

Determine the Level of Using Management by Objectives Method in Hospitals Ali Al-Ruwaie

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Abstract

Background: Background: Management by objectives has a greater role for employees in setting goals, positively affecting their performance and commitment to the hospital. It provides each employee with a clear set of tasks to help achieve them.

Objectives: To evaluate the extent to which the management method of objectives and feedback is being utilized in Dr. Ali Al-Ruwaie Hospital for Psychiatric and Mental Diseases. Additionally, the study aims to determine the level of trust and participation between the hospital's management and subordinates.

Methodology: A cross-sectional study was conducted for a random sample in Dr. Ali Al-Ruwaie Hospital for Psychiatric and Mental Diseases, Benghazi- Libya, and the number of employees was 115. We used a two-part questionnaire to collect data: Part I: Asking the physician's demographic characteristics (gender, age, qualifications, years of experience, education level...etc.). The second part: using the method of management by objectives in the hospital, perceptions, trust and participation between the boss and subordinates, feedback between the boss and subordinates, and commitment of subordinates in achieving goals.

Results: A total of 99 employees were recruited to assess the level of using the management by goals method in Dr. Ali Al-Ruwaie Hospital. The arithmetic averages ranged between 3.06 to 4.72, with a general arithmetic mean of 3.94, indicating a high level of practice in the hospital. The dimension of "commitment of subordinates to achieving the goal" ranked first with an arithmetic mean of 4.725 and a standard deviation of 0.752, showing a high level of use. The trust dimension between the subordinate chief came in second with an arithmetic mean of 4.308 and a standard deviation of 0.646, also indicating a high level of use. The sharing between the boss and the subordinate ranked third with an arithmetic mean of 3.716, a standard deviation of 0.610, and an average level of use. Lastly, the feedback dimension ranked fourth with an arithmetic mean of 3.066 and a standard deviation of 0.587, also showing an average level of use.

Conclusion: To improve the quality of management in hospitals and increase production efficiency in various service units, it is recommended to implement the management by objectives method. This modern scientific method has proven to yield positive results for all parties involved and will help improve the standards of citizens.

Keywords: Management, Objectives, Dr. Ali Al-Ruwaie Hospital, Feedback, Employees.

1. Introduction

Management by objectives is the framework that is designed to manage the business based on its needs

and objectives. This concept contributes to meeting the needs of fast-growing business environments. It also helps all shareholders in the hospital to see their achievements. It promotes alignment between activities and results, which greatly increases productivity. Grants Management by objectives has a greater role for employees in setting goals, which more positively affects their performance and commitment to the hospital, and provides each employee with a clear set of tasks to help achieve them. These goals are necessary to ensure work in a manner that achieves the desired production in a specific period, so it is needed to set ambitious goals so that employees face a real challenge, experts recommend that goals be from one to three as a maximum, as this helps employees to determine their basic priorities. That is why employees constitute one of the most important resources of organizations, thus if other resources are consumed over time, then the human element, in contrast to that, can increase its value and importance, and on this basis, one of the first responsibilities of managers in modern organizations is to pay attention to this element and work to improve its knowledge and his capabilities. The management of human resources is a significant subject because the human being is responsible for failure and success in any organization or country. Therefore, the interest in him, his management, his leadership, his motivation, and the fair judgment on his performance, whose importance outweighs all other issues related to money and technology, is one of the important issues in business organizations. From the logic that the performance of individuals working in organizations is characterized by dynamism due to its adaptability to the surrounding environment and the prevailing working conditions, any organization should pay attention to follow up this performance on an ongoing basis and try to direct it. In this study, we tried to explore the views of the workers in the hospital of Dr. Ali Al-Ruwaie for mental and neurological diseases and psychotropic substances to find out the level of using the management by objectives method on hospital workers.

1.1 Study Problem and Questions: The problem of the study is summarized in the low awareness of hospital worker Dr. Ali Al-Ruwaie for psychiatric and neurological diseases and psychotropic substances in the city of Benghazi for the level of application of management by objectives in the performance of employees, as it is noted that the hospital suffers from poor application and use of modern administrative methods, so such a hospital constantly needs to know ways to develop performance and increase productivity, reducing costs, and how to get the best methods and the best ways to reach the goals, but the problem is that knowing the methods and goals is not enough to reach the results, as organizations need great and continuous efforts to apply concepts and change reality with scientific and practical methods, so it is useful to use it Modern administrative methods such as management by objectives. Therefore, the current study is an attempt to explore the level of using management by objectives in the hospital, through the study's attempt to answer the following main question: What is the level of use of the management by objectives method?

From this main question, the following sub-questions emerge: **1)** What is the level of trust between the boss and subordinates?; **2)** What is the level of participation in achieving the goals?; **3)** What is the level of commitment of subordinates in achieving goals?; and **4)** What is the level of feedback between the boss and subordinates?

1.2 The Importance of Studying: The importance of the study lies in identifying management by objectives in the hospital of Dr. Ali Al-Ruwaie, it is considered the most famous psychiatric hospital in Libya that provides treatment services for mental illness for Libyan patients, and it is still under improvement and development to provide all mental health services to patients in Libya. Among its most important departments: are the Maintenance Department, the Security and Safety Department, the

Warehouse Department, the Public Relations Department, the Statistics Department, and the Medical Laboratories Department.

1. Determining the role of the management method by objectives in a hospital Dr. Ali Al-Ruwaie for psychiatric and neurological diseases and psychotropic substances in the city of Benghazi.
2. Statement of the level of commitment by the employees as one of the dimensions of the management method by objectives in A Hospital Dr. Ali Al-Ruwaie for psychiatric and neurological diseases and psychotropic substances in the city of Benghazi.
3. Determining the role of trust and participation between the boss and the subordinate in the formulation of goals as one of the dimensions of the method of management by goals in A Hospital Dr. Ali Al-Ruwaie for psychiatric and neurological diseases and psychotropic substances in the city of Benghazi.
4. Determine the role of feedback from the superior to the subordinate as one of the dimensions of the management method by objectives in A hospital Dr. Ali Al-Ruwaie for psychiatric and neurological diseases and psychotropic substances in the city of Benghazi.
5. The results of the study will be provided to the stakeholders in A. Hospital Dr. Ali Al-Ruwaie for psychiatric, neurological, and psychotropic diseases in the city of Benghazi, important information and possible working mechanisms on how to use and activate the method of management by objectives in the hospital, and the use of the method of management by objectives as a deeper and new perspective of the variables related to it to improve the performance of workers in A hospital Dr. Ali Al-Ruwaie.

1.3 Objectives of the Study: This study seeks to achieve the following objectives:

1. Determining the level of using the method of management by objectives in Dr. Ali Al-Ruwaie Hospital for Psychiatric, Neurological and Psychotropic Substances Diseases.
2. Determining the level of trust between the president and subordinates in Dr. Ali Al-Ruwaie Hospital for Psychiatric, Neurological and Psychotropic Substances Diseases.
3. Determining the level of participation between the chief and subordinates in the hospital, Dr. Ali Al-Ruwaie, for mental illnesses, neurological diseases and psychotropic substances.
4. Determine the level of commitment between the president and subordinates in the hospital d. Ali Al-Ruwaie for mental and neurological diseases and psychotropic substances.
5. Determination of feedback in the hospital, Dr. Ali Al-Ruwaie, for psychiatric and neurological diseases and psychotropic substances.

1.4 Procedural and Terminological Definitions:

Management by Objectives: It is an administrative approach where the manager collaborates with their subordinates to establish achievable targets within a defined timeframe. The subordinate then evaluates the outcomes achieved against the set goals. During this specific period, the chief meets with the subordinate to evaluate what has been accomplished and how the chief (resident) evaluates the performance of his subordinates (1).

Commitment: It is the level of dedication that workers desire to have as active participants in decision-making. According to Al-Hassan (2001), the commitment dimension is defined procedurally as the score obtained by study participants based on their responses to the questions included in the questionnaire used for this study.

Participation: The chief (resident) and the subordinate agree on the desired goals to be achieved within a specific period (2). Participants' degrees were determined based on their responses to the questionnaire's participation dimension questions.

Trust between the Boss and the Subordinate: It is the reciprocal and complementary relationship between the boss and the subordinate, which is based on the subordinate's appreciation of the decisions of his boss, and that the boss sees his subordinate as trustworthy in all the tasks assigned to him. This relationship is closely related to the success of his work and the exploitation of the energies that are assigned to him. It results in improving the level of performance and working in a team spirit (2). The level of trust between a manager and an employee is established through a process that involves asking questions related to this aspect. In this study, a questionnaire was used to gather responses from participants, which were then analyzed to determine the degree of trust between a boss and a subordinate.

Feedback: It is the information given to the chief (resident) about what has been accomplished by the subordinate employee, and the problems that he encounters during the achievement of the goal, where the chief solves these problems first. It is defined procedurally as the degree that the study sample members obtain by answering the paragraphs of the feedback dimension included in the questionnaire used in this study.

2. Theoretical Framework

2.1 The Emergence and Stages of Development of Management by Objectives:

A) The Emergence of Management by Objectives: Management by objectives can be traced back to the period before the middle of this century, but it was not well articulated and popularized until 1954 by one of the world's leading management thinkers in the person of Peter Ducker. Thus, the term "management by objectives" was first used by Peter Drucker in 1954. As a management approach, it was developed by several management theorists, among them Douglas MacGregor, George O'Dorn, and John Humble. To set goals within the organization so that management and employees agree on the goals and understand what they need to do in the organization. The management by objective (MBO) approach is introduced in the sense that it requires all managers to set specific goals to achieve in the future and encourages them to constantly ask what can be done (3,4).

The MBO has existed in its current form for the last half century, as radical changes occurred in the principles of American, British, and French management at that time (Sobis and Okouma, 2017). Refer to participatory management, where managers and employees work cooperatively. Companies institutionalized MBO in the 1980s to further streamline operations due to the slump of the 1970s, and companies' combined the uses of MBO with new general management (6). Shortly thereafter, MBO was applied to the public sector, and the governments of some countries, such as Sweden, decentralized. MBO was adopted by the Swedish government in 1991 (5). Recently, managers in the public service have adopted these combinations, along with including Total Quality Management (TQM) in their duties. Moreover, as TQM has become popular all over the world (7), one can conclude that MBO has become increasingly popular due to its usefulness.

B) Stages of Development of Management by Objectives: A link was made between the development of management by objectives and the development of organizational theories and concepts, so the philosophy of management by objectives emerged, which can be limited to historical stages as follows:

The First Stage: the birth of the development of the scientific management movement, where a non-personal approach was adopted at this stage to manage individuals.

The Second Stage: It is represented by the shift towards the human and personal factors in managing individuals. It is considered a natural outgrowth of focusing on the non-personal approach. It is represented by the human relations movement, and one of its most famous advocates is Mayo and his colleagues.

The Third Stage: It is a stage of non-continuity or divergence between the advocates of focusing on productivity by adopting the scientific management approach, whose advocates among behavioral scientists were considered socialist extremists.

The Fourth Stage: It is the one that followed the third stage at the end of the fifties, which was represented in the shift towards participatory management through management by objectives, which contributed to narrowing the gap between personal and impersonal management approaches.

At a time when the philosophy of management by objectives continued to focus on achieving the necessary goals of the organization, it gave the same importance to directing human energies towards achieving those goals. Thus, management by objectives formed a kind of rapprochement between the two approaches. Whereas, the management by objectives method is based on a management strategy aimed at moving human effort and directing it efficiently by supporting innovation and development, and realizing the human self for each individual working in the organization, because this is beneficial in achieving goals quickly and beneficially, that is, the management by objectives style is the one that liberates them from most Constraints, obstacles and procedures that restrict their innovations. The management system by objectives has added a new meaning to the process of delegation. According to this method, the subordinate is not required to accomplish the work, but clarifies for him specific objectives that he becomes responsible for achieving, and shares with his superior the knowledge of the final results that he is required to reach (8).

2.2 The Concept of Management by Objectives: Basically, MBO is a process or system designed for supervisory managers whereby the manager and his subordinate sit down and jointly set specific goals to be achieved within a specified time frame and for which the subordinate is directly responsible. All organizations exist for a purpose, and to achieve that purpose, top management defines common goals and objectives for the entire organization. In organizations that do not use the MBO approach, most of the planning and goal setting for achieving these common organizational goals is directed downward. Plans and objectives are passed from one level of management to another, and subordinates are told what they must do and what they will be responsible for) (9).

The superior brings specific objectives and measures to the subordinate in a meeting with that subordinate, who also brings specific objectives and measures that he deems appropriate or contribute to the better accomplishment of the job. Together, they develop a set of specific goals, measures of achievement, and time frames in which the subordinate is committed to achieving those goals (10).

Al-Hawari defines it as “management through defining objectives for administrative positions, which are set jointly between subordinates and superiors so that they are interconnected vertically and horizontally, and so that they are the basis for any improvements in the organizational structure, authorities, relationships, information flow systems, systems of rewards and promotions, training programs and self-, individual and collective development, Self-monitoring and performance evaluation (11).

Also, it is "the results that the organization seeks to reach, making use of material and human resources in the best possible way. This is done through a series of means. It works at the lowest administrative level until it reaches the highest level. Or it is a means for major elements that include planning, coordination, and performance evaluation, and in both The public and private sectors use this management philosophy for tactical short-term planning to do business (8).

From the previous definitions, we can deduce a definition of managing goals, which are:

An administrative method according to which the goals that the organization wants to reach and achieve are determined by adopting the method of participation and cooperation between the superiors and

subordinates in setting, implementing and following up these goals. And creating mutual trust among them, and thus will increase their job satisfaction and they will perform their work with high efficiency, which in turn will lead to the continuation of the organization: to grow and achieve profits in the future.

2.3 Basic Principles: The M.B.O. system is seen as a way for organizations and businesses to participate in defining the attention and effort needed for its implementation. To aid in its application, there are certain presuppositions and basic principles that should be followed by those responsible for implementing the system. Peter Drucker outlines two basic principles for this method, namely: **1)** Establishing continuity between superiors and subordinates; **2)** Maintaining constant feedback and communication between superiors and subordinates.

According to Drucker, during the system's implementation, a similar system to that which exists in traditional administrative systems should be in place. Superiors should continuously assist and cooperate with employees in defining goals and formalities. Employees should seek help from their managers whenever necessary to achieve their goals. Both superiors and employees should have the freedom to act, but in some cases, control and monitoring may be necessary.

In addition, a manager's job is to continuously pursue goals while controlling results. Success can be achieved in both short-term and long-term goals. When objectives are set for direct materialization and attainment is expected in a short period, say four to ten months, they need to be renewed and reconstituted continuously. The M.B.O. system is not a temporary process, as many managers perceive it, but a part of administration that is widely used in many organizations and companies. Coordination is critical as it determines the direction of a single line within the managerial and organizational cycle. This ensures that the organization can develop productivity within the framework of the economic principle of living and non-living matter, as well as material things, with goals greater than the total and best success of goals.

The success of goals depends on coordination, making it one of the main assumptions.

Among the basic principles of coordination are the following: **1)** The Power of Authority; **2)** The principle of discipline all; **3)** The unity of the administration and the single direction of the commands; **4)** The principle of watch over and over; and **5)** The principle of subjection of interest in the general of the organization (12).

2.4 Management by Objectives Includes Key Ideas:

1. Moving away from centralization and increasing delegation of authority;
2. Increasing the scope of work and its opportunities, in general and in particular, for executive ranks, to encourage them to activate them;
3. Participation and consultation in the management to link the employees with the objectives of the organization; and
4. Adopting good methods in dividing the workers, and it must be taken into account that the goals are realistic and feasible when set for achievement, challenging, clear, accurate, interrelated and consistent with each other, and a time must be set for the goals and a specific method for evaluating them and identifying the materials needed to achieve them and the need to follow them up until their implementation (13).

3. Literature Reviews

In 2004, Mo & Berrell conducted a study to explore the concept of MBO (Management by Objectives) in a multicultural setting. The study involved two groups of Chinese undergraduate management students in Guangzhou and aimed to understand goal-setting and implementation through a postmortem

analysis. The researchers cited a small study by Chinese Business School academics in Guangzhou that investigated goal-setting.

The study highlighted that merely setting goals is not enough to guide Chinese management students or MBO academics. It is important to consider the implementation strategies used by these groups in pursuit of their goals. The impact of high-context Chinese culture in China is a crucial factor to consider, and the role of the supervisor (line manager or immediate supervisor) in the MBO process is critical to its success in Chinese settings. This is because the strength of the social capital linking supervisors and workers can influence a worker's level of perseverance and goal-setting behavior (14).

In 2005, Antoni conducted a study with 176 employees, divided into 26 teams. However, only 21 groups with objective productivity data were included in the team-level analyses. The study aimed to determine the impact of group goals and adherence to those goals on group operations and effectiveness. The results of the study did not consistently support the model, as it was found that while group goals and goal adherence predicted group productivity and job satisfaction, group operations only mediated the relationship to job satisfaction. The moderating effect of task threading was also found to have no significant impact. The study also discussed the importance of developing a team-level MBO model and implementing effective MBO systems to improve group effectiveness (15).

In 2011, Fulk and his colleagues conducted a study to investigate the integration of Drucker's management by objectives (MBO) with Tuckman and Jensen's group development phases. They examined relevant literature and found that, while these theories are quite old, they are still useful and worthy of further research. The combination of MBO and the phases of team development can overcome many of the drawbacks of team management and improve performance. A new management method, called Team Management by Objectives (TMBO), has been developed and refined. The study discussed the limitations and implications of this work and suggested possibilities for future research (16).

An article by Ntanos & Boulouta (2012) discusses the management philosophy of Management by Objectives (MBO), which aims to improve organizational performance by aligning goals and sub-goals throughout the organization. MBO involves continuous tracking and feedback to ensure that goals are achieved. Peter Drucker first introduced the concept of MBO in 1954. In the 1990s, MBO became a widely adopted management tool. The complete MBO system ensures that managers and delegated employees work together to carry out and achieve their plans, which ultimately leads to the success of the organization (17).

A study by Ofojebe & Olibie in 2014 aimed at determining how Management by Objectives (MBO) is being integrated into higher education institutions in southeastern Nigeria to promote the transformation of higher education in a globalized world. The study used four research questions and a null hypothesis and selected a sample of 510 participants, including 15 registrants, 45 program directors, 75 deans of faculties or schools, and 375 department heads, through a stratified random sampling method. An 18-item questionnaire titled "Managing by Deterministic Objectives of Higher Education Questionnaire" (MBOIHEQ) was used to collect data, and the items were organized on a modified 4-point Likert rating scale. The research questions were answered using average scores, while ANOVA was used to test the hypothesis.

The results of the study showed that, according to the respondents, the various MBO terms should be integrated to transform administration, curricula, quality assurance, and committee work, and develop visions for future directions in the institutions. The admission of MBO was the same across universities, colleges, and polytechnics. This means that it is necessary to integrate MBO and improve the ability of

institutions to achieve higher education goals in Nigeria, as well as to compete favorably with other higher education institutions around the world. Therefore, the researchers recommend that the management of enterprises adapt and integrate MBO principles and practices to transform their enterprises to compete favorably in a globalized world (18).

Mio et al., (2015) conducted the first study in Italy to examine how limited companies report on management objectives and corporate social responsibility. To do this, they introduced a mixed system of ESG information that combined internal assessments with external assessor's trusted assessments. The study aimed to investigate the relationship between remuneration for achieving objectives and sustainability, and specifically, the level of attention that listed companies in Italy paid to defining and communicating sustainability as a criterion in incorporation. The researchers used the resolution to determine whether the quality of the sustainability information on remuneration policies for listed companies was consistent with the general quality of the sustainability information provided through the companies' main mandatory and voluntary reporting procedures. The results showed that there was a discrepancy between the information contained in the voluntary and mandatory reports, both in terms of sustainability reports and reward reports. Additionally, there was a difference between the levels of information contained in these reports and the assessment of that information by an external evaluator (19).

In 2016, Yildiz & Cobanoglu carried out a study on the implementation of management by objectives technique in Turkish public administration. The study aimed to explore the reasons for the limited practical and theoretical implications of the technique and to provide insights into other management techniques that could be more effective. The researchers conducted a literature review and found that there were insufficient studies on management techniques in the general management field, apart from the literature on management by objectives in Turkish public administration. However, they observed that the fundamental components of technology, such as strategic management, performance management, and planning, were present in general management. They concluded that all management techniques used in organizations were becoming more specialized, which was a result of postmodern management approaches. Finally, the study presented the theoretical and practical implications of the findings (20).

In Francis' 2018 study, structured questionnaires were distributed to selected financial deposit banks including Diamond, Fidelity, and Access banks. The study utilized descriptive statistics and multiple regression techniques to estimate the relationship between Management by Objectives (MBO) and the organizational performance of money deposit banks in the city of Yola. The correlation coefficient was used to test the extent to which MBO is related to the organizational performance of the money deposit banks. The study revealed that employee participation in goal setting (GS), delegation of authority to employees (DA), and employee motivation (M) had a positive impact on the organizational performance of money deposit banks in Yola City. Additionally, transactions were properly signed, indicating that greater employee participation in goal setting, delegation of authority to employees, and motivation of employees will improve the performance of depository money banks in Nigeria (21).

4. Material and Methods

4.1 Study Design and Study Time: A cross-sectional study was conducted for a random sample in Dr. Ali Al-Ruwaie Hospital for Psychiatric and Mental Diseases, Benghazi-Libya, and the number of employees was 115, to determine the level of using the management by objectives method and feedback

in the hospital, and to determine the level of trust and participation between the boss and subordinates in Dr. Ali Al-Ruwaie Hospital for Psychiatric and Mental Diseases. Those employees aged between 20 and 50 a year or more. Access to this study was obtained with ethical approval after consultation with the local medical research ethics committee, senior management, and site managers at Dr. Ali Al-Ruwaie Hospital. The total sample was male and female participants at Dr. Ali Al-Ruwaie Hospital.

4.2 Sample Size and Sampling Method: The study aimed to determine the level of 500 using the management method by objectives and feedback in the hospital and to determine the level of trust and participation between the chief and subordinates in Dr. Ali Al-Ruwaie Hospital. The questionnaire was distributed directly to a group of employees at Dr. Ali Al-Ruwaie Hospital and was conducted during the morning period in all departments and specializations such as the Department of Psychology and Personnel Affairs, the Statistics Department, the Maintenance Department, the Administrative Affairs Department, the Finance Department, the Office of the Ministry of Justice and the Office of the Legal Adviser, And the department of pharmacy, nursing, and medical laboratories. Almost all physicians answered the questionnaire on the same day.

4.3 Data Collection Tool: We used a questionnaire to collect data consisting of two parts: **Part One:** Questioning employees about demographic characteristics (gender, age, qualifications, years of experience, educational level, etc.).

Part Two: Using the management by objectives method in the hospital, perceptions, trust and participation between the boss and subordinates, feedback between the boss and subordinates, and subordinates' commitment to achieving goals.

The Validity and Reliability of the Questionnaire: The stability of the questionnaire is tested with several tools, the most famous of which is Cronbach's Alpha coefficient. If the Cronbach's Alpha coefficient values are higher than 0.7, this means that the study axes are divided by stability and the results were as follows:

| N | Interlocutor | Number of questions | Cronbach's Alpha | Intrinsic |
|---|---|---------------------|------------------|-----------|
| 1 | Trust between the superior and subordinates. | 5 | 0.904 | 0.95 |
| 2 | Participation in defining objectives. | 5 | 0.842 | 0.92 |
| 3 | Commitment of subordinates. | 6 | 0.903 | 0.95 |
| 4 | Feedback between the superior and subordinates. | 6 | 0.901 | 0.94 |

From the previous table, we can note that the value of Cronbach's Alpha coefficient for the axes of the study is greater than 0.7, as it was between 0.8 and 0.9. We can say that the axes of the study are stable.

4.4 Study Duration: This study began with project selection in February 2023 and data analysis in June 2023, and then we continued working on the project until the end of July 2023.

4.5 Time of data collection: It ran from June 2023 to July 2023, between three days a week.

4.6 Data processing and analysis: Statistical analysis was performed using SPSS software (Statistical Package for Social Sciences version 26, the data is descriptive, the interval for this statistical test includes frequency, mean, maximum, minimum, and standard deviation for assessing the normality of the distribution, one- way ANOVA, and the P-value of equal to or less than 0.05 is considered statistically

significant. The total number of participants was 99, the minimum age was 20 years, the maximum was 50 years and over, and the total number of males was 66 of 99, while the number of females reached 33.

4.7 Ethical considerations: The researchers requested approval to conduct the study and had discussions with site administrators about access. They planned to meet with participants to explain the study, obtain informed consent, and collect data through measurements. The researchers were responsible for meeting with all participants, clarifying the study details, and getting their informed consent.

5. Results

5.1. Demographic Characteristics and General Information of Study Participants: The basic characteristics of the participants are summarized in the two tables and Fig. (5.1 and 5.2). A total of 99 employees were recruited in this study, and the ages were between (40 - over 49 years), and included 66 males and 33 females. Half of the participants enrolled in this study had more than 10 years of work experience; by 52%. Concerning the educational level of the participants, it was about 54.5% (diploma), while the remaining percentage was 36.4% bachelor's degree and 9.1% postgraduate studies, as shown in Tables (5.3 and 5.4) respectively.

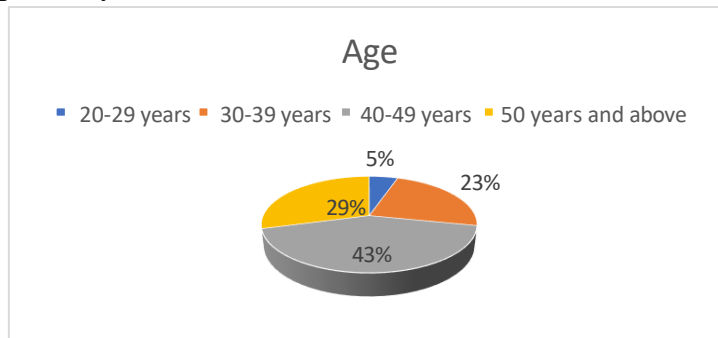


Figure 5.1: Distribution of Age

Table 5.1: Distribution of Age

| Age | Frequency | Percent | Cumulative Percent |
|--------------------|-----------|---------|--------------------|
| 20-29 years | 5 | 5.1 | 5.1 |
| 30-39 years | 23 | 23.2 | 28.3 |
| 40-49 years | 42 | 42.4 | 70.7 |
| 50 years and above | 29 | 29.3 | 100.0 |
| Total | 99 | 100.0 | |

Table 5.2: Distribution of Gender

| Gender | Frequency | Percent | Cumulative Percent |
|--------|-----------|---------|--------------------|
| Male | 66 | 66.7 | 66.7 |
| Female | 33 | 33.3 | 100.0 |
| Total | 99 | 100.0 | |

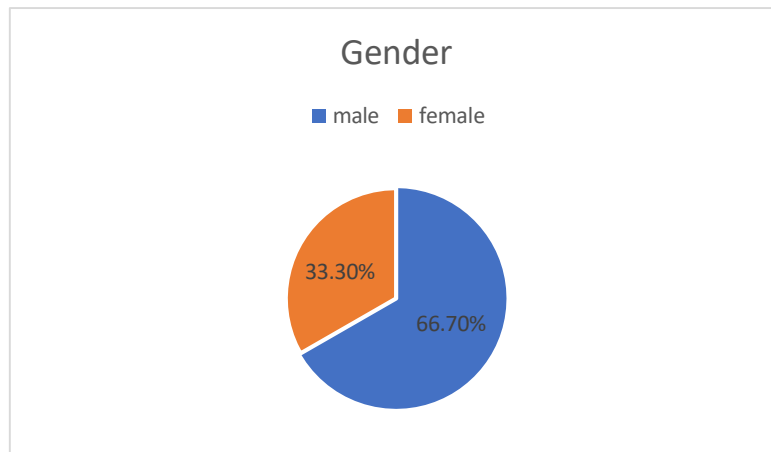


Figure 5.2: Distribution of Gender

Table 5.3: Distribution of Years of Work Experience

| Years of Work Experience | Frequency | Percent | Cumulative Percent |
|--------------------------|-----------|---------|--------------------|
| Less than 5 years | 14 | 14.1 | 14.1 |
| 5 - 10 years | 33 | 33.3 | 47.5 |
| More than 10 years | 52 | 52.5 | 100.0 |
| Total | 99 | 100.0 | |

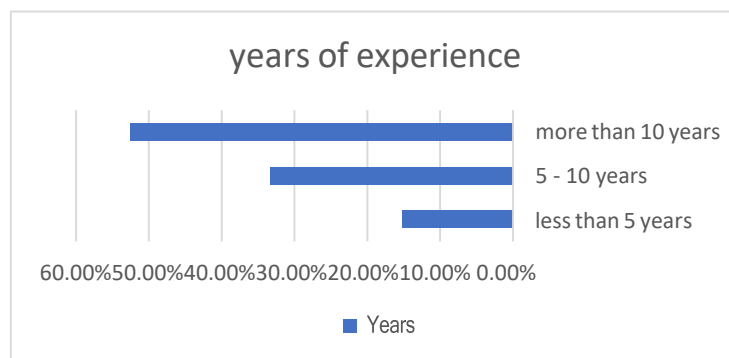


Figure 5.3: Distribution of Years of Work Experience

Table 5.4: Distribution of Educational Level

| Educational Level | Frequency | Percent | Cumulative Percent |
|-------------------|-----------|---------|--------------------|
| Diploma | 54 | 54.5 | 54.5 |
| Bachelor's | 36 | 36.4 | 90.9 |
| Postgraduate | 9 | 9.1 | 100.0 |
| Total | 99 | 100.0 | |

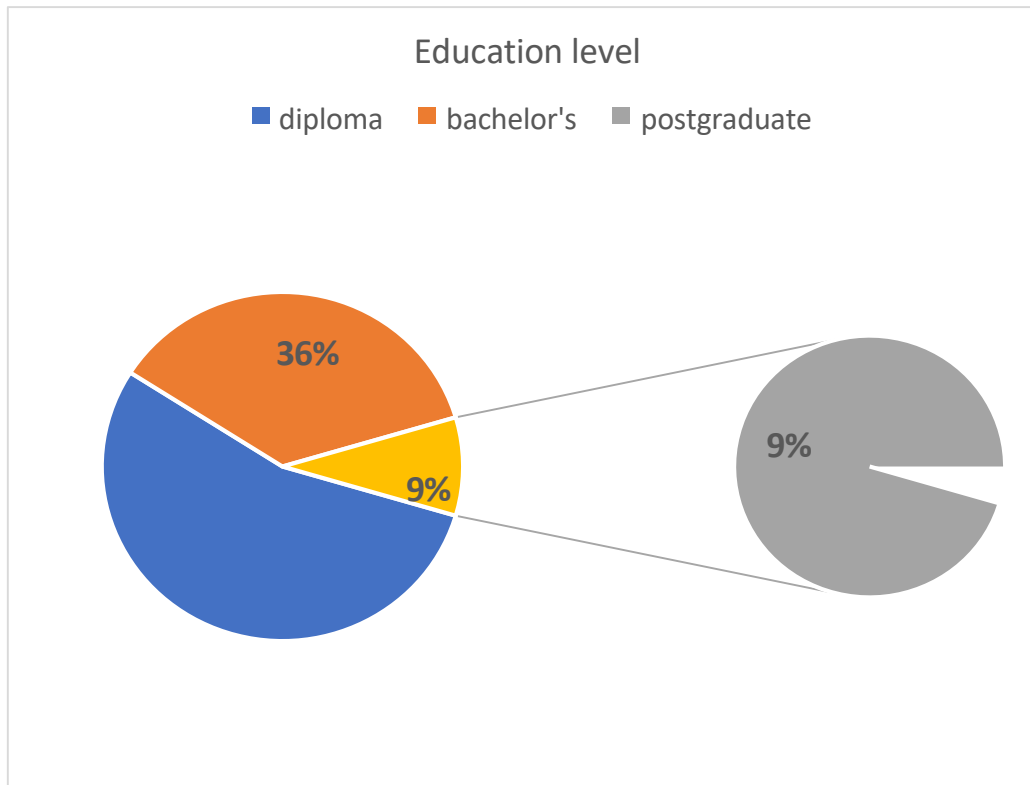


Figure 5.4: Distribution of Educational Level

5.2 Evaluate the use of the Management by Objectives Method:

Table 5.5: Using the Management Method by Goals

| N | interlocutor | Mean | Number of Questions | Order of Importance | Intrinsic |
|---|---|-------|---------------------|---------------------|-----------|
| 1 | Trust between the superior and subordinates, | 4.308 | 5 | 2 | 0.95 |
| 2 | Participation in defining objectives. | 3.716 | 5 | 3 | 0.92 |
| 3 | Commitment of subordinates. | 4.725 | 6 | 1 | 0.95 |
| 4 | Feedback between the superior and subordinates. | 3.066 | 6 | 4 | 0.94 |

Our study aimed to determine the level of use of the management by objectives and feedback method in the hospital, and to determine the level of trust and participation between the president and subordinates at Dr. Ali Al-Ruwaie Psychiatric and Mental Hospital... The researchers used the arithmetic mean and standard deviations, and the validity and reliability of the questionnaire. Describe and analyze the use of

the management by objectives method and verify the morality of the paragraph and the importance of the paragraph, as shown in Table 5.5.

Part One: Trust between the superior and subordinates, to determine the level of use of management by objectives.

Table 5.6: Mean and Standard Deviation of Trust between the Superior and Subordinates

| N | paragraph | Mean | Standard Deviations | Order of importance |
|---|---|--------------|---------------------|---------------------|
| 1 | My boss has enough confidence in me | 4.44 | 0.570 | 1 |
| 2 | The working relationship between me and my boss is good | 4.42 | 0.582 | 2 |
| 3 | My boss understands my problems and my needs. | 4.29 | 0.606 | 3 |
| 4 | My boss knows my expectations | 4.18 | 0.561 | 5 |
| 5 | My boss is willing to solve work problems. | 4.21 | 0.599 | 4 |
| – | The general arithmetic mean | 4.308 | | |

As it was shown in the dimension of trust between the subordinate chief at Dr. Ali Al-Ruwaie Hospital and the expressions related to him, the arithmetic averages ranged between (4.18- 4.44) with a total average of (4.308), which indicates the high level of trust between the boss and the subordinate. In the first place came the paragraph “My boss at work” He has sufficient confidence in “with an arithmetic mean of (4.44), which is higher than the general arithmetic mean of (4.308), and a standard deviation of (0.570), while the paragraph “My boss at work knows my expectations” ranked fifth and last, with a mean of (4.18), which is lower than The total arithmetic mean, with a standard deviation (0.561).

Part Two: Participation in defining objectives, to determine the level of participation between the chief and subordinates in Dr. Ali Al-Ruwaie Hospital.

Table 5.7: Mean and Standard Deviation of Participation in Defining Objectives

| N | Paragraph | Mean | Standard Deviation | Order of Importance |
|---|--|------|--------------------|---------------------|
| 1 | Subordinates participate in setting goals according to their specialization | 3.65 | 0.648 | 4 |
| 2 | The superior and the subordinate agree in advance on the activities pertaining to each subordinate | 3.74 | 0.687 | 2 |

| | | | | |
|---|--|--------------|-------|---|
| 3 | Subordinates are required to participate in arranging goals according to their importance and priority. | 3.72 | 0.615 | 4 |
| 4 | Subordinates have complete freedom to express opinions and suggestions when setting goals. | 3.62 | 0.871 | 5 |
| 5 | Subordinates participate in defining the general objectives of the hospital according to the administrative level. | 3.85 | 0.811 | 1 |
| – | The general arithmetic mean | 3.716 | | |

Subordinates have complete freedom to express opinions and suggestions when setting goals The lowest mean, while the mean 3.62. The participation of subordinates in setting the general goals of the hospital by administrative level was the highest, and the arithmetic mean was 3.85.

Part Three: Commitment of subordinates to achieve goals.

Table 5.8: Mean and Standard Deviation of Commitment of Subordinates to Achieve Goals

| N | Paragraph | Mean | Standard Deviations | Order of Importance |
|---|---|--------------|---------------------|---------------------|
| 1 | I will be happy in my career as a result of achieving the goals of the hospital and mine. | 4.73 | 0.648 | 4 |
| 2 | I feel happy when I discuss matters related to achieving the goals of the hospital with my superiors at work. | 4.72 | 0.557 | 5 |
| 3 | I believe that my ability to achieve the goals of the hospital gives me greater affiliation with my work. | 4.96 | 0.907 | 1 |
| 4 | I feel a moral obligation to continue in the hospital to achieve its goals | 4.76 | 0.671 | 2 |
| 5 | I don't hesitate to help my bosses when setting goals for the hospital. | 4.75 | 0.881 | 3 |
| 6 | Make every effort to work within one team to achieve the goals of the hospital. | 4.70 | 1.040 | 5 |
| – | The general arithmetic mean | 4.725 | | |

Table 5.8 shows the sampling and analysis responses to the statements related to the level of commitment of subordinates in achieving goals at Dr. Ali Al-Ruwaie Hospital, where the statements were calculated. The means for this variable ranged between (4.70-4.96) with an overall average of (4.725) on a five-point Likert scale, which indicates a high level of Participation in setting goals between the boss and the subordinate according to Dr. Ali Al-Ruwaie. In first place, the item “I believe that my ability to achieve the goals of my organization gives me greater affiliation to my work” came with a mean of (4.96), which is higher than the general mean of (4.725).), and a standard deviation of (0.977). “Working within one team to achieve my organization’s goals” ranked sixth and last, with a mean (4.70), which is lower than the overall mean (4.725) and standard deviation (1.040).

Part Four: Feedback between the superior and subordinates.

Table 5.9: Mean and Standard Deviation of Feedback between the Superior and Subordinates

| N | paragraph | Mean | Standard Deviations | Order of Importance |
|---|--|--------------|---------------------|---------------------|
| 1 | Inform employees of the audit results | 3.02 | 1.040 | 5 |
| 2 | Review evaluation after the direct evaluation process without delay. | 3.03 | 0.687 | 4 |
| 3 | The process of appraisal, review, development, and employee performance. | 3.09 | 0.615 | 2 |
| 4 | The feedback process used in the hospital contributes to motivating employees. | 3.05 | 0.871 | 2 |
| 5 | Improves accountability through review in the hospital. | 3.06 | 0.811 | 3 |
| 6 | Allows feedback to reveal strengths and weaknesses in job performance. | 3.15 | 0.977 | 1 |
| – | The general arithmetic mean | 3.066 | | |

The answers of the sampling and analysis unit about the statements related to the level of feedback among subordinates in achieving goals in Dr. Ali Al-Ruwaie Hospital, where the arithmetic means for this variable ranged between (3.02 - 3.15) with a total average of (3.066) on the five-point Likert scale,

which indicates the average level The level of feedback among subordinates in achieving goals in Dr. Ali Al-Ruwaie Hospital. And in the first place came the paragraph "Feedback allows the detection of strengths and weaknesses in job performance" with an arithmetic average of (3.15), which is higher than the general arithmetic mean of (3.066), and a standard deviation of (0.977), while the paragraph "Employees are informed on the results of evaluating their performance" ranked sixth and last, with an arithmetic mean of (3.02), which is lower than the total arithmetic mean of (3.066) and a standard deviation of (1.040).

6. Discussion

Our study aimed to determine the level of usage of the management method by objectives and feedback in Dr. Ali Al-Ruwaie Hospital for Psychiatric and Mental Illnesses. We also aimed to determine the level of trust and participation between the boss and subordinates. To achieve this, we used arithmetic means and standard deviations to determine the validity and reliability of the questionnaire.

We analyzed the use of the management by objectives method in Dr. Ali Al-Ruwaie Hospital and verified its morality and importance. As shown in Table 5.5, the table indicates the level of use of the management by objectives method in the hospital. The arithmetic averages ranged between 3.06 and 4.72, while the general arithmetic mean for the level of use of the management by objectives method in the hospital was 3.94, indicating a high level of practice.

The "commitment of subordinates to achieving the goal" dimension ranked first with an arithmetic mean of 4.725 and a standard deviation of 0.752, indicating a high level of use. The trust dimension between the subordinate chief came in second with an arithmetic mean of 4.308 and a standard deviation of 0.646, also obtaining a high level of use. Following that, the sharing between the boss and the subordinate ranked third with an arithmetic mean of 3.716, a standard deviation of 0.610, and an average level of use. Finally, after the feedback, it ranked fourth with an arithmetic mean of 3.066 and a standard deviation of 0.587 and also obtained an average level of use.

Regarding the dimension of trust between the subordinate chief at Dr. Ali Al-Ruwaie Hospital and the expressions related to him, the arithmetic averages ranged between 4.18 and 4.44, with a total average of 4.308, indicating a high level of trust between the boss and the subordinate. In the first place, the paragraph "My boss at work has sufficient confidence in me" ranked with an arithmetic mean of 4.44, which is higher than the general arithmetic mean of 4.308, and a standard deviation of 0.570. Meanwhile, the paragraph "My boss at work knows my expectations" ranked fifth and last, with a mean of 4.18, which is lower than the total arithmetic mean, with a standard deviation of 0.561.

According to the survey conducted among the members of the sampling and analysis unit, it was found that the level of commitment of subordinates to achieving the objectives of Dr. Ali Al-Ruwaie Hospital for Psychiatric and Mental Diseases was high. The arithmetic mean for the dimension of the level of practice of commitment of subordinates in achieving goals was found to be 4.96, which is higher than the general arithmetic mean of 4.725, indicating a strong affiliation of the employees with their work. The responses of the unit members also indicated a low dispersion, implying a convergence of views about the level of practice of commitment of subordinates in achieving goals.

The survey also revealed that the level of feedback among subordinates on achieving goals in the hospital was average. The arithmetic means for this variable ranged from 3.02 to 3.15, with an overall average of 3.06 on the five-point Likert scale. The paragraph "Feedback allows the detection of strengths and weaknesses in job performance" received the highest arithmetic mean of 3.15, indicating its importance

in providing effective feedback to employees. On the other hand, the paragraph "Employees are informed on the results of evaluating their performance" ranked last with an arithmetic mean of 3.02, which is lower than the total arithmetic mean of 3.066, emphasizing the need for improvement in this area.

7. Conclusion

To achieve management by objectives in hospitals, improve citizens' standards, and raise production efficiency in various production and service units, it should seek to apply the management by objectives method, as it is one of the modern scientific methods that achieve positive results for all parties and interests. For the success of applying management by objectives in hospitals and institutions, departments and employees therein should define the common goals that they seek to achieve clearly and accurately, because defining these goals is the starting point that precedes administrative functions in terms of planning, implementation, direction, and control, where the goals are the basis for planning and the standard for control and evaluation. And when the focus on achieving the goal was sustained, positive results followed. Also, given the positive role of supervisors in guiding those who set their goals, the supervisor's commitment to this in MBO is a key success factor. It is best to link future goals to activities in the present, with implementation schedules set and monitored, time-bound goals linked to a solid action plan, work models provided, and supervisors appointed who will be actively involved in monitoring the implementation process. Previous activities are critical success factors for an MBO.

7. Recommendations

Based on the study results, the following recommendations are suggested:

1. It is important for management to effectively communicate the results of employee performance evaluations.
2. There should be a focus on feedback when setting goals within the hospital.
3. Feedback should play a role in improving employee performance.
4. Encouraging regular feedback between managers and subordinates at Dr. Ali Al-Ruwaie Hospital.
5. Enhancing participation among hospital staff can improve the hospital's reputation and efficiency in providing various services.
6. Encouraging teamwork among staff members at Dr. Ali Al-Ruwaie Hospital to achieve common goals.
7. Encouraging partnership between managers and subordinates at Dr. Ali Al-Ruwaie Hospital.
8. Allowing subordinates to express opinions and suggestions freely when setting goals.
9. Ensuring job satisfaction for both managers and subordinates, as it can improve the hospital's efficiency.
10. Emphasizing the importance of having a good relationship between managers and subordinates.
11. Managers should have problem-solving skills and understand employees' expectations.
12. The higher departments should be able to meet the needs of the hospital staff.

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