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Reality of Saudi Women Empowerment in the Health Field in Ha'il City, Saudi Arabia

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The present study was designed to learn about the reality and level of administrative empowerment available to health care supervisors in Ha'il, identify the level of management skills (leadership skills, management communication skills, team training and management skills, and decision-making skills) that are enjoyed by health facility supervisors in Ha'il and highlighting the most important obstacles to administrative empowerment in health facilities in Ha'il. This study used the (descriptive analytical) approach to study the reality and levels of empowerment of health facility supervisors in The Ha'il region, identify its constraints and determine the level of management skills that these managers have. The number of questionnaires valid for analysis reached (52) one of the collected questionnaires from health facilities supervisors in Ha'il region. Conclusion, the current study highlights the reality and level of administrative empowerment available to health facility supervisors in Ha'il in Saudi Arabia, and the most important obstacles to empowerment. The study recommended several practical recommendations such as the need for an appropriate organizational climate to encourage empowerment, the necessity of providing training and development programs to develop the personal skills of directors, granting more powers and authorization to directors, increasing participation in decision-making, adopting a reward system and good motivation.

Keywords: Health, Empowerment, administrative, skills, leadership, Ha'il, Saudi Arabia.

INTRODUCTION

Qualified human resources are the basis for the success of contemporary organizations of all kinds or sectors and sizes, as human resources are the most important productive resources ever, including technology and money, as all productive resources without human beings will remain idle and motionless. Therefore, the departments of many organizations have focused their attention on human resource skills, how to develop, motivate and support, and use all the mechanisms and processes that enhance their performance, one of the most important of which is empowerment.

Administrative empowerment in the health field is a contemporary concept that requires the development of individuals and the development of their abilities and skills to solve problems and address administrative situations, as well as to give them opportunities to initiative and challenge through delegation of powers, and to give them responsibilities to make decisions, collaborate and participate towards achieving goals. Empowerment is a good strategy to make managers perform best because of their abilities, skills and high

satisfaction with their organizations and functions, by empowering them, i.e., allowing them the freedom to work, act and think independently under the umbrella of administrative decentralization. Empowerment plays a vital role in developing the capabilities of problem-solving workers, participating in decision-making, generating new ideas, and working in a team spirit that is outstanding and hard to work.

In Saudi Arabia, women's work in the labour market, particularly the health field, is one of the issues discussed between supporters and opponents and between accepted or refused. The concept of empowering working women is a new subject. The topic of empowering working women in Saudi Arabia has a specificity imposed by the specificity of dealing with women's issues in Saudi Arabia, the percentage of women's participation in work, the degree to whichSaudi society accepts its work and exitfrom traditional roles, as well as the degree of participation in administrative positions in general and in the health field in particular and the nature of their participation in those higher positions. However, the empowerment of women is a priority for civilized societies and in their interests, so Saudi organizations are beginning to recognize the importance of women's involvement in health work.

Statement of the problem:

Empowering Saudi women in the health field is a very important strategy for the development of Saudi society and increasing the effectiveness of women's participation in the labour market in both quantity and quality. The health sector is the main sector for working women in Saudi Arabia, so health departments are keen to develop the skills of health facility supervisors, but there are many management practices performed by some supervisors to indicate the contrary, through the work of the first researcher in Saudi Arabia, and the work and experience of the second researcher in the field of health has been observed a number of negative management practices in some health facility supervisors in Ha'il area, which indicates an urgent need for administrative empowerment and a weakness in the level of management skills. Such practices include, for example, the inability to communicate effectively between managers, males and females' workers in health facilities, as well as the inability to make the right decisions at the right time, and it was noted that they had problems understanding management and a great fear of devolution.

This study also aims to identify the level of management skills of health facility supervisors in Ha'il. So, the main question of the study was:

What is the reality of administrative empowerment and the level of management skills of health care supervisors in Ha'il?

Study questions

The main question of the study is several sub-questions:

What is the level of administrative empowerment available to health facility supervisors in Ha'il?

What is the level of availability of management skills (leadership skill, administrative communication skill, team training and management skills, and decision-making skills at the health facility supervisors in Ha'il?

What are the constraints of administrative empowerment in health facilities in Ha'il?

Purpose of the study:

The current study aims to identify the reality and level of administrative empowerment available to supervisors of health facilities in the region of Ha'il and the obstacles they face, as well as to identify the level of administrative skills they have.

This main objective emerges from the following sub-objectives:

1-To learn about the reality and level of administrative empowerment available to health care supervisors in Ha'il.

2-To identify the level of management skills (leadership skills, management communication skills, team training and management skills, and decision-making skills) that are enjoyed by health facility supervisors in Ha'il.

3-Highlighting the most important obstacles to administrative empowerment in health facilities in Ha'il

The significance of study:

Scientific importance:

The scientific importance of this study is that it represents a scientific study that is hoped to be an addition to administrative literature in the field of administrative empowerment in the field of health and women's work in Saudi Arabia. Since many writers in the field of empowerment emphasized the importance of continuity of research in the field of administrative development and administrative empowerment, this study is therefore to enrich the management library with information on the empowerment and constraints it faces, and the

level of management skills in the health field.

Practical importance: The importance of this practical study stems from the importance of women's work and empowerment wherever they are, and its practical importance stems from the importance of the development of saudi women's work in the health field and the need to enable them administratively. As the current study represents an applied study that reflects the current reality of the administrative empowerment available to health facility supervisors in Ha'il, and the constraints of that empowerment, and also measures the level of management skills enjoyed by women in the health sector in Ha'il in Saudi Arabia, the results and recommendations of this study are expected to provide many facts and indicators. Finally, the results of the current study may strengthen efforts to develop the health field in Saudi Arabia, particularly in the Ha'il region.

Review of Literature

Women's participation in sustainable development:

Women are considered one of the most important parties contributing to achieving sustainable development, as they play an important and effective role in building their society, working on its progress through participation in all political, economic, social, environmental, cultural and administrative fields. In order to achieve sustainable development, three fundamental elements must be reconciled: economic growth, social inclusion and environmental protection.

For the importance of achieving sustainable development for all societies - developed and developing - the General Assembly of the UNITED Nations in 2015 set key goals for transforming the world and achieving a better future by 2015 2030 Called the Sustainable Development Goals (SDGs) aims to provide a decent life for all, work to protect the planet, and seek to move forward to fight poverty and hunger, reduce environmental degradation and, in turn, promote health, education, gender equality, peace and justice. Under these objectives is a group of goals (169 goals) from which a group of Indicators. (244 indicators) (General Authority for Statistics: 2018, 2). He also pays close attention to placing women on the sustainable development agenda in the Arab region, as an essential part of his genuine interest in development issues in the region. The programme has always considered the lack of women's empowerment to be one of the most significant obstacles to development in the region (Arab Women's Organization: B.T.4). With the adoption of the new 2030 Sustainable Development Goals by states, the world recognizes the importance of women's role in achieving sustainability.

From this point of view came "Kingdom Vision"2030 to achieve the requirements of development in the country, which made the integration of women an inevitable and necessary factor within Saudi society in various fields, and eliminate all forms of discrimination and violence against it, and raise its level of cultural, economic and health, and give it effective development roles to achieve great successes at the level of This is reinforced by the fact that the Kingdom's government has set an independent strategic goal in Vision 2030 to increase women's participation in the labor market and guarantee their rights in the field of health, education and participation in the labor market, in conjunction with the fifth goal of the sustainable development goals. The Kingdom has taken many measures and programs to empower women, the most important of which is (General Statistics Authority: 2018, 53)

1-Women hold many leadership positions.
2-Sami ordered 20% of the seats in the Shura Council to be allocated to women in 2013.
3-Creating more than 450,000 new jobs for women.
4-An online platform for women seeking work.
5-Develop productive projects for families (productive families).
6-The launch of the (DRUP) training program.
7-Launch of the Women's Transport Support Program (Arrival).
8-Launch of the Child Hospitality Support Program for Working Women (Qara).
9-Preparing the family information base.
10-Future Researcher Initiative.

What is administrative empowerment?

Administrative empowerment is a modern concept that contributes to the development of individuals and raises their abilities and skills to solve problems and face administrative positions by giving them opportunities to start and challenge, delegate powers, give them responsibilities to make decisions, and participate towards achieving goals.

The concept of administrative empowerment refers to: an opportunity to give employees greater powers and responsibilities in the field of employment, which leads to increasing their individual and collective capacities and providing all the necessary resources with the freedom to act to solve problems and participate in the decisions

necessary for that job, and to take advantage of their abilities and creativity and use them to serve the organization without the direct intervention of the senior management. (Obstacle, Zimiri: 2019, 27)

It is also known as: the process by which employees are allowed to participate in information, training and development, planning and monitoring their job functions in order to achieve positive results at work and achieve individual and organizational goals (Nahdi, Samira (2017, 38).

The management empowerment strategy is also important to make leaders perform their best with their high abilities and skills towards their organizations and functions, and the leader must be able to perform the many skills and management abilities necessary to manage contemporary organizations efficiently and effectively (Al-Daguerre,Wafa: 2018, 19).

It is clear that there is a common denominator between the previous definitions of administrative empowerment, namely, the granting of power to individuals, enhancing their confidence in their abilities, providing them with information and training and development to enable them to perform their tasks efficiently and effectively and participate in decision-making, which indicates the components and pillars of administrative empowerment.

The importance of administrative empowerment:

The importance of administrative empowerment lies in achieving a number of benefits for the organization, individuals and society, which has been identified by Al-Tarwana and Al-Nahdi: 2017, 39:)

The importance of empowerment comes from the need to extract from human resources its maximum potential and get from it the best of its creations.

Empowerment comes to make orderly progress in the areas of productive efficiency, quality management, customer service and continuity of development.

There are institutional goals that cannot be achieved without the involvement of its employees, the organization needs their information, expertise and skill, as well as their joint efforts to achieve the goals.

Empowerment improves the psychological status of workers, as their self-esteem improves by increasing their appreciation of their work, which reflects positively on the level of productivity.

The application of the concept of empowerment will not only affect the leadership style of the organization, but also a range of effective elements in any organization such as organizational structure, incentive and wage systems, performance evaluation methods, methods and scope of supervision and control, training program design, performance level and other important elements.

Elements of administrative empowerment:

Several studies have emphasized the importance of some of the basic elements of empowering employees in the administrative institution, ،which have been explained by several studies (Tayfur: 2018, 105), (Al-Nahdi: 2017,39 and 40) and (Al-Lahyani:2015) in the following:

Provides knowledge and skill because it helps them to perform their tasks and meals efficiently and gives them independence and freedom of action and decision-making and solve the problems of work in a scientific way by developing alternatives and duties and coming up with the best solution.

Strengthening mutual trust between the leader and his subordinates indicates the willingness of the individual to deal with others in the belief of their competence, honesty, honesty, interest in his interest and not to expect their abuse. Trust is a fundamental factor and it is Head Social money is very important.

Material and moral incentives: Empowerment, as many asserts, is not a free grant, as it involves sharing benefits, sharing risks and taking responsibility equal to the mandate given to the employee. While / this is the case, an incentive system must encourage the worker to take responsibility properly, and these incentives are directly linked to the possible performance of employees.

Appreciation and respect: The empowerment process in itself include a kind of appreciation and respect. The administration will not give its employees authority unless he sees the ability of this employee to carry out the duties of that authority, and the administration's appreciation for the role of the worker and the responsibility he bears as a result of empowerment leads him to ensure that he is up to that responsibility.

Communication and information flow: Information is an important weapon on which the employee depends in making decisions and solving business problems.

Justice and impartiality: In order for empowerment to achieve its objectives, it must

have the qualities of justice and impartiality, which means that empowerment should be in order to achieve the overall goal of the organization, as well as to enable the qualified and qualified worker regardless of any personal factors.

Devolution: It means that the official delegates part of his powers to another person at the lower level of the administrative hierarchy and that person becomes accountable to the authorized authorities for the results of his actions.

The administrative empowerment of Saudi women in the health field:

Women in Islam occupied a prominent position and took care of them best, and granted them many rights that were not granted to them before, to inform them of their status and role in society, such as economic, social, political, cultural and material rights, as well as the right to work for financial gain within the foundations and controls established by the Islamic religion.

Since the process of sustainable development in any society requires the participation of all parties, and since females make up half of the population of Saudi Arabia, where they number 10192232 people, accounting for 49.1% of the total Saudi population according to the 2018 Demographic Survey (Al O mar, Hammoud: 2018, 51), therefore, empowering women and improving their status has become important goals for achieving sustainable development, and enable it to realize its potential I'm not going Complete, fully involved in the policy-making and decision-making process in all aspects of political, economic and cultural life as a decision-maker, participant and beneficiary.

Empowering Saudi women in general and empowering them administratively in particular is a very important strategy for the development of Saudi society and increasing the effectiveness of women's participation in the labor market in both quantity and quality. The concept of empowerment. Empowerment is an important social concept as a vital element that cannot be ignored in the development process, the empowerment process means: the ability of women and men to own the corner of their lives, acquire skills, raise their level of self-confidence, and develop their self-reliance abilities (Salami, Munira: 2016, 5)

The concept of women's empowerment has gone through three stages (Al Omar: 2018, 50 and 51), as follows:

The first stage is on the integration of women in development in 1973, which called for support for the integration of women to work in several sectors and to hold positions with decisions affecting the improvement of women's working conditions, and in the absence of equality in the first stage, the second stage has emerged.

The second stage: Women and development where this phase focused on how to develop technology that contributes to reducing the burden of the family, so that women have more time to be directed to productive work, and at this stage the economic role of women has been neglected and confined only to their traditional role from here came the following stage:

The third stage: gender and development, which emphasizes the concept of sustainable development and social justice, and that inequality is caused by the value of paid work for men while not recognizing women's social equality through their work within the home.

Since then, the concept of women's empowerment has generally expressed the need for women to contribute to a change in development. Al-Nuaimi and Zarkush:2018, 49, also defined it as: the effectiveness of women's participation in decision-making and the implementation and implementation of those decisions by providing support to have control and collective responsibility for the work they do to improve performance.

The objectives and characteristics of women's empowerment:

Empowerment in general aims to give the individual the ability to discover himself, and the abilities and skills within him to bring him to the quality of life he wants and development does not mean getting more but developing for the better, increasing the options available, improving access to services and goods and enhancing the capabilities of individuals.

As for the objectives and characteristics of empowering working women, they were explained by Qandil: 2007, 56 and Al-Kubaisi: 2004, 141) in the following objectives and characteristics:

Self-acknowledgment and discipline: It means that working women integrate themselves into ongoing development and change processes, have the own initiative, are free to choose, choose their own ways of working, and trade-offs between their alternatives so that they can make their own decisions.

Self-reliance and sufficient: It means a sense of the woman working her or her place, her role, her counseling, the importance of the duty she performs, and the attention she receives.

Self-confidence: It means that working women

work to enhance their self-perception and overcome the traditional image conceived of them through their potential, their potential, their confidence in their ability to perform their tasks, and to rely on themselves in the face of difficulties.

The ability to influence: this means being able to change the ideas of others by democratic means, and her belief in her ability to play an active role in her organizations, the sense of others in them, listening to her, invoking her proposals and taking advantage of her.

Areas of women's empowerment:

Several studies such as Ibn Shalhoub: 2017, 23-26 and study of (Mellihan:2019, 83 and 84) have limited the key areas of empowerment that should be provided to women if any of the societies are to achieve their actual participation in sustainable development, and these species can be limited to the following:

Personal empowerment: it means helping women cope with negative societal habits.

Economic empowerment: It means the relative distribution of both men and women in administrative, organizational and professional positions, the relative distribution of income earned by the economically active population of the two nationalities, and the relative wages of females versus males, and if society wants to achieve the economic empowerment of women, it likes to have a regular private income;

An increase in the volume of women's participation in the labor market.

The extent to which women benefit from the return of participation in development.

Work to empower women, increase their capacity and self-reliance, in order to contribute to economic life.

Educational empowerment: focuses on increasing women's participation in the education system and benefiting from human resources development programs.

Social empowerment: It means that women exercise all their powers and abilities in order to build a social culture that limits what they call male domination, so this type of empowerment in turn focuses on a range of things:

Increasing women's participation in community issues, locally and arably, while emphasizing their important role in creating positive values at the family and community level.

Creating more diverse relationships between national and Arab women's organizations in order to coordinate among them.

Raising awareness to eliminate all forms of discrimination against women.

Work to provide services that help women balance their responsibility and development role.

Political empowerment: which crystallizes in supporting the political participation of women, by increasing their representation in decision-making positions, increasing the percentage of their membership in political parties, unions, professional societies, and civil society organizations, and increasing their representation in Arab, regional, and international institutions, and in this regard called for The 1995 Beijing Conference to allocate parliamentary seats for women in parliaments, (which is called the quota project), and called for the necessity of raising women's representation to at least 30 percent by the year 2005, and a number of Arab countries have taken advanced decisions in this regard, including the Kingdom Saudi Arab.

Legal empowerment: The legal framework seeks to create guarantees that preserve the role of women and guarantee their rights through:

Work to amend legislation that limits the role of women.

The extent to which Arab women are educated in their legal rights.

Applying all international conventions that guarantee the civil rights of women, whether in the context of imbalance or other.

Institutional empowerment: which aims to strengthen the infrastructure of: organizations and bodies seeking to promote women, increase the role of all institutions concerned with women, and work to create a network of communication between policy makers to improve the status of women in various sectors.

Barriers to women's empowerment and empowerment needs:

Arab women in general and Saudi Arabia in particular feel many of the social pressures that hinder their participation in building society and achieving sustainable development, so Saudi Arabia is carrying out many economic reforms that have given the Kingdom great attention to women and engaged in the labor market and increased their enrolment rates in higher education and represented a huge shift in the quality of the female workforce and doubled their numbers in the Saudi labor market and reached senior leadership positions at various administrative levels, but it did not reach the desired level and still there is Gender disparity in senior management positions and needs time to reduce that gap and overcome obstacles that limit women's access to the desired

level of senior management positions (Al Omar: 2013,46).

With regard to the constraints on women's empowerment, there are many obstacles to women's empowerment efforts, which are classified by specialists in the areas of women's empowerment, with the number of such obstacles (obstacle: 2019, 55 and 56) and (al-Muleihan: 2019, 84 and 85) as follows:

-Barriers to social empowerment of women, which include: illiteracy, low educational, cultural and skill levels, social values and customs, backward social outlook and inequality between men and women.

-Barriers to women's economic empowerment, which include: The reluctance of men in our society to accept participation and bear the burdens resulting from women's work.

-The lack of facilities available, which reduces the family burden on women.

-Poor appreciation of working women's efforts.

-Men's disapproval of women's autonomy leads to men (colleagues) taking negative attitudes towards them in Work.

-Poor cooperation between men and women within the family and therefore most of the burden of family affairs falls on the woman.

-The husband's reluctance to join the workforce.

Barriers to women's political empowerment include:

-The pattern of cultural heritages.

-The rule of a culture of discrimination against women.

-Women's unwillingness and lack of self-confidence to the point of reluctance to participate in politics.

-Women's lack of political enthusiasm and concern for political matters.

-The prevailing negative attitudes towards women's participation in public life.

Community barriers, including:

-Poor social awareness of the importance of women's role in development.

-Customs and traditions limit women's entry into many professions.

-The government's commitment to the development of the state of the land is a major source of income for the rural

-The strong centrality of decision-making power.

-Strict regulations and procedures that do not encourage initiation and innovation.

-Weak stimulation system.

-Poor training and self-development.

-Increase the time required to perform teamwork and committee work.

-Some workers are unable to fully know to make effective escapes.

-The length of working hours, especially in the private sector, deprives women of caring for their families.

-Women are often subject to male authority and decisions concerning their education and work.

Regulatory constraints related to the working environment include:

-Regulatory factors: poor communication, the rule of the bureaucratic environment in the organization, factors related to competition pressure and others related to pressures in the transition and change.

-Leadership style: direct and continuous control of employees and guardianship and negativity in dealing with employees represented by great attention and focus on failure.

-Revenue system: The income and incentives are not suitable for the effort and do not link it to creativity.

-Work design: lack of clarity of the role required of the employee, lack of support and technical training, lack of objectives, lack of diversity in work, poor opportunities for progress and development of employees, and lack of appropriate professional guidance.

As for the needs of women's empowerment, they are addressed as follows in the light of the results of the studies ofAl-Daguerre:2018, 21 and 22) and (Ibn Shalhoub: 2017, 26-29) as the following needs:

Political needs, and many studies and research have indicated that there are many personal and societal obstacles that prevent women from integrating into political work, the most important of which is the ignorance of women of their social and political rights, the absence of women's political role models, the lack of sufficient time for political action, and the absence of political awareness. Customs and traditions prevent women from participating in politics

Training needs: to conduct intensive training courses for staff to prepare them, expand the mandate before empowerment is used, provide both parties with sufficient courage to bear the results, provide managers with sufficient powers to empower their subordinates, and ensure that senior management is not blamed for failure and staff are qualified in a way that increases their ability to assume this responsibility.

Social needs, such as: their knowledge of the laws of society, which will have a positive impact

on the economic and social status of women.

Economic needs: taking advantage of production and education opportunities. Policy and strategy Used to improve and develop women's economic empowerment and positively enhance their capabilities

The legislative needs are: the importance of the role of women's organizations in providing support to women, as they are important and effective means of changing laws on women's rights and help empower women to play their role in society. The government's policy of "protecting women' rights" is a matter of great importance.

In addition, women need to provide policies, processes, practices and administrative structures that promote the practice of high integration through the participation of those working in power, knowledge, information and rewards.

The reality of the administrative empowerment of Saudi women in the health field:

Statistics indicate that the participation of Saudi women in the labour market in any of its fields is still limited in terms of their size and diversity of their sectoral contribution, and that their entry into the labour market was slow and late in the early stages of development (1390-1395 H) where their contribution swelled (0.5% to 1%), With the development of the stages of development and its implications for the situation of women (especially in the field of education), their contributions to the labour market began to rise gradually through development plans in the past 35 years, rising to 6.5 by the end of 1425 / 1424 Ah (Al-Muhanihan:2019, 77)

In light of recent developments in Saudi Arabia, Saudi Arabia has been seeking to provide everything that is required to enable Saudi women administratively in all fields, where Saudi Arabia has long believed that human resource development is a key element in the process of progress and sustainable development and to provide an important and influential role for women in the development industry by increasing their participation in higher education and important jobs so that they become active and active in society to contribute to the overall development process (Saudi Women in Higher Education Report, 2014).

In this regard, statistics carried out by the credit company “MasterCard" on the participation of Saudi women in decision-making centers showed that the rate of administrative positions held by Saudi women increased in 2009, from (29.3 to (39.3) in 2008, and the statistics, indicated that in 2009 saw the employment of a woman as deputy minister of education and the only female in that year (Mellihan:2019, 77).

Through comparative studies between men and women in leadership positions, it has been shown that women leaders have similar features with men of leadership, but they are distinguished by a set of features and characteristics, and among the most important of these features (Altima, Mustafa: 2013, 15 and 16):

Women work as firmly as men but need time to clarify the idea they have more than men.

The woman combines the family with work, she takes care of her family and is flexible with her, in addition to her work, which does not conflict with her, while the man separates the family from his work.

Women prefer direct personal contact, they prefer to talk and cooperate as humanely as possible away from the phone and fax.

Women's leadership activities are broader than those of men in leadership. Women have personal interests that are usually different from the nature of work.

Women leaders focus on the work environment and spend time doing so while some men are weary.

Women in leadership follow artistic ways in leadership.

MATERIALS AND METHODS

Curriculum

This study used the (descriptive analytical) approach to study the reality and levels of empowerment of health facility supervisors in The Ha’il region, identify its constraints and determine the level of management skills that these managers have.

The study community and its sample represent the current study community of all health facility supervisors in Ha’il area, and due to the small size of the community, all the women were targeted and the supervisors of health facilities in Ha’il as a sample of the study in the method of the sample of the comprehensive inventory.

The number of questionnaires valid for analysis reached (52) one of the collected questionnaires from health facilities supervisors in Ha’il region.

Data Collection tools:

The current study adopted the questionnaire as a tool to collect preliminary data for the current study. The questionnaire was prepared based on a number of previous studies, the most important of which are: (Ahmad, Hussein: 2019) study (and Al-Balawi study: 2015). The five-point Likert scale was used to measure the different items and this scale takes the following form: 1 (Strongly Disagree), 2 (Strongly Disagree), 3 (Neutral), 4 (Strongly Agree) and 5 (Strongly Agree). Final of the following parts:

Part 1: General information on participation, which consisted of (type of management in the health facility, scientific qualification, years of service in the health department, number of training courses obtained, and age).

Part 2: Represented in the axes and phrases of the basic study variables divided into three axes: the first consists of (18) words that measure the administrative empowerment of the supervisors of health facilities in Ha'il area.

The second axis, which consists of (18) terms of administrative skills, is available from the supervisors of health facilities in the region of Ha'il. As **for the third axis**, it consists of (9) phrases that measure obstacles to administrative empowerment from the point of view of health facilities supervisors in Ha'il.

Validity and reliability of the study tool

Face validity:

To confirm the validity and reliability of the primary data collection tool. it was designed on the basis of previous studies using almost the same phrases, and the questionnaire was presented to a group of specialists to ensure the correctness of the drafting of the terms of the form and the validity of its inclusion under its main axes and their observations were a formality taken.

Validate the internal consistency of the study:

To calculate the internal consistency of the resolution, this was done by calculating the correlation coefficients between each of the study axes and the overall degree of resolution, as indicated in table 2. It is clear from table 2 that the correlation coefficient values for each of the study axes are positive and statistically functioning at the indicative level of 0.01 and lower, with indicative levels (0,482-0,964) indicating that the resolution axes have a good degree of reliability in the study.

Table (1): Personal and functional characteristics of the study sample

Variable	Options	Iteration	Percentage (%)
Years of service in management.	Less than five years	9	17.3%
	5 to under 11 years	26	50%
	10years and over	17	32.7%
	Total	52	100%
Number of courses you have received.	There's no.	18	34.5%
	Less than 11 training courses	24	46%
	11 to less than 21 training courses	7	13.5%
	20 training courses and more	3	6%
	Total	52	100.0%
Age	25 to 35 years	23	44.3%
	36 to 46 years old	24	46%
	47 to 57 years old	4	7,8%
	57 years old and older	1	1.9%
	Total	52	%100.0
Educational stage for individuals	Bachelor	37	%71.2
	Master	11	%21.2
	Doctor	4	%7.6
	Total	52	%100.0

Reliability:

To ensure that the questionnaire was reliable, (this was done by calculating the Cranach's Alpha Coefficient as shown in Table 3, which showed through the following table that the resolution enjoyed a high reliable factor, with the Cronbach's alpha or coefficient alpha for all axes (0,942), which was high and appropriate.

Table 2: Correlation coefficient between the degree of each axis of the questionnaire and the overall degree of the questionnaire

		The first axis	Axis 2	Axis 3	College degree
The first axis	Correlation	1	.869**	.773**	.953**
	Sig. (2-tailed)		.000	.000	.000
	N	66	66	66	66
Axis 2	Correlation	.869**	1	.903**	.973**
	Sig. (2-tailed)	.000		.000	.000
	N	66	66	66	66
Axis 3	Correlation	.773**	.903**	1	.907**
	Sig. (2-tailed)	.000	.000		.000
	N	66	66	66	66
College degree	Correlation	.953**	.973**	.907**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	66	66	66	66

Link D at a moral level 0.01

Table 3: Calculating study reliability using the Cronbach's alpha

Axis	Number of statements	Cronbach's alpha coefficient
The first axis	26	.973
Axis 2	21	.952
Axis 3	9	.973
Total	56	.942

RESULTS AND DISCUSSION

Results related to the level of administrative empowerment of the study sample, the following indicator was adopted to judge the level of each term: the arithmetic average between 11(and less than (2633) a low score indicator, the arithmetic average between (2632)and less(3660) index is a medium score, and the arithmetic average between (3668) and (1) index is high.

It is clear from the results that the overall average of administrative (12) empowerment, and available (1) to health care supervisors in Ha'il region. Reached (3623) generally average. Respectively, as the most important dimensions and management empowerment factors available to director A.T. and thus it is clear that the poverty of the management supervisor of the director's management and the decision to congratulate in the committees and boards and to show their work, encouraging them to take professional responsibility has a high degree of response and may have the greatest effect in supporting the director and enabling them to perform and accomplish their work in the best possible way. The administrative supervisor plays an important role in the rehabilitation, training and development of skills and the potential of the health facilities supervisors in Ha'il.

With mediated approval of the phrases. I have multiple powers to deal with the tasks assigned to me, and phrase No. (10) I feel I have a skill that others do not have in the performance of my work, as well as the phrase No. (10) systems and instructions help me develop a work skill with a mathematical average of (3388). Their approval was moderate for terms (12) and (12) legislation in the Ministry of Health encourages the devolution of

power and the health ministry provides a training role for the development of personal skills for the associates with an average account of each (62 and 59), respectively. Those results are consistent with the results of previous studies such as: study al-Balwi, (2228) where it was found that legislation in the health ministry stands in the way of devolution of power and this thus leads to an atmosphere of frustration and despair. From these results it is clear that many of the legislation limits the delegated powers of health supervisors in the Ha'il region, perhaps due to the nature of such rigid legislation, which has not seen developments in modern management systems in health facilities, and the modern principles such as delegation, empowerment and performance development systems. It is also clear that the issue of providing training courses for the development of personal skills for the balconies of health facilities in the Ha'il area explains why their answers are mediated in the sense that they have skills that others do not have in the performance of their work.

Presentation and analysis of results related to administrative empowerment constraints:

Identifying the most important obstacles to the administrative empowerment process available to study sample members is one of the most important objectives of the current study. The most important statistical results of that dimension. It is clear from table 9 that the average calculation sought by the sample for the sample responses to the selections for administrative empowerment constraints was high, ranging from 4.44 to 3.17 for all responses of the sample members, which means that the availability of the vocabulary of this axis is achieved in varying proportions.

The most obstacles came from the point of view of the participants the eighth phrase there is no free exchange of information as the most prominent obstacles followed, the lack of conviction of senior management of administrative empowerment in the second place and the ambition of the director as the most important obstacles

CONCLUSION

The current study highlights the reality and level of administrative empowerment available to health facility supervisors in Ha'il in Saudi Arabia, and the most important obstacles to empowerment.

The overall average of administrative empowerment available to health facilities in Ha'il moderate was (3,623).

The levels of enjoyment of health facilities supervisors in the Ha'il Area of The Skilled At are high and as follows are ranked according to their general arithmetic average: task force training skills (2633), leadership skill (2631), skill of taking a grade (2622) and effective communication skill (2621).

The most prominent obstacles to administrative empowerment in health facilities came from the point of view of the sample of the leaders: the lack of free exchange of information, the lack of conviction of senior management of administrative empowerment in the second place, the ambition of the supervisors of health establishments in the low Ha'il area, the lack of training to take the villages, and the performance of the low supervisors.

Recommendations:

In light of the findings of the field studies, the researcher proposes a number of recommendations:

Work to create a regulatory environment conducive to the practical application of administrative empowerment in health facilities.

The work is to intensify the programs and training courses for managers on administrative empowerment and to develop the personal skills of the employees, which increase the level of confidence and sense of knowledge and importance.

Give the trainer sufficient powers to work independently and hold them accountable for the results.

The need to adopt a system of rewards that motivates those who are entitled to work and be motivated by them.

Increase administrative organization by forming more task forces to accomplish various tasks.

Increase the activation of the participation of the parties and managers in the decision-making and implementation of them. Encouraging managers to the supervisors to think freely and release their potential by raising their sperm spirit, which causes more interaction to help achieve the goals of the health establishment.

Benefit from empowerment experiences in some other health facilities and work to bring about positive change on a continuous and integrated basis.

The need for higher management in the Ministry of Health to be convinced of administrative empowerment and its importance.

Motivate and encourage supervisors to be more ambitious by providing more opportunities for

progress and development at work.

Conducting more studies on preparing a proposed program to activate the process of administrative empowerment in health facilities.
Conducting more studies on the most important obstacles that prevent the process of activating the administrative empowerment of supervisors and how to overcome them.

CONFLICT OF INTEREST

The authors declared that present study was performed in absence of any conflict of interest.

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Souad N. Alshamery , Construction of the idea, scientific writing, collecting data, statistics, read and revision of the final virgin.
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