prepare the data file, and then reviewed the validity of the discharge, and then the data was entered and analyzed on the SPSS program, and then the researcher using the following statistical methods:

- Duplicates, percentages, to calculate the distribution of views of the study community.
- The arithmetic mean, and the standard deviation, to rank the responses of the sample members of the study.
- Alpha Cronbach coefficient, to measure the stability of the study instrument.
- The weighted average where the weights are calculated and the direction of the Likert Scale is determined.
- One sample T test
- Linear regression analysis test.

5. The Results of the Field Study

5.1. Characteristics of the Research Sample

Perhaps the first thing that can be started after unloading the data in the questionnaire lists received from the research sample, and through the use of different statistical methods is to describe the sample of the study and determine its nature through the general information contained in the questionnaire, which we can classify members of the research sample by gender, Age, social status, educational level, job title and years of experience, as follows:

5.1.1. Sex

It is noted that 41% of the sample are male and 59% are female. This is evidence of the increase in the number of females working in Syrian hospitals due to the crisis in the Syrian Arab Republic which led to Many young people migrate abroad.

5.1.2. Age

The above table shows the distribution of the sample items by age. It is noted that the majority of the employees belong to the age group under 25 years, the most prevalent age group in Syria, where Syria is one of the countries with the highest age, while 39% The age group is greater than 40 years, while those aged 25-40 are 14%, the lowest category.

5.1.3. Number of Experience Years

If we note from the SPSS figures, the sample with less than 5 years' experience, representing about 43% of the respondents, is a logical number. As we noted, the majority of the sample is under the age of 25 years, while those who own more than 10 Years of experience representing 34% of the sample, and finally those who have 5 - 10 years' experience representing 23% of the sample, as we said is a logical number if we compare the age group.

5.1.4. Educational Qualification

As hospitals are among the most important organizations that require higher degrees, it was noted that 55% of the sample members have university degrees, 32% have higher university degrees, i.e. 87% of the sample have university degrees and above, while those with less than a university degree is up to 13% is considered a good percentage in health organizations and within the global standards in the recruitment process.

5.1.5. Hospital Name

The sample of the sample is distributed equally among the four hospitals, where the staff of the Mouwasat University Hospital in Damascus obtained 34% of the sample due to the size of the huge hospital, while the second place was for Al-Bassel Al Assad Hospital for surgery and heart diseases with 25% of the sample. The French Hospital in Damascus came in third place with 22% of the respondents. In the last place, Damascus Hospital - Al Mujtahid was 19% due to the difficulty of reaching its employees and taking their answers.

6. Description of the Sample

6.1. The First Axis: Management by Walking

In order to study the questions related to the first axis, which refers to the management of Walking, the data was entered on the SPSS program and the use of one sample T test and the following results:

After the data entry and the use of one sample T test, it was found that the average responses of the sample were 4.2912 with a standard deviation of 0.23879 which is greater than the average (3). From this we can say that the majority of the sample responses were in the approved category, Positive, i.e., the majority of the sample responses towards the approval of the management application by Walking in the Syrian hospitals and sig = 0.00, which is smaller than 0.05, and hence there is a statistically significant relationship between the answers of the sample.

The smallest average response to the sample was for the question. The supervisor listens attentively to the information and data provided by the staff at an average of 4.1703 with a standard deviation of 0.66366.

This indicates the ability of managers to communicate with employees directly, in addition to the attention to environmental factors that affect the attention of the staff, which helps to increase the manner of dialogue and friendly relations and cooperation, which in turn helps to prepare work plans correctly, leading to the emergence of new ideas and high through operations Brainstorming by managers who are able to manage the concept of Walking.

6.2. The Second axis: Administrative Empowerment

After the data entry and the use of one sample T test, the average sample responses were 4.1461 with a standard deviation of 0.29433 which is greater than average (3). From this we can say that the majority of the sample responses were in the approved and strongly approved category, Positive, i.e., the majority of sample responses towards approval and sig = 0.00, which is smaller than 0.05, and prevent, there is statistically significant relationship between sample responses. The smallest mean responses to the sample were for the question: In the work there is a person responsible for planning and implementing the training programs with an average of 2.9341 with a standard deviation of 1.33215.

In addition, the management's reliance on decentralization in decision making, the spread of the concept of work teams to a clear form and due to the accuracy of the medical work, the performance of the trainees is evaluated after the end of the training programs to determine the extent of benefit of the trainees.

7. Study Hypotheses

7.1. First Hypothesis

There is a positive effect of the administration's application of Walking in the process of delegation of workers in the Syrian hospitals.

Note from the SPSS figures that the value of sig = 0.000 is smaller than 0.05 and there is a statistically significant effect at the level of ($\alpha=0.05$) between the application of the administration by Walking and the process of delegation of workers in Syrian hospitals.

The correlation coefficient shows that its value = 0.342 and its positive indication, i.e., the relation is positive. We also note that the value of the $R^2 = 0.117$ is that the relationship strength between the variables does not exceed 12% That is, 11.2% of the factors affecting the dependent variable originate from the independent variable.

The linear regression equation can be deduced from the last table as follows:

$$Y = 1.838 + 0.579X_1$$

whereas:

Y = Management by Walking

X1 = Authorization process

Each increase of 100% of management by Walking increases by 57.9% from X1.

The decline in this ratio is due to some people's sense that the management of Walking is "spying" on employees and it is the duty of the da'is to remind that there is someone who can help you in the time of need, and may come to you at any moment

7.2. Second Hypothesis

There is a positive effect of management's application on Walking in the work of teams in Syrian hospitals.

Note from the SPSS figures that the value of sig = 0.003 is smaller than 0.05 and there is a statistically significant effect at the level of ($\alpha=0.05$) between the application of management by Walking and the method of work teams in the Syrian hospital staff.

The value of the coefficient of determination is $R^2 = 0.048$, i.e., the strength of the relationship between the variables does not exceed 5%. Hence, the strength of the relationship between the variables is very weak and the value of the modified limiting factor $\text{Adj } R^* = 0.043$ That 4% of the factors affecting the dependent variable originate from the independent variable. The linear regression equation can be deduced from the last table as follows:

$$Y = 2.672 + 0.379X_1$$

whereas:

Y = Management by Walking

X_1 = Teamwork Method

Each 100% increase in Walking management increases by 37.9 % from X_1 .

It is not surprising, especially that the administration of Walking gives the official the opportunity to exchange ideas, concerns and challenges in the corridors of work, where a number of creative idea emerged in the moment of spontaneous dialogue between the president and subordinate in the corridors of work, and how much problem has been remedied because the Walking manager contributed to breaking the barriers Especially those that some officials deliberately set up to block their subordinates from infiltrating the upper echelon, which would discover their "administrative repression" in vain to conceal their inaction and disobedience.

7.3. Third Hypothesis

There is a positive effect of management's application on Walking in the training and learning process of Syrian hospital staff.

Note from the SPSS figures that the value of sig = 0.431 which is greater than 0.05 and there is no statistically significant effect at the level of (0.05) between the application of management by Walking and the training and learning process among Syrian hospital employees, Training and education are among the pillars of the organization's management, which is working on the development of working mechanisms. Hence, there are no methods of management by Walking, and the staff loses importance in training and education.

7.4. Fourth Hypothesis

There is a positive effect of the administration's application of Walking in the process of enriching the work of workers in Syrian hospitals.

Note from the SPSS figures that the value of sig = 0.001 is less than 0.05 and there is a statistically significant effect at the level of (0.05) between the application of the administration by Walking and enriching the work of workers in Syrian hospitals.

The correlation coefficient between the variables is not more than 6%. Hence, the strength of the relationship between the variables is very weak and the value of the modified limiting factor $\text{Adj } R^* = 0.053$ That 5% of the factors affecting the dependent variable originate from the independent variable. The linear regression equation can be deduced from the last table as follows:

$$Y = 6.543 - 0.555X_1$$

whereas:

Y = Management by Walking

X_1 = enrich the work

Each 100% increase in Walking is 55.5% lower than X_1 .

This can be explained by the fact that supervisors and managers in Syrian hospitals are rushing in the decision-making process as a result of the process of delegation, as we have noted in previous hypotheses without being completed, and they hastily rush to public criticism without any urgent justification, because the origin in Walking is to inspire enthusiasm and support for the workers.

It is the fault of the officials during their tours of the audit most of their voices and review of «understanding» instead of trying to understand, administrative tours inspection of which is a deterrent to the delay, which raises the morale of employees when they see the sincerity of the official in his words and movements and fair selection of the departments that decide to visit so as not to come mood Selection Counterproductive.

7.5. Fifth Hypothesis

There is a positive effect of the management application of Walking in the motivation process of the employees in the Syrian hospitals.

From the SPSS figures, the value of sig = 0.000 is smaller than 0.05 and there is a statistically significant effect at the level of (0.05) between the administration's application of Walking and the motivation of Syrian hospital workers.

The correlation coefficient value is $R = 0.289$, i.e., the coefficient signal is positive and the relationship is a positive relationship between the variables. The value of the R^2 is 0.067, i.e., the strength of the relationship between the variables does not exceed 7% The modified determination $\text{Adj } R^* = 0.062$ means that 6% of the factors that affect the dependent variable originate from the independent variable.

The linear regression equation can be deduced from the last table as follows:

$$Y = 0.960 + 0.775X_1$$

whereas:

Y = Management by Walking

X_1 = Employee motivation

Each 100% increase in Walking is 77.5% higher than X1.

8. Results

After the statistical and descriptive study of the study variables, the following conclusions were reached:

- The perceptions of the respondents to the dimensions of the dimensions of the independent variable (the practice of management Walking) all came to a high degree, which means to the researcher that the administrative tours are an opportunity for managers to observe their units and departments during the work, drawing on the overall facts in these units and discovering the mechanisms of positive and negative Has been hidden, falsified, ignored or overlooked in administrative reports submitted to them.
- The perceptions of respondents to the dimensions of the dimension variable (Administrative Empowerment) have all come to a high degree, and this means that the researcher that there is a huge development in terms of stimulation and development and enrichment and participation in the work teams of Syrian hospital workers.
- The results showed that there is a relationship with a statistically significant positive between the application of the Department of Walking and the process of authorization and motivation and the method of work and enrichment of workers in Syrian hospitals.
- The hypothesis of the research has been proved to the absence of a significant statistical significance for the variable of administration in Walking in the training and education variable. This is due to the inability to benefit from the benefits of the administration by Walking in solving the problems and difficulties during the training because the department managers do not have the authority to change the details of the work system Imported from abroad and not familiar with departmental managers in detail, enabling them to make the necessary changes to develop work, in addition to weak training in hospitals.
- Through the questions we find the lack of interaction of the Director during his Walking with the workers in all the topics they ask and there is no work in charge of planning and implementation of training programs, in addition to the Supervisor's lack of attention to the information and data provided by the staff.

9. Recommendations

In light of the results of the above research, this research reached a set of recommendations aimed at enhancing the policy of the open door through the practice of management by Walking and its role in the effectiveness of administrative empowerment in Syrian hospitals as follows:

- The necessity of linking the methodology of management with Walking in the decision-making mechanism that achieves harmony with the strategic objectives that have been set and are to be achieved in Syrian hospitals.
- Urge the higher administrations in hospitals to practice the management of Walking, including the provision of time to discover the facts, identify problems, improve communication, and motivate employees, and the development and creativity in their institutions to choose the most appropriate decisions to address the crises experienced by this organization, The greatest concern of the respondents focused primarily on identifying problems and solutions and full control in the administrative work and follow-up mechanisms of implementation of solutions. Activating the concept of management by Walking in other institutions because of the importance of auditing and monitoring in decision-making through the following mechanisms:
- Encourage managers to learn about this concept and its dimensions through extensive reading.
- Holding training courses for managers to familiarize them with the advantages of Walking management, and their results on the effectiveness of decision-making.
- Emphasize further scientific studies on the subject of the current research to supplement the Arab Library with other studies and results to include communities and other samples to circulate their findings and make recommendations thereon, because the Arab Library lacks studies in management Walking.

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