

Implementing Governance In Public Hospitals In The Kingdom Of Saudi Arabia During The Corona Pandemic And Its Impact On The Satisfaction Of Beneficiaries

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Abstract

The present article aims to show the elements of governance and its mechanisms that were used during the period of the Coronavirus and the Corona pandemic in public hospitals in the Kingdom of Saudi Arabia in order to ensure distinguished medical care. It also aims to know the extent to which these mechanisms contributed to dealing with and addressing the Corona pandemic. Through the study, the researcher tried to focus on a set of governance tools, which were represented in communication, organization, coordination, internal arrangement, technology, professional ethics, effectiveness, efficiency, responsiveness, fairness and transparency) and then to reach the approved governance model during the Corona pandemic period. The study concluded that hospitals in the Kingdom of Saudi Arabia had applied the governance mechanisms that were identified in the study model at a very high level, and the degree of satisfaction of the beneficiaries was at a high level. The study's results also showed a weak relationship between the answers of the study sample and nationality.

1. Introduction

He explained (Al-Husseini 2021), saying that the public sector will remain a major driver for the service sectors, and it can be a financial tributary to enhance non-oil revenues and fuel for activities related to those sectors. In order for these national institutions and sectors to succeed, good governance standards must be applied. Starting from the legal entity, the administrative organization, filling positions with competencies, the application of transparency, disclosure, participation, accountability, the promotion of integrity and other governance principles that many studies have proved to be important and successful in enhancing the role of these sectors at the level of providing services, and the level of providing profitable returns. He added, saying that public sector governance can be defined as all regulations, legislation, policies, organizational structures, guides, procedures, and controls that govern work in public sector institutions and help achieve its objectives through professional and ethical work mechanisms based on integrity and transparency, and subject to follow-up, control and evaluation mechanisms, with the provision of tools. Accountability to ensure efficient and effective performance and fair provision of government services. The general principles of public sector governance are:

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- 1- Protecting the rights of beneficiaries.
- 2- Ensuring fair treatment of all beneficiaries and stakeholders.
- 3- Protect the roles played by stakeholders.
- 4- Striving to achieve full disclosure and transparency.
- 5- Ensuring the fulfilment and fairness of the responsibilities of the Supreme Councils and non-conflict of interests.

Public hospitals are considered non-profit institutions, and (Al-Hamid) mentioned that interest had increased nowadays in the issue of hospital management as it is responsible for achieving the goals of the hospital, and the goals must be achieved with a high degree of efficiency and effectiveness. He also defined the hospital as an integrated part of the social organization. It aims to provide complete preventive and curative health care for all the population and also aims to provide and deliver outpatient services to the population in their areas of residence. The hospital is also a centre for training in the field of health and social and biological research. A complex social system as its raw material is the human being. Health organizations are interested in distinguished administrative practices to be able to achieve their goals. Public healthcare institutions that are governed by specific and clear roles, responsibilities and duties can achieve high-performance levels efficiently.

The Corona pandemic hit societies in an unexpected way. It was considered an emergency situation that called for mobilization represented in all aspects of human resources, organizational structures, elements and mechanisms of governance. It was considered one of the strongest challenges that faced all sectors, especially the health sector. (Al-Saghir, Saad 2017) Stated that The quality of health services is of great importance, as the level of satisfaction achieved by the beneficiaries of health services is linked to their quality. The researcher saw that the quality of health services has major dimensions adopted as a basis for measuring the level of service quality provided to beneficiaries. According to the researcher's point of view, these dimensions are represented in the governance arrangements (which were mentioned and clarified in the study form) to protect the right to health to ensure the availability, accessibility, approval, and quality of health facilities and services.

2. The study Problem

The emerging Covid-19 pandemic came to confirm the importance of applying governance and the need for its flexibility to respond to needs according to the requirements and circumstances of the situation. This is because governance practices that are effective under normal circumstances may not be effective in emergency conditions. During the Corona pandemic, governance tools must be developed to deal with the pandemic to ensure The provision and continuity of medical services. Hence the research problem emerged, which can be formulated in the following questions:

- 1/ What are the governance tools adopted by public hospitals in light of the Corona pandemic?
- 2/ Did the adopted governance tools achieve the satisfaction of the beneficiaries?

3. Objectives of the study

The study aims to:

- 1/ Knowing the extent to which governance tools are applied in public hospitals
- 2/ Knowing the flexibility of governance tools and their response to confronting the Corona pandemic
- 3/ Identifying governance tools in public hospitals during the Corona pandemic
- 4/ Reaching an effective framework for governance in hospitals that contributed to the satisfaction of beneficiaries during the Corona pandemic period

5/ Showing that governance tools are a function of administrative leadership.

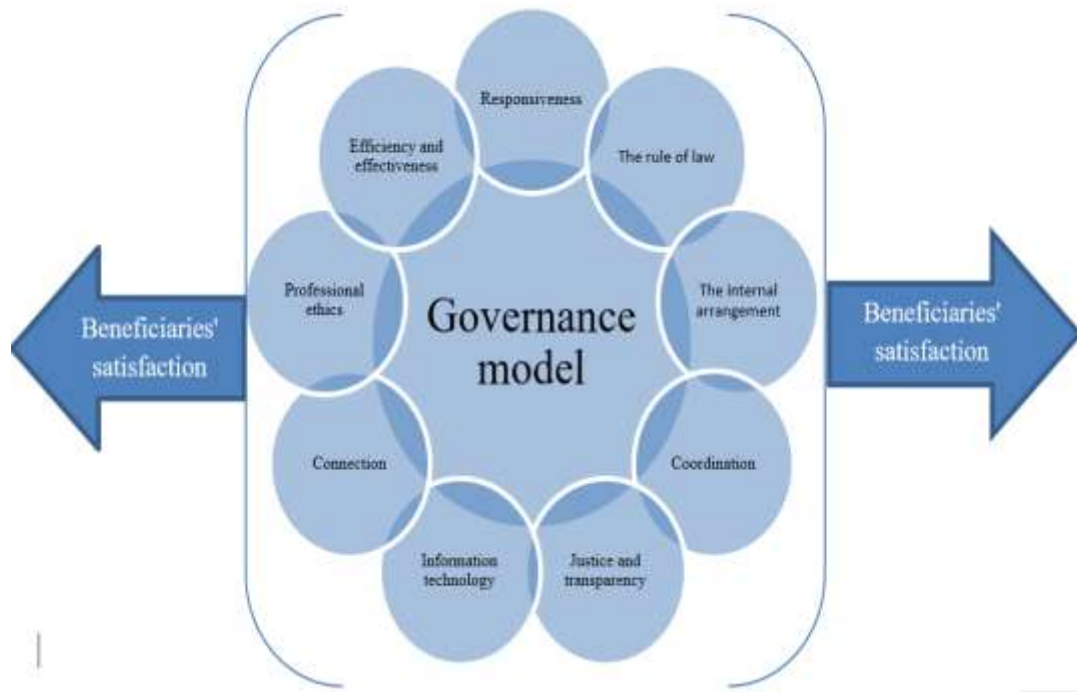
4. Significance of the study

The significance of the study emerged from the following:

- 1/ The importance of public hospitals in society
- 2/ The seriousness of the Corona pandemic, its rapid development, and its threat to the lives of individuals
- 3/ The possibility of a more dangerous virus or epidemic emerging with the need to respond to it
- 4/ Practicing sound governance to ensure the long-term sustainability of hospitals
- 5/ Practicing sound governance helps in resolving conflicting interests

5. Study hypotheses

- 1/ The level of governance practice is high during the Corona pandemic in public hospitals in the Kingdom of Saudi Arabia
- 2/ The level of satisfaction of beneficiaries with health services provided by public hospitals is high during the Corona pandemic period
- 3/ There is a statistically significant relationship between nationality and the answers of the study sample.



6. Study methodology and tools:

Since the study does not rely on digital information, the study adopted the descriptive approach for its suitability to the nature of the study, which depends on describing the phenomenon in accurate description. The approach also includes data analysis, measurement, interpretation, and conclusions. That is, the researcher followed the steps associated with the descriptive

approach in defining the problem under study, collecting the largest amount of data and information about it, and in light of this, hypotheses and questions were developed that represent guesses for the solutions to the problem, after that providing explanations, conducting statistical analyzes, drawing conclusions and clues, and testing hypotheses To ensure whether or not it is reliable. The researcher also relied on the inventory method (or survey), which relies on all data related to the study and its factors, and related variables in general, and is comprehensive at the field level through the use of multiple methods of inventory, taking into account the interpretation of statistics obtained in a proper manner, which includes detection, description and analysis.

6.1. Data collection tools:

Scientific research tools are used to obtain data and information that contribute to explaining the details of the study in question. In addition to previous historical information on the subject of research, which is represented in references, sources and previous studies, a closed questionnaire was designed consisting of a number of statements that are answered by the Likert system With the aim of surveying the opinions of a group of individuals representing the study sample on the subject of the research. The questionnaire may consist of one axis to find out the governance elements adopted during the Corona pandemic period and measure the extent of beneficiaries' satisfaction with these tools.

6.2. Study population:

The study community consists of all Kingdom of Saudi Arabia residents with different categories (citizens and residents). Since the study community is not limited and homogeneous in terms of purpose and characteristics related to the study, a random sample was chosen to represent the community because all types of society can represent the study community. The researcher used the equation below to calculate the size of the sample representing the community as follows, which is the formula for calculating the sample size in case the community is large enough. whereas:

$$\frac{z^2 P(1 - P)}{e^2} = n_0$$

Z = the standard score corresponding to the level of significance and the level of confidence 0.95, equal to 1.96

Sampling error $e = 0.05$

P = p-value 0.5

By applying the equation, the study sample's size equals = (385).

Accordingly, the questionnaires were distributed electronically to the study population, and 780 questionnaires were collected and analyzed.

7. literature review

1/ Issa 2017 study entitled (The Impact of Governance Standards on the Performance of Hospital Workers 2013-2017):

The study was conducted with the aim of studying the impact of applying governance standards on the performance of hospital workers and identifying obstacles from the workers' point of view. The study concluded that the medical complex issues annual information about the operations that have been completed, which have speed and accuracy in performance and provide a high degree of honesty that characterizes human cadres, but the standard of transparency does not have a sufficient impact on the quality of performance compared to the standard of integrity and accountability. The concept of integrity and accountability has become a culture, and a moral value practiced voluntarily by employees. The aspect of compliance in

the quality of performance has become an advanced stage due to the impact of governance standards on it.

2/ Al-Bassam study 2021 entitled (Governance in the Public Sector and Comprehensive and Sustainable Development):

The way for the advancement of nations. Enhancing the welfare level of individuals and providing efficient and effective public services requires an effective government. The adoption and application of governance principles in the public sector is governed by each country's legislative, regulatory, economic and social composition.

3/ The study of Al-Saghir, Saad 2017 entitled (The quality of health services and its impact on the satisfaction of the beneficiaries thereof):

The aim of the research is to measure the quality of the level of health services in Al-Khoms General Teaching Hospital. Al-Khoms Hospital is low, and the level of beneficiaries' satisfaction with the health services provided is low, and there is a statistically significant effect of the quality of health services on the beneficiaries' satisfaction in the hospital in question.

4/ Tape study, Mishri 2018 entitled (Mechanisms of Implementing Governance in Non-Profit Institutions):

This paper aimed at trying to show the extent to which the concept of governance can be applied to hospital institutions as one of the most important institutions in the non-profit sector. The study found the following results: It results in increasing the confidence of investors and attracting a broad base of them. The application of standards and principles of governance in hospitals improves their performance, increases their efficiency, and provides transparency in their work. The principles of governance in hospitals are mainly reflected in the separation of power between all parties.

5/ Al-Ghamdi's study 2021 entitled (Governance of commercial companies in light of the challenges of the Corona pandemic in the Kingdom of Saudi Arabia):

The study aimed to identify the effectiveness of corporate governance in dealing with the Corona pandemic on commercial companies and to address the legal mechanisms of corporate governance in the Kingdom of Saudi Arabia. The study concluded with the most important recommendation, which is the development of a system for the governance of commercial companies so that the articles of the system are binding on all commercial companies in the Kingdom of Saudi Arabia.

8. Theoretical framework

8.1. Governance concept

The concept of governance in the public sector has been frequent recently due to its great impact on the improvement and sustainability of the business of any establishment. (Al-Ghanim 2021) stated that the definition of governance according to the concept of the Arabic language academy is synonymous with the term (good governance), and its origin goes back to an ancient Greek word that expresses the ability of the ship's captain to Driving it to safety as a result of his sense and skill in preserving the lives and property of the passengers. He also added that governance is a set of systems and controls that regulate relations between stakeholders and achieve a set of principles such as justice, transparency and equality, and that governance practices depend on formal controls such as legislation, regulations and laws, which makes governments and organizations employ this role in order to produce an effective pattern that achieves good results. It excludes bad patterns.

(Al-Sayyari 2018) stated that governance is a modern term in the Arabic language, and it was approved by the Academy of the Arabic Language in Cairo in 2002 AD, and it was associated with companies, and this concept began to be applied to them. It refers to the scientific term

for governance. He added that the concept has evolved to involve governance in areas other than commercial companies, such as government institutions, educational agencies, health organizations, and others. Governance is defined as the set of structures and processes necessary to direct and control the organization, to define and distribute rights and duties among the main participants in the institutions, and to ensure that shareholders, board members and managers understand them.

While (Al-Moataz and Safar 1430) added that the Organization for Economic Cooperation and Development defined it as a set of relations among those in charge of managing the company, the board of directors, shareholders and other shareholders.

(Al-Anoud 2022) stated that the definitions of governance are numerous, including “the activity carried out by the management, and it relates to decisions that set expectations, grant authority or verify performance, and it consists either of a separate process or of a specific part of management or leadership operations.”

Governance represents the way in which officials in governmental and non-governmental institutions contribute to drawing up public policies and providing services, and thus refers to the quality of the relationship between individuals and the government and ensuring representation, effectiveness, justice and equality, according to what was mentioned (Feranti 2009).

(Abu Salim 2012) defined it as a strategy adopted by the institution in its pursuit of achieving its main goals within an ethical perspective that stems from and has the administrative structure, rules and regulations within it as an independent and self-contained moral personality, which ensures that it achieves those goals by its own ability and free from the domination of any individual. In it, as well as to the extent that conflicts of interests of other groups are not allowed.

According to the World Health Reports (2022), governance refers to all social organisation and coordination processes and includes non-state actors and institutions besides the government. And he added (Amer 2021), saying that the public sector will remain a major engine for the service sectors and a fuel for activities related to those sectors. In order for these national institutions and sectors to succeed, good governance standards must be applied. Starting from the legal entity, the administrative organisation, filling positions with competencies, the application of transparency, disclosure, participation, accountability, the promotion of integrity and other principles of governance that many studies have proven to be important and successful in enhancing role of these sectors at the level of providing services, and the level of providing profitable returns. He also defined governance in the public sector as all regulations, legislation, policies, organisational structures, guides, procedures and controls that govern work in public sector institutions and help achieve its objectives through professional and ethical work mechanisms based on integrity and transparency and subject to follow-up, control and evaluation mechanisms, while providing accountability tools to ensure efficient and effective performance. Fair provision of government services.

8.2. The importance of governance

The curriculum website stated that governance is a set of legislation and laws that work to achieve goals with fairness and transparency. It is also known as a type of practice carried out by the governance body to provide strategic direction and ensure the achievement of goals while ensuring risks are faced in the right way. He added that the concept of governance began when the joint-stock companies wanted to define the tasks and competencies of the company, and they have many principles such as transparency, monitoring and defining responsibilities. Governmental sectors Governance in the government sector works to gain the confidence of citizens in state institutions by improving the services they provide to citizens, in addition to achieving justice in the use of power.

(Al-Mahi 2009) also added that corporate governance is an essential tool for improving performance and promoting development in democratic countries that adopt a market-oriented policy. Good governance practices ensure the integrity of transactions and thus promote the rule of law and democratic governance. Corporate governance can even be described as an antidote to corruption as it sets boundaries between private rights and public interests and prevents abuse of power.

(Youssef 2015) stated that governance is the method of exercising the powers of good governance, and added that the International Finance Corporation defined the concept of governance as the system through which companies are managed, and their business is controlled.

8.3. Elements of governance

(Jamal 2019) mentioned two types of ingredients: the external ingredients that focus more on private investment in the country and some aspects of the legislative, legal and regulatory environment. As well as measuring the efficiency of the financial industry represented in banks and the money market. Also, the regulatory bodies represented in the money market, as these ingredients work to preserve the infrastructure through the application of the governance system. The internal components are represented in the rules and foundations through which decisions are taken, and powers are distributed within companies and organisations.

(Osman 2018) added that external controls refer to the general climate for investment in the country, which includes, for example, laws regulating economic activity (such as money market laws, companies laws, laws regulating competition and preventing monopolistic practices and bankruptcy), and the efficiency of the financial sector (banks). And the money market) in providing the necessary financing for projects, the degree of competitiveness of commodity markets and production factors, and the efficiency of regulatory agencies and bodies (the Capital Market Authority and the Stock Exchange) in tightening control over companies. He also mentioned that the internal controls refer to the rules and foundations that determine how decisions are taken and the distribution of powers within the company between the general assembly, the board of directors, and the executives, whose availability, on the one hand, and their application, on the other hand, reduces The conflict between the interests of these three parties.

8.4. Types of Governance:

(Osman 2018) talked about different types of governance, which he clarified as follows:

1/ Effective governance: It is the application of well-known standards of issue and transparency to the performance of institutions financially and administratively and within legislation and controls that guarantee public interests, justice and equality.

2/ Good governance: It is a method of accountability and accountability based on transparency, participation, consensus and experiences based on integrity and adherence to the law and with efficiency and effectiveness that guarantees justice and inclusiveness.

3/ Corporate Governance: It is a method to raise the level of governance according to the Cadbury report. It is a system through which companies are directed and controlled through an optimal performance of the organization's activities in order to achieve its objectives away from deviations and suspicions.

(Al-Arabi 2021) also added several divisions to governance based on the type or nature of management work. They also differ due to differences in their activities, including:

1/ Participatory or democratic governance, this type ensures the participation of citizens in the policy-making and implementation process

2/ Global governance is designed to include governance systems at all levels of human activity, from the family to the international organization.

3/ Good governance. When governance is characterized by participation, the rule of law, transparency, responsiveness, compatibility, fairness, inclusiveness, effectiveness, efficiency, and accountability, we call it good governance.

4/ Corporate Governance is a set of rules for the corporate sector through which the government can regulate the partnership between various companies and departments.

5/ Environmental governance: This governance controls the management of the environment and natural resources for the proper use of all resources and to ensure sustainable development.

6/ Electronic governance, this type provides services to citizens at the lowest cost, effort and time by using Internet services. It also ensures a strong relationship between the state and civil society and the work of public authorities at all levels of planning. This is also called the service-oriented concept.

8.5. Governance Principles:

(Jamal 2019) and the United Nations Office mentioned a number of governance principles, which are:

1/ Participation where all citizens and civil society participate in the development process

2/ The rule of law, as all members of society are subject to the rule of law without any difference, as he added (Shaaban 2014) that it is a system that enables citizens to resort to the state

3/ Fighting corruption and minimizing deviations

4/ The existence of a general framework for state laws that protect all members of society

5/ Responsiveness in the sense of responsiveness of government and private sectors to the needs of citizens

6/ Justice and balance among all members of society

7/ Efficiency in the sense of providing public services and policies in the least time

8/ Effectiveness, i.e. citizens' satisfaction with the services provided by the government sector (Shaaban 2014) mentioned transparency as a principle of governance and means rapid and unrestricted access to the necessary information.

(Aqti and Miqrash 2012) added a number of dimensions of hospital governance as follows:

1/ Transparency, timely disclosure of adequate information about financial performance

2/ Audit and review committees, prepare financial reports and internal control and maintain the progress of activities in legal and ethical ways.

3/ The Board of Directors and Information Management. The Board monitors the behaviour of managers and leads advice in defining and implementing strategies to prevent conflicts of interest.

4/ Remuneration management, this administration is distinguished by its importance as it stands as an obstacle to officials as well as executive managers in exploiting their positions to serve self-interest.

8.6. Objectives of governance in the public sector:

(Al-Ghazali 2018) stated that governance is not limited to companies, as it began to be applied to governmental and non-governmental agencies. (Jamal 2019) enumerated a number of governance objectives in the public sector as follows:

1/ Good performance in managing programs and providing services, in addition to making administrative decisions in accordance with legislation, while preserving the principle of transparency and integrity.

2/ Ensuring that citizens are satisfied with the services provided by the public sector, with attention to achieving the principle of accounting and accountability in government sectors and the extent of their compliance with laws.

3/ Attention to achieving the principle of justice and transparency in the use of powers and the management of public money, and the prevention of the use of power for private purposes, in addition to equal access to opportunities for citizens.

4/ Raise the capabilities of government organizations to work efficiently by strengthening and continually evaluating institutional performance, in addition to mitigating the effects of risks and financial crises.

(Al-Habshan 2020) added that the goal of governance in the public sector is to enhance citizens' confidence in the state and its institutions by achieving an increase in the citizen's satisfaction with the services provided by the public sector, achieving the principle of accounting and accountability through adherence to laws and regulations, achieving the principle of integrity, justice and transparency in the use of power and management Public money and state resources, achieving equal opportunities among citizens, developing institutional performance, continuous monitoring and evaluation, establishing effective systems for managing institutional business risks and mitigating the effects of risks and financial crises.

8.7. Governance in the health sector:

(Murphy 2005) stated that the governance of hospitals is considered one of the most sensitive and important issues, as it is not only related to financial and economic dimensions but rather is linked to a higher aspect and has more influence on society. Some authors consider it a combination of financial and non-financial elements because its purpose is to supervise and support all hospital activities to improve medical services.

The nature and philosophy of the health sector than any other sector. Its main motive is a humanitarian one, which is evident in providing treatment and prevention services for patients. Hence the utmost importance for this sector to adhere to high levels of ethics and principles, ensuring that the patient is not subjected to exclusion or discrimination. The humanitarian value of the sector is clearly reflected in the provision of high-quality health care services to all members of society, regardless of gender, religion, social class, or political affiliation, this is what was mentioned (Sheikh, Rabbani 2005).

(Hanan, Maryam 2018) added that hospital governance can be defined as the process of directing the general and effective performance of the hospital through defining the mission and setting goals with levels of awareness at the practical level; in addition to that, hospital governance is one of the basic elements necessary in order to achieve excellence from hospital management, as it ensures A certain extent of having a clear mission within a specific achievement culture.

8.8. Benefits of corporate governance in hospitals:

(Al-Bashir 1437) mentioned that government hospitals are among the non-profit service sectors supported by the state, as they depend on their financing almost entirely on the budgets that the state allocates for the health sector. That characterizes the non-profit sector as it seeks to play a societal role by providing public services. The US Agency for International Development (2014) reported several benefits of governance in the health sector as a non-profit sector, including:

1/ Well-governed healthcare institutions with clearly defined roles, responsibilities and special duties can achieve high levels of efficiency and performance, meeting the demands of today's patients while containing costs.

2/ Sound governance practices help ensure the long-term sustainability of the organization by establishing the necessary structures and processes for decision-making and facilitating the free flow of information, which helps in identifying opportunities and managing risks.

3/ Given a large number of stakeholders and beneficiaries around the hospital, many conflicting interests exist. The pursuit of one's interest should not cause harm to the interests of other interested parties. Sound governance practices help achieve this.

4/ The application of hospital governance will lead to the creation of thriving institutions that will achieve greater access over a long period to reliable services provided to patients throughout the country.

5/ Increased governance practices lead to less corruption.

From what was stated, the researcher can define hospital governance as follows (a set of rules, procedures, and effective leadership tools to provide sustainable health care to beneficiaries).

9. Hypothesis testing

To verify the validity of the research tool represented in the questionnaire, it was presented to several arbitrators at the Faculty of Economics and Financial Management at Nile Valley University in Sudan, as well as several arbitrators at King Khalid University.

To analyze the data of the study and test its hypotheses, the Statistical Package for Social Sciences program was used as follows:

1/ The stability coefficient (Cronbach's alpha) indicates the extent of internal consistency of the phrases that comprise the scales adopted in the study.

2/ The honesty index was calculated by calculating the square root of the stability coefficient, and accordingly, the questionnaire has a high degree of honesty.

3/ Frequencies, percentages, arithmetic means, and standard deviations to provide a comprehensive description of the sample data in terms of nationality.

4/ The averages of the different expressions included in the questionnaire and the weighted mean for measuring the extent to which governance tools are applied in the study model.

5/ K^2 to study the independence of the relationship between the answers of the study sample and nationality.

Table 1.Explains the numbers and proportions of the questionnaires

The statement	The number of questionnaires distributed	Target number	The number received and valid for analysis
The number	Electronic distribution	385	780
Percentage		100%	203%

These percentages were satisfactory, as the number received exceeded the target number calculated according to the formula:

$$\frac{z^2 P(1 - P)}{e^2} = n_0$$

As this equation is used in the event that the study population is very large, and this applies to the study population, as it represents the entire population of the Kingdom of Saudi Arabia.

Table 2,

Reliability Statistics

Cronbach's Alpha	N of Items
.974	22

Table No. (2) shows the results of the stability of the internal consistency coefficient (Cronbach's alpha) for the questionnaire statements.

Table 3, Shows the effect of each question on Cronbach's alpha**Item-Total Statistics**

Sr.	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	91.6923	188.588	.680	.973
2	91.8974	188.251	.633	.974
3	91.6974	189.562	.685	.973
4	91.9231	187.830	.665	.973
5	91.7590	186.319	.772	.973
6	91.6256	188.435	.756	.973
7	91.8205	186.284	.730	.973
8	91.8103	187.420	.699	.973
9	91.7795	184.295	.845	.972
10	91.6308	186.184	.824	.972
11	91.7487	185.236	.894	.972
12	91.6667	186.451	.812	.972
13	91.7692	185.194	.836	.972
14	91.7590	183.084	.871	.972
15	91.7590	183.012	.819	.972
16	91.8513	182.124	.842	.972
17	91.7846	185.782	.764	.973
18	91.7128	184.996	.822	.972

19	91.6667	183.843	.895	.971
20	91.7846	183.789	.800	.972
21	91.7385	185.457	.777	.972
22	91.7077	186.497	.806	.972

Table (2,3) for calculating Cronbach's alpha value shows the validity and stability of the questionnaire, where the value was (97.4%). The table of Cronbach's alpha for the values of individual questions also showed that no question should be deleted and that all questions in the questionnaire are characterized by stability and stability. Based on this result, it was Distribute the questionnaire electronically to the study sample.

Table 4. K2 shows the relationship between study dimensions and nationality

Dimensions of the study		Value	df	Asymp. Sig. (2-sided)
arrangement and coordination	Pearson Chi-Square	73.806a	20	.000
	Pearson's R	.105		
	Spearman Correlation	.162		
Communication and technology	Pearson Chi-Square	189.874a	28	.000
	Pearson's R	.086		
	Spearman Correlation	.180		
rule of law	Pearson Chi-Square	49.638a	14	.000
	Pearson's R	.167		
	Spearman Correlation	.196		
Effectiveness and efficiency	Pearson Chi-Square	66.964a	12	.000
	Pearson's R	.200		
	Spearman Correlation	.210		
response	Pearson Chi-Square	142.015a	32	.000
	Pearson's R	.108		
	Spearman Correlation	.165		
Justice and transparency	Pearson Chi-Square	166.848a	20	.000
	Pearson's R	.067		

	Spearman Correlation	.132		
Professional ethics	Pearson Chi-Square	117.460a	16	.000
	Pearson's R	.177		
	Spearman Correlation	.212		

Table K² No. (3) shows that there is a relationship between the study sample's answers to the study dimensions questions and nationality, as the significance value is less than (0.05), and this means rejecting the zero hypotheses and accepting the alternative hypothesis, which states that there is a relationship between the two variables, and this was confirmed by While the calculated value of chi-squared is greater than the tabular value. The Pearson and Spearman correlation coefficient values showed that this relationship is positive but weak, as the values did not exceed (0.212).

Table 5. Weighted weights for option

Options	Weighted weights for option
Strongly Disagree	1.8 - 1.00
I do not agree	2.6 - 1.8
neutral	3.4 - 2.6
I agree	4.2 - 3.4
I strongly agree	5 - 4.2

Table (5) shows the options weights, which were calculated as follows

Number of options = 5

Spaces between options = 4

Option weight = $4/5 = 0.8$

Table 6. Measuring the level of application of the arrangement and coordination mechanism

Questions 1-10-14	N	Mean	Std. Deviation
The locations of the units and departments concerned with corona disease were clear inside the hospital	780	4.4308	.77779
Order, arrangement, and good workflow were evident during the Corona virus period	780	4.4923	.75407
The hospital administration provided amenities, security and safety for the beneficiaries	780	4.3641	.84528
arrangement and coordination	780	4.4291	.69389
Valid N (listwise)	780		

Table No. (6) shows that the general weighted average of the questions that divide the level (arrangement and coordination) is equal to (4.4291), and this means from the weight table No. (5) that the weight falls into the category (strongly agree), which indicates that after coordination and arrangement it was applied within Hospitals during the Corona pandemic.

Table 7. Measuring the level of application of the communication mechanism and technology

Questions 2-12-16-18	N	Mean	Std. Deviation
Communication channels between beneficiaries and hospital management have been facilitated through boxes and websites for inquiries and complaints	780	4.2256	.84808
The hospital administration used modern applications (technology) to perform its work and serve the beneficiaries	780	4.4564	.75284
Hospital management sought to discover errors in the provision of service and address them	780	4.2718	.91372
Media messages continued during the Corona pandemic to build a bridge of trust with the beneficiaries	780	4.4103	.80811
Communication and technology	780	4.3410	.70190
Valid N (listwise)	780		

Table No. (7) shows that the general weighted average of the questions that divide the level of (communication and technology) is equal to (4.3410), and this means from the weight table No. (5) that the weight falls into the category (strongly agree), which indicates that the dimension of communication and technology has been applied within Hospitals during the Corona pandemic

Table 8. Measuring the level of application of the rule of law mechanism

Questions 3-20	N	Mean	Std. Deviation
The hospital administration has adopted regulations and laws that preserve the beneficiaries' rights	780	4.4256	.72254
The procedures followed by the hospital administration were satisfactory	780	4.3385	.88247
rule of law	780	4.3821	.70679
Valid N (listwise)	780		

Table No. (8) shows that the general weighted average of the questions that divide the level of (rule of law) is equal to (4.3821), and this means from the weight table No. (5) that the weight falls into the category (strongly agree), which indicates that the dimension of the rule of law has been applied within Hospitals during the Corona pandemic.

Table 9. Measuring the level of implementation of the mechanism of effectiveness and efficiency

Questions 8-9	N	Mean	Std. Deviation
The beneficiaries obtained the services at the lowest cost and at the required speed	780	4.3128	.81676

The hospital administration provided the required services with the required quality	780	4.3436	.81696
Effectiveness and efficiency	780	4.3282	.74121
Valid N (listwise)	780		

Table No. (9) shows that the general weighted average of the questions that divide the level of (effectiveness and efficiency) is equal to (4.3282). Hospitals during the Corona pandemic

Table 10. Measuring the level of application of the response mechanism

Questions 6-11-13-21	N	Mean	Std. Deviation
The hospital administration has developed units and work teams according to the needs of the beneficiaries to fight the Corona virus	780	4.4974	.71208
The hospital administration has achieved distinction by achieving the needs of the beneficiaries	780	4.3744	.73662
The hospital management has developed and trained the existing competencies to perform the work with the required speed and efficiency	780	4.3538	.78688
The number of the human element (doctors... nurses and workers) increased during the Corona pandemic to improve the level of service	780	4.3846	.82997
response	780	4.4009	.67358
Valid N (listwise)	780		

Table No. (10) shows that the general weighted average of the questions that divide the level of (response) is equal to (4.4009), and this means from the weight table No. (5) that the weight falls into the category (strongly agree), which indicates that after the response it was applied within hospitals for a period Corona pandemic

Table 11. Measuring the level of application of the justice and transparency mechanism

Questions 6-11-13-21	N	Mean	Std. Deviation
The hospital administration has developed units and work teams according to the needs of the beneficiaries to fight the Corona virus	780	4.2000	.83320
The hospital administration has achieved distinction by achieving the needs of the beneficiaries	780	4.3641	.79520
The hospital management has developed and trained the existing competencies to perform the work with the required speed and efficiency	780	4.3026	.83918
response	780	4.2889	.69742
Valid N (listwise)	780		

Table No. (11) shows that the general weighted average of the questions that divide the level of (fairness and transparency) is equal to (4.2889). Hospitals during the Corona pandemic

Table 12. Measuring the level of application of the professional ethics mechanism

Questions 15-22	N	Mean	Std. Deviation
The workers and administrators inside the hospitals were distinguished by high morals to perform their duties	780	4.3641	.89829
All voluntary work teams adhered to professional ethics during the Corona virus period	780	4.4154	.75616
Professional ethics	780	4.3897	.77800
Valid N (listwise)	780		

Table No. (12) shows that the general weighted average of the questions that divide the level of (professional ethics) is equal to (4.3897), and this means from the weight table No. (5) that the weight falls into the category (strongly agree), which indicates that the dimension of professional ethics has been applied within Hospitals during the Corona pandemic

10. Findings and recommendations

First: The (Ki^2) tests in Table No. (4) proved that the study variables are not independent. That is, the answers of the study sample have a direct relationship with nationality, but it is weak.

Second: All the values of the weighted averages for all the variables and dimensions of the study came within the range (strongly agree), which is evident in tables (6-12). This result can be explained by the fact that hospitals in the Kingdom of Saudi Arabia have applied the governance mechanisms that were identified in the study model at a high level. This can be detailed as follows:

1/ The locations of the units and departments concerned with corona disease were clear inside the hospital, the order, arrangement, and good workflow were clear during the period of the coronavirus, and the hospital administration has provided amenities, security and safety for the beneficiaries, and this indicates that the hospitals were characterized by the arrangement and coordination necessary to confront the pandemic.

2/ Channels of communication between the beneficiaries and the hospital administration through boxes and websites of inquiries and complaints were activated. Media messages continued during the Corona pandemic to build a bridge of trust with the beneficiaries. The hospital administration also intensively used modern applications (technology) to perform its work and serve the beneficiaries and sought to discover errors in providing the service This reflects the extent to which hospital management uses technology in providing information, receiving inquiries and ensuring speed of communication.

3/ The hospital administration adopted regulations, laws, and procedures to preserve the rights of beneficiaries, and they were satisfactory, which indicates the rule of law.

4/ The beneficiaries obtained the services at the lowest cost, at the required speed, and with the required quality, which means that the work was done effectively and efficiently.

5/ The hospital administration has developed units and work teams according to the needs of the beneficiaries to fight the Corona virus. The hospital administration has achieved distinction by fulfilling the needs of the beneficiaries. The hospital administration has developed and trained the existing competencies to perform the work with the required speed and efficiency, and the examination measures, isolation of the injured and their treatment were satisfactory, the number of the human element (doctors) has increased. This means that the hospital administration was able to raise the level of health services during the Corona pandemic period and respond to the high requirements of the situation.

6/ The hospital administration involved the beneficiaries in determining the needs and evaluating the service by considering complaints and proposals. Obtaining the required information was available to the beneficiaries, and the hospital administration provided services to the beneficiaries in fairness and transparency.

7/ The workers and administrators inside the hospitals were distinguished by high morals in order to perform their duties. All voluntary work teams adhered to professional ethics during the **CoroCoronavirusiod**.

Third: The interpretation of the results and analysis of the study indicates that the study model proposed by the researcher has been activated in a satisfactory manner for the beneficiaries.

11. Recommendations:

1/ The hospital administration should continue to enhance and support the dimensions of governance in the study model, as it was satisfactory to the beneficiaries.

2/ The state should continue to support government hospitals with the required resources (money, human cadres, tools and equipment...etc) to continue with the same efficiency and effectiveness.

3/ Paying attention to administrative leaders and choosing them on sound grounds to ensure the success of governance at all times and in all situations and circumstances.

4/ Conducting new studies in the same field, while defining other models and dimensions of hospital governance.

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