

## **Determinants of administrative communication between hospital departments and their impact on the provision of health service -A field study at the King Faisal Hospital in Taif-**

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### **Abstract**

The study aimed to identify the types and methods of administrative communication that are used between departments at King Faisal Hospital. The study also sought to identify the most important determinants that stand in the way of effective administrative communication and to explain their relationship to health service provision at King Faisal Hospital. The study adopted the descriptive analytical approach through a questionnaire that was applied to a sample of 282 employees at King Faisal Hospital. The results of the study showed that there are no significant organizational determinants of communication and environmental determinants of communication. The results showed the absence of psychosocial determinants, while the presence of personal communication determinants was found at a moderate level of importance. On the other hand, the study found a high level of health service provision. In addition, the results showed a statistically significant relationship at the level of statistical significance ( $0.05 \geq \alpha$ ) for the determinants of administrative communication (organizational, personal, environmental, and psychosocial) on health service provision. The study recommended paying attention to personal determinants in communication by improving communication methods and the nature of relationships between the manager and employees.

**Keywords:** administrative communication, hospital departments, health service, King Faisal Hospital in Taif.

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## Introduction:

Administrative communication has an important role in any organization, as it is one of the basic administrative functions and processes that directly affects the speed and efficiency of work. Therefore, the presence of determinants in communications can negatively affect the level of business performance in institutions that cannot tolerate any negligence or delay in any of the processes and functions (Abu-Osbaa, 2004).

Administrative communication is called the organization's pulsating artery. No organization can achieve its goals without having its own administrative communications network. Indeed, it is very difficult for a person to imagine the existence of any organization without the existence of forms of communication through which information is transmitted between employees, whether they are superiors or subordinates, inside or outside the organization. There is no doubt that administrative communication is one of the important topics that has received a great deal of research and study. Hardly any book in management or behavioral science is devoid of communication. Many researchers, writers, and organizations have defined administrative communication; although some of these definitions vary, most of them revolve around exchanging information and creating good relations between work groups through interaction and participation between the two parties on a topic, issue, opinion, trend, or behavior (Tabish, 2008, p. 16).

Communication in hospitals is considered one of the important features that must characterize administrative work. Successful hospital management is one that is able to communicate quickly and efficiently with various parties and departments smoothly and with appropriate communication methods. Whereas the departments in the hospital are important parties and represent a high importance in the performance of the hospital and the connection of its various operations to achieve the highest level of health care efficiency. The process of improving communications depends on management, and it needs to be aware of the nature of communication networks in its institutions. It is specifically based on the effectiveness of communication and the best means leading to it. Good

communication provides the opportunity to identify the best options and alternatives for making the appropriate decision by integrating different information to make the most effective decision (Abu-Osbaa, 2004). The importance of administrative communications and its role in management is demonstrated by the emphasis of some administrative theories, especially the supporters of the behavioral approach to management, on the principle of participation as the basis for successful management, which believes that it is not just administrative structures and departments. As the structural approach to management suggests, administrative organizations from a behavioral point of view are nothing but relationships and communications taking place within the administrative work environment. Good communications also help those who draw up and prepare plans to know the reality of the available human and material wealth. It also helps them identify accurate statistical indicators on which the validity of the forecast depends, and thus the validity of planning and knowing its objectives clearly (Al-Khaibari, 2003).

Administrative communication in hospitals is an interaction process through which information is exchanged between hospital workers in all its departments and departments, with the aim of reaching a state of mutual understanding between the sender and the receiver, and achieving specific goals such as exchanging therapeutic information about a specific case. These communications must be quick and easy, and must include all departments and administrative levels, as successful health management requires many rational decisions. Rational decisions depend on the quality and quantity of information available (Al-Dweik, 2010, p. 4).

The increase in the number of patients and the demand for quick and efficient health service has led to the necessity of finding ways and means to meet and respond to these requests. In addition, communications between departments are one of the most important administrative processes, through which the level of performance and speed in completing the health service can be raised. Therefore, the current study focuses on defining and demonstrating the effectiveness of administrative communication, and explaining the most important determinants facing it among government

hospital departments. In addition, explaining the impact of these determinants on health service provision.

### **Problem Statement:**

The efficiency of health care depends on effective communication between various hospital departments and health care centers, as the efficiency of the hospital's work as a unified system depends on the degree of availability of an effective and successful communications network. The effectiveness, efficiency and speed of delivery of the health service depends on communication and interconnection between the various departments of the hospital. However, it is noted that the periods of health care at King Faisal Hospital take relatively long periods, which leads us to investigate the reasons for this lengthening. Since administrative communication processes, communication between different departments, are a major factor in the efficiency and speed of health services in the hospital, the problem of the study revolves around explaining the determinants of administrative communication, identifying them, and demonstrating their impact on the provision of health services at King Faisal Hospital. The research problem is determined by answering the following questions:

- What is the efficiency of communications between departments at King Faisal Hospital?
- What are the most important determinants that constitute an obstacle to the efficiency of communication between departments at King Faisal Hospital?
- What is the impact of the determinants of administrative communications between King Faisal Hospital departments on health service provision?

### **The Study Significance:**

The current study has practical importance in increasing awareness and guidance of the problem of studying at King Faisal Hospital. The study also has scientific importance. As it is one of the rare studies that addressed

this topic. The importance of the study also appears through its presentation of theoretical material about the foundations and methods of administrative communication at King Faisal Hospital.

### **The Study Objectives:**

The research seeks to achieve the following objectives:

- a) Identify the types and methods of administrative communication that are used between departments at King Faisal Hospital.
- b) Identify the most important determinants that constitute an obstacle to the efficiency of communication between departments at King Faisal Hospital.
- c) Analyzing the impact of determinants of administrative communication between departments on health service provision at King Faisal Hospital.

### **Hypotheses:**

- ❖ There is a statistically significant relationship at the level ( $0.05 \geq \alpha$ ) between the organizational determinants in administrative communication and health service provision at King Faisal Hospital.
- ❖ There is a statistically significant relationship at the level ( $0.05 \geq \alpha$ ) between the personal determinants in administrative communication and health service provision at King Faisal Hospital.
- ❖ There is a statistically significant relationship at the level ( $0.05 \geq \alpha$ ) between the environmental determinants in administrative communication and health service provision at King Faisal Hospital.
- ❖ There is a statistically significant relationship at the level ( $0.05 \geq \alpha$ ) between the psychosocial determinants of administrative communication and health service provision at King Faisal Hospital.

## Terms Definition:

**Administrative communication:** It is the process of transferring and exchanging orders, instructions, data and information between departments at King Faisal Hospital (Al-Sheikh, 2011).

**Organizational communication determinants:** The large scope of supervision and the large number of administrative levels, which affects the delivery of information in the correct way. In addition to the lack of clarity of purpose, lack of data and information, and lack of clarity of communication centers and official lines of authority in the organization.

**Personal communication determinants:** Inability to express well and choosing vague expressions. The prevalence of ambiguity and differences in workers' abilities and mental perceptions (Al-Khaibari, 2003).

**Environmental determinants of communication:** temperature, lighting, poor ventilation, noise, are conditions that help hinder effective communication.

**Psychosocial determinants:** These determinants result when the communication parties are from societies and have different languages or dialects.

The Concept of Administrative Communication and its Importance:  
Interest in administration began with the emergence of man and the emergence of societies, as administration is important for organizing human affairs and the emergence of societies. The administration intervenes in all affairs of a person's life, and achieves his stability and communication with his surrounding environment according to the capabilities he possesses and the knowledge and skills he possesses. Hence, cooperation and coordination in all areas of human life reflects the concept of management, just as humans are social by nature and cluster with people who have common concerns and interests. The presence of administration is important and inevitable in these human gatherings, to manage their affairs and achieve their goals. Interest in the precise specialization of management science has increased in all attempts, most notably health management. Health administration is considered to specialize in the health sector that deals with the most important asset a person has (his health). Interest in health

administration has increased in most developed countries (e.g. USA, Canada, and Britain), due to their belief in the importance of the role they play in the field of developing and organizing health services. This is in addition to how health services are managed, the use of limited, high-cost resources and the mechanism for providing them to beneficiaries efficiently and effectively (Al-Otaibi, 2016).

Administrative communication, in its broad sense, means producing, providing, and collecting individual data for the continuation of the administrative process. In addition to transmitting, exchanging and broadcasting it, so that an individual or group can inform others of new matters or instructions. As well as influencing the behavior of individuals and groups, both negatively and positively. These processes usually take place in a mutual manner between two sides (not one side), while being connected to three mental, emotional, and volitional elements to influence what is going on in the minds of both the reporter and the recipient in terms of ideas, trends, and emotions (Khabrani, 2007).

Communication and communication fall under more than one field in daily and practical life. These fields include management, education, sociology, and psychology. There are also many definitions of the concept of communication and communication, but they all give the same content. Communication and communication can be defined as a process of interaction that takes place between two parties, a sender and a receiver, through which information, skills, attitudes or opinions are transferred to the recipient, whether an individual or a group, in various ways to achieve a specific goal (Salam, 2007).

Al-Daas (2009) explains that communication and communication is a process through which content of information, ideas, and skills is transferred from one or more parties to another party, through a verbal or non-verbal message. This process is also considered a process of interaction and participation between the parties to achieve the goal of this process.

The importance of the effective communication process is that it is an effective tool in forming social relationships between people. Effective communication also facilitates the exchange of information between

individuals, unifying ideas, forming public opinion, and trying to change human behavior. In addition, effective communication contributes to helping promote the process of urbanization and social transformation (Wafi, 2010).

This requires the presence of competent specialists in this field to assist executive departments in implementing the administrative communication policy and system. Working in a department equipped for such a purpose within an organizational structure called an “administrative communications department.” In addition to the necessity of providing a sound environment to achieve effective administrative communication, this is done by setting a direct and clear policy for the institution that works to achieve organizational goals and satisfy human needs (Khabrani, 2007).

On the other hand, there are two types of communication (Al-Shehri, 2013):

1. Verbal communication: which depends on the use of words as a means of conveying the message from the sender to the receiver, which is divided into two types:
  - Written communication: represented by books, letters, consultations, and letters.
  - Oral communication can be direct, i.e. face to face, such as personal meetings, conferences, debates or conversations.
2. Non-verbal communication: Communication that occurs without written or spoken words. But through gestures, facial expressions, and general appearance.

### **Elements of the Communication Process:**

The communication process includes a set of elements upon which it is based, without which the communication process cannot be completed. These elements include (Nasrallah, 2014):

- a) **The Sender:** It can be considered the main element of this process. The sender is the one who bears responsibility for the message, because the idea was issued and the goal of the message was determined on his own. In addition, he bears the responsibility of choosing the appropriate medium to convey the

message.

- b) **The Receiver:** He is the intended person in this process. Several factors affect his understanding of the message (such as educational level, previous experiences, and skills).
- c) **The Message:** It is the content and goal on which the process is based. Content can be represented by thoughts, feelings, and sensations. The message may also contain beliefs and attitudes through which the sender wishes to influence the future.

Al-Owainat (2009) indicated some other elements, which are:

- ❖ **Communication method (channel):** This is the method chosen by the sender to send the message to the receiver. His choice of method depends on the content and purpose of the message, and the method of communication can be either verbal (directly), written, by sign, or using a device such as a telephone.
- ❖ **Feedback:** It is the recipient's response to the content of the message. The sender can adopt the receiver's response by adapting the content of the message and the way it is sent.

### Effective Communication Skills:

Both the sender and the receiver must possess four basic skills. Two of these skills relate to the topic of the message idea, which include speaking and writing. The other two skills related to clarifying the idea of the message, which include reading and listening. Kapoor (2010) explains these four skills as follows:

1. **Speaking skill:** speaking skill is the ability to communicate information and decisions in a correct, understandable and clear voice, and to choose the voice that suits the idea or situation in order to attract the attention of the receivers.
2. **Listening skill:** Listening skill helps the sender or receiver understand the other's ideas and opinions well.
3. **Writing skill:** Writing skill requires clear and understandable language to help communicate and convey information and ideas clearly.

4. **Reading skill:** Reading skill represented in understanding and grasping the content of the message idea, as the writing skill and the message idea lose their value with the weakness of the reading skill.

The researcher shows that communication skills are interconnected and complementary to each other, as the listening and speaking skills complement each other, while the writing and reading skills complement each other. If there is a weakness in one of these skills, it weakens the skill that complements it, thus the message loses its idea and content.

### **Determinants of Effective Communication:**

The determinants of the communication process are one of the elements of this process. Al-Aqeel (1430 AH) explains that the determinants of communication on the part of the sender may be represented by the sender's fear of the receiver's response, not choosing the appropriate method, not choosing the appropriate time to send the message, or perhaps poor expression of the content and goal. According to the receiver, receiving a number of messages at the same time may play a role in him neglecting some of the messages and not reading them well, or interpreting the content of the message based on what he expects from the sender and not what the sender specifically means. With regard to the message, the determinants of communication may be the lack of clarity of the content, or the message not containing what attracts the receiver or falling within his interests and awareness, and perhaps the presence of more than one meaning in the message without specifying a clear meaning. Finally, in terms of the communication channel or method, the sender's environment lacks multiple means and methods of communication, which restricts him to using the same method every time, which may not suit the receiver's environment or the nature of the content of the message.

The determinants of communication and administrative organization are reflected in the organization's workflow and the goals set for it. There is a strong connection between procedures regulating workflow and clarity of regulations. The most important problems that may affect the workflow are

the centralization of management, the presence of systems and laws that do not suit the situation of the institution, a defect in administrative and financial procedures in particular, and the determinants of organization that may result from the presence of inappropriate structure and outdated regulations.

In addition, the most prominent thing that may lead to the presence of limitations in administrative communication is the existence of a gap between the leadership levels and the executive levels. Perhaps placing large burdens on supervisors or monitors may cause weakness in the system, such as supervising a large number of employees. Inadequate and limited control methods may have a negative impact. Therefore, the health facility must use more than one method of control. Coordination between health institutions is important, but weak administrative coordination may result in conflicts between employees, and the ineffectiveness of the communication system may lead to difficulty in accessing information.

### **Related Literature:**

Al-Shehri (2014) conducted a study aimed to identify the obstacles to professional integration in the field of health services in Ministry of Health hospitals. The study adopted the descriptive analytical method, and the study used the questionnaire as a tool for collecting data. The questionnaire was distributed to a sample of (380) health workers, who represent the medical team in government hospitals, and the data was analyzed to reach the conclusion. The results showed that professional integration in the hospitals on which the study was conducted has become a functional, professional and standard requirement, and that the weakness of the professional role of the member of the medical team in hospitals leads to marginalization. The results showed that not providing the medical team member with the opportunity to communicate and participate in developing, implementing and following up on the treatment plan leads to conflict between members. The study recommended that hospital administration pay attention to the work environment so that the medical team member provides all his professional experience and skills.

The study by Rabøl, et al, 2012 aimed to demonstrate the weakness of teamwork and communication in health care teams. The study also aimed to identify the common characteristics of the communication team from different specialties by applying it to intensive care departments in Danish university hospitals. The descriptive analytical approach was used by interviewing four work teams, where the number of participants reached 24 individuals from different specializations. The findings indicated that the exchange of patient information between shifts or units, as well as the process of compiling information from various departments to create a diagram, exhibited notably subpar communication. The study recommended working to encourage mutual knowledge and facilitate modern language and methods of communication.

Hareem and Al-Khashali (2006) conducted a study that aimed to identify the extent of the impact of the dimensions of the organizational structure on building organizational knowledge in private Jordanian hospitals. The study adopted a descriptive analytical approach, and the study used a questionnaire as a tool for collecting data. The questionnaire was distributed to a sample of (344) workers in 13 hospitals in Amman, and the data was analyzed to reach the results. The results indicated that there were different levels of availability of organizational structure dimensions, with centralization being the highest, followed by business grouping, specialization, and formality, respectively, while the level of communication patterns was medium. The results of the study also showed a negative significant effect for three dimensions of the organizational structure on building organizational knowledge, which are specialization, business grouping, and formalism, while the effect was significant but positive for the remaining four dimensions, which are centralization, communication patterns, groups of practice, and responsibility for knowledge management. The study recommended that officials and workers in private Jordanian hospitals be aware of the importance of organizational knowledge and its vital role in the continued success of hospitals. Encourage and facilitate vertical and horizontal communications between employees to help build organizational knowledge.

### What Distinguishes the Current Study From Related Literature?

The current study is distinguished from related literature in the following points:

- 1) In its title, which none of the previous studies addressed, despite its importance in hospitals and health institutions.
- 2) In its variables, which were specified in the determinants of administrative communication as an independent variable, health service provision as a dependent variable, and these variables were not addressed by any of the previous studies.
- 3) In her community, which included workers at King Faisal Hospital in Taif.

### Methodology:

The researcher adopted the descriptive approach in describing the determinants of administrative communication at King Faisal Hospital in Taif, the study sample. The analytical approach was also relied upon to analyze the impact of communication determinants on health service provision at King Faisal Hospital in Taif.

### Study Population and Sample:

The study population includes all employees of King Faisal Hospital. A stratified random sampling method was adopted to implement the study. A sample of (282) individuals was selected, representing (20%) of the workers at King Faisal Hospital in Taif. Table No. (1) Indicates the population and sample of the study:

**Table No. (1) Study population and sample**

Occupation	Population	Percentage	Sample
Doctors	291		58
Consultants	42		8
Specialists	110	20%	22
Nursing	715		143
Administrators	220		44
<b>Total</b>	<b>1378</b>	<b>20%</b>	<b>275</b>

## Characteristics of the Study Sample:

The study examined a number of demographic variables for the study sample members in terms of “gender, education, and experience” derived from the general information included in the questionnaire. Based on this, the study sample was described, through frequencies and percentages, as follows:

**Table No. (2) Distribution of study sample members according to demographic information**

<b>Gender</b>	<b>Repetition</b>	<b>Percentage</b>
Male	198	72%
Female	77	28%
<b>Total</b>	<b>275</b>	<b>100%</b>
<b>Education</b>	<b>Repetition</b>	<b>Percentage</b>
Diploma or less	44	16%
Bachelor's	203	73.8%
Master's	24	8.4%
Ph.D	2	0.7%
<b>Total</b>	<b>275</b>	<b>100%</b>
<b>Experience</b>	<b>Repetition</b>	<b>Percentage</b>
5 years or less	99	36%
6-10 years	145	52.7%
11-15 years	26	9.5%
5 years or more	5	1.8%
<b>Total</b>	<b>275</b>	<b>100%</b>

## Data Collection:

Two sources will be relied upon to collect data related to the study:

- V. **Primary sources:** These include books, research and studies, and the Internet.
- VI. **Secondary sources:** A questionnaire that will be prepared based on the steps of scientific research in accordance with the objectives and variables of the study.

## Statistical Analysis Methods:

In order to reach accurate and standardized indicators that serve the objectives of the study and test its hypotheses, the researcher relied on the following statistical methods:

- ❖ Descriptive statistics: In which percentages, frequency, arithmetic mean, and standard deviation were measured and analyzed. Descriptive statistics used to show the views of the study sample on its variables and determine the importance of the items contained in the questionnaire.
- ❖ Cronbach Alpha test: to test the consistency of the areas of the study tool used to measure the variables included in the study.
- ❖ Chi-square analysis: To test the influence relationships of independent variables on the dependent variable.

## Results:

After applying the study tool, the researcher collected the responses of the study sample members, converted their responses into raw scores, and then found the frequencies and percentages. Arithmetic means, standard deviations, and the Chi-square and ONE WAY tests were calculated to demonstrate the determinants of administrative communication between hospital departments and its impact on health service provision, at the level of statistical significance ( $\alpha \leq 0.05$ ).

The opinions of the study sample were analyzed to understand the statements regarding the determinants of administrative communication between hospital departments and their impact on health service provision at King Faisal Hospital in Taif. Arithmetic means and standard deviations were calculated for each field of study, as shown in the following:

**First, the organizational determinants of communication:** Table No. (3) indicates the results:

**Table No. (3) Results of Organizational Determinants of Communication**

Paragraph No.	Paragraph	Arithmetic Means	Standard Deviations	Chi-Square	Significance level
1	Lack of modern and efficient communication systems.	2.295	1.052	122.982a	0.00
2	Lack of awareness among workers in dealing with communication systems within the hospital.	2.247	1.020	134.364a	0.00
3	Lack of a clear organizational structure for call centers between hospital departments.	2.309	1.122	107.709a	0.00
4	Lack of effective communication between administrative levels.	2.538	0.937	136.036a	0.00
5	Confusion regarding decision-making holders between hospital administrators and specialists	2.673	1.026	100.109a	0.00
6	Lack of effective information management in terms of collecting, classifying and distributing information to departments.	2.669	0.994	101.927a	0.00
7	Organizational instability and sudden and successive changes.	2.655	0.892	191.527a	0.00
<b>Organizational Determinants of Communication</b>		<b>2.484</b>	<b>1.006</b>		

Table (3) shows a low level of organizational determinants of communication. The arithmetic mean for the Variable was (2.484). It is noted from the table that the arithmetic averages of the opinions of the study sample members regarding the Variable paragraphs ranged between (2.247-2.673), and the degree of agreement ranged between low and medium.

Through the results of the Chi-square test, it is clear that all items were at a statistically significant level at a significance level less than (0.05). This indicates that the study sample members agree on this result.

**Secondly, the personal determinants of communication:** Table No. (4) indicates the results:

**Table No. (4) Results of Personal Determinants of Communication**

Paragraph No.	Paragraph	Arithmetic Means	Standard Deviations	Chi-Square	Significance level
8	Poor relations between manager and employees.	3.098	0.948	165.855a	0.00
9	Poor written and verbal skills of employees.	2.745	1.071	86.109a	0.00
10	Delayed response from managers on some issues.	2.542	0.982	144.509a	0.00
11	Differences in perceptions related to individuals result from their individual differences.	2.731	0.908	141.855a	0.00
12	Poor self-confidence among some employees in expressing their opinions.	2.723	1.074	70.854a	0.00
<b>Personal Determinants of Communication</b>		<b>2.768</b>	<b>0.997</b>		

Table (4) shows a low level of personal determinants of communication. The arithmetic mean for the Variable was (2.768). It is

noted from the table that the arithmetic averages of the opinions of the study sample members regarding the Variable paragraphs ranged between (2.542-3.098), and the degree of agreement ranged between low and medium.

Through the results of the Chi-square test, it is clear that all items were at a statistically significant level at a significance level less than (0.05). This indicates that the study sample members agree on this result.

**Thirdly, Environmental determinants of communication:** Table No. (5) indicates the results:

**Table No. (5) Results of Environmental determinants of communication**

Paragraph No.	Paragraph	Arithmetic Means	Standard Deviations	Chi-Square	Significance level
13	Excessive requests for data and information by oversight bodies	2.691	1.209	47.745a	0.00
14	Great work pressure.	2.756	0.812	197.782a	0.00
15	Excessive work and accumulation.	2.811	0.967	124.436a	0.00
16	The hospital has grown in size and has many departments.	2.887	0.891	143.855a	0.00
17	Multiple levels of administrative organization in the hospital	2.389	0.870	172.145a	0.00
18	Lack of trust in recipients.	2.713	0.846	198.509a	0.00
19	The lack of social activities in the organization, which leads to divergent social relationships between individuals.	2.524	1.166	49.491a	0.00
<b>Environmental determinants of communication</b>		<b>2.682</b>	<b>0.966</b>		

Table (5) shows a low level of Environmental determinants of communication. The arithmetic mean for the Variable was (2.682). It is noted from the table that the arithmetic averages of the opinions of the study sample members regarding the Variable paragraphs ranged between (2.389-2.887), and the degree of agreement ranged between low and medium.

Through the results of the Chi-square test, it is clear that all items were at a statistically significant level at a significance level less than (0.05). This indicates that the study sample members agree on this result.

**Fourthly, the Psychological and social determinants:** Table No. (6) indicates the results:

**Table No. (6) Results of Psychological and social determinants**

Paragraph No.	Paragraph	Arithmetic Means	Standard Deviations	Chi-Square	Significance level
20	Excessive secrecy in some medical information.	2.404	1.081	91.345a	0.00
21	Difference in the language of communication between technicians and administrators.	2.742	0.987	103.164a	0.00
22	Do not share information with some departments.	2.403	1.043	107.824c	0.00
23	Withholding information and not divulging it to his colleagues in order to appear distinguished	2.607	1.126	64.145a	0.00
24	Lack of friendly relations between employees	1.967	0.869	79.633d	0.00
<b>Psychological and social Determinants</b>		<b>2.425</b>	<b>1.021</b>		

Table (6) shows a low level of Psychological and social determinants. The arithmetic mean for the Variable was (2.425). It is noted from the table that the arithmetic averages of the opinions of the study sample members regarding the Variable paragraphs ranged between (1.967-2.742), and the degree of agreement ranged between low and medium.

Through the results of the Chi-square test, it is clear that all items were at a statistically significant level at a significance level less than (0.05). This indicates that the study sample members agree on this result.

It is clear from the above that there is a significant relationship between all elements of administrative communication and health service provision at King Faisal Hospital. Table (7) indicates the most influential of these elements on health service provision at King Faisal Hospital:

**Table No. (7) Lists the elements that most influence health service provision**

Elements of administrative communication	Chi-Square	Significance level	Rank
the organizational determinants	191.527 <sup>a</sup>	0.000	1
Personal Determinants	110.83175	0.000	3
Environmental determinants	133.423	0.000	2
Psychological and social Determinants	89.222	0.000	4

Table (7) indicates that organizational determinants had the most influence on service provision, followed by environmental determinants, then personal determinants, and finally psychological and social determinants.

**Health service provision (dependent variable):** Table No. (8) indicates the results:

**Table (8) Results related to health service provision**

Paragraph No.	Paragraph	Arithmetic Means	Standard Deviations	Chi-Square	Significance level
25	Patients are provided with appropriate diagnostic and therapeutic services.	3.985	0.745	134.324d	0.00
26	The health service is provided without medical errors.	3.953	0.789	108.520d	0.00
27	The health service is provided correctly from the first time.	4.138	0.717	166.265d	0.00
28	There is a high ability to provide health services with high professionalism and efficiency.	3.985	0.745	134.324d	0.00
<b>Health Service Provision</b>		<b>4.015</b>	<b>0.771</b>		

Table (8) shows a high level of health service provision, as the arithmetic mean for the Variable reached (4.015). It is noted from the table that the arithmetic averages of the opinions of the study sample members regarding the Variable paragraphs ranged between (3.953-4.138) and the degree of agreement ranged between low and medium.

Through the results of the Chi-square test, it is clear that all items were at a statistically significant level at a significance level less than (0.05). This indicates that the study sample members agree on this result.

## **Conclusion:**

Administrative communication is considered one of the most important elements that contribute to achieving sound management in hospitals, due to the multiplicity of departments and specializations in the hospital and the importance of having an information link between those departments to achieve an appropriate administrative level and to provide high-quality health service. Administrative communication is a process through which information, ideas, and skills are transferred from one or more parties to another party, through a verbal or non-verbal message. In addition, administrative communication is a process of interaction and participation between parties. The communication process includes a set of elements that are based on it and cannot be completed without them, namely the sender, the receiver, the message, the means of communication (channel), and the feedback. Moreover, the determinants are the process of communication and communication with one or more elements of this process. The study reached the following results:

- 1) Through the study, the researcher concluded that there were no significant organizational determinants, as those determinants were at a low level. Through analyzing the data, the researcher found that there is some confusion regarding decision-making holders between administrators and specialists in the hospital. It was also found that there is no effective information management in terms of collecting, classifying and distributing information to departments. The results revealed organizational

instability and sudden and successive changes. The results showed organizational instability and sudden and successive changes. These determinants were at a small level and did not constitute important determinants in the administrative communication process at King Faisal Hospital in Taif, but they are determinants that must be rectified.

- 2) The personal determinants exist at a moderate level of importance. The results revealed the presence of moderately important determinants, represented by poor relations between the manager and employees, weak written and verbal skills among employees, delayed response by managers on some issues, differences in perceptions related to individuals because of their individual differences, and weak self-confidence among some employees in expressing their opinions. These determinants were at a moderate level.
- 3) There are no environmental determinants of communication. However, the results showed that there was a level of high work pressure, and the abundance and accumulation of work. In addition, there are meso-level determinants related to excessive data and information requests by oversight bodies.
- 4) There are no psychosocial determinants in general. However, there are limitations at the intermediate level related to the difference in the language of communication between technicians and administrators, withholding information and not divulging it to his colleagues in order to appear distinguished.
- 5) There is a high level of health service provision. It has been shown through the applied study that the health service is provided correctly from the first time. There is a high capacity to provide health services with high professionalism and efficiency.
- 6) There is a statistically significant relationship at the level of statistical significance ( $\alpha \geq 0.05$ ) for the determinants of administrative communication (organizational, personal, environmental, psychological, and social) on health service

provision at King Faisal Hospital.

- 7) Organizational determinants were the most influential in service provision, followed by personal determinants, then environmental determinants, and finally psychological and social determinants.

### **Recommendations:**

Through the conclusions, the researcher reached the following recommendations:

- a) The study showed that the determinants of administrative communication in the hospital were particularly concentrated on personal determinants. Therefore, the researcher recommends the necessity of improving personal communication processes, and focusing on the following points:
  - Work to improve communication methods and the nature of relationships between the manager and employees.
  - Work to improve employees' written and verbal skills.
  - The speed of response by managers on some issues and the difference in perceptions related to individuals because of their individual differences.
  - Make employees feel safe in expressing their opinions, and take it seriously to encourage them to express their opinions.
- b) The necessity of working to reduce the level of work pressures, to improve the level of administrative communication.
- c) Work to reduce the volume and accumulation of work assigned to some employees, through equitable distribution of work and transferring employees to tasks that witness great pressures and burdens to relieve those pressures.

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