

The Influence of Hospital Governance on the Organisational Success: A Study Done at King Fahad Hospital, Al-Baha, KSA

Ali Hussain Alzahrani ⁽¹⁾, Manal SA Hakami ⁽²⁾

(1) Albaha University Medical Center, Albaha University, AL-Baha, Saudi Arabia

Email: alialzahrani29@yahoo.com

(2) Nursing Department, Faculty of Applied Medical Sciences, Albaha University, AL-Baha, Saudi Arabia

Email: msalem@bu.edu.sa

Abstract:

Background: it has been approved that there is a link between the corporate governance and the success of the organisation. The **aim** of this study is to assess the influence of hospital governance on the organisational success at King Fahad Hospital, Al-Baha, Saudi Arabia. **Methods:** In this research, questionnaire is incorporated to evaluate the hospital organisational success and corporate governance which composes of different validated sections. The collected data was analysed through using statistical tool of SPSS using various methods. **Results:** The findings of this study showed that there was a significant impact of the accountability, social responsibility, transparency, and the hospital management board on the hospital organisational success. Transparency is one of the important factors which impose influence on the organisational success; however, hospital management board is also one of the significant factor contributing to the organisational success. With respect to health care, the social responsibility of the hospitals is the need to offer quality healthcare to their patients so they will become socially responsible about the quality of healthcare offered. **Conclusion:** The study concludes that the organisational success is highly dependent on the hospital governance which consists of transparency, accountability, social responsibility and internal monitoring. Hospital governance play a pivotal role and push the organisation to implement it and make it a part of their strateies. Similar hospital is as King Fahad hospital.

Keywords: Hospital Governance, organisational success, King Fahad Hhospital, KSA

Introduction

According to **Tricker (2015)**, there is a link between the corporate governance and the performance of the organisation which eventually leads to the success of the organisation. Corporate governance is the responsibility of the organisations towards the society that is why this is one of the important aspects which is to be contemplated. It has been explicated that every organisation, no matter it is private oriented or public oriented has to issue its corporate governance report (**Tricker & Tricker, 2015**). Regarding to **Thrikawala (2016)** view, it could be highlighted that corporate governance amalgamates various practices and institutions, which seeks to ensure the accounting standard, accountability, and transparency within the performance of the organisation. It has been mentioned that in order to be devoted towards the society, the organisation has to contribute some of the efforts so that they could comprehend the

environmental and societal needs. So, that is why the direction and control are consider the most two important tasks of the organisation. However, in order to govern, the formulation of certain laws and regulation both tasks are crucial, so, the role of corporate governance comes into play. On the other hand, it could be exemplified that the success of the organisation is dependent on how it plays, its role in serving the society needs efficiently and effectively (**Thrikawala, 2016**).

However, the current research paper is based on examining the influence of hospital governance on organisational success and to fulfil the aim of the study, the analyst selected one of the hospital that is located in KSA, named King Fahad Hospital as the sitting of the current study. The concept under deliberation is one of the challenges in the current innovative and emerging market which hindrance the adaption of rapid changes that are occurring in the industry field. The research paper seeks to discuss the various components of corporate governance, which

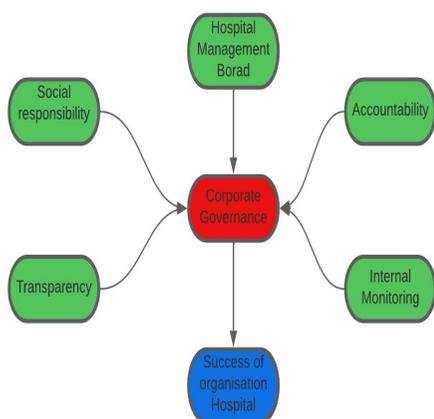
includes transparency, social responsibility, accountability; of the internal monitoring hospital management board and examined the impact of all these factors on the success of the hospital organisation. The study supported by research which seeks to highlight the main considerable importance course that has been focus in the entire paper.

The analyst faced certain limitations as well, which includes the selection of King Fahad hospital as the study sitting and the research participants also had been selected from the same hospital. It can be illustrated that the other studies which has been conducted in this regard tend to focus on the entire Health and Care industry, but the current study does not do so, which considered the limitation that has been encountered by the analyst.

Theoretical Frame work

Figure 1 shows the theoretical frame work of study by depicting the influence of corporate governance on perceived organizational success in the hospital. This frame works indicates corporate governance as independent variable and perceived the organizational success as the dependent variable. It includes Hospital Management Board, Accountability, Social responsibility, Transparency, and internal monitoring as construct variables for corporate governance.

Figure 1: Theoretical Framework



Transparency

According to **Hood (2010)**, transparency is the extent to which the actions of the corporations are being observed by the outsiders. On the contrary it could be elucidated that transparency is the principle which seeks to allow those influenced by the decisions, business transactions as well as the charitable work, not only to know the facts and figures but also to illustrate the mechanisms and processes (**Hood, 2010**). In study done by **Etzioni (2016)**, they reported that effective governance highly depends on transparency as it refers to information reliability that should be available on timely basis (**Etzioni, 2016**). However, it is not demanded that organisation should voluntarily follow transparency principles, but organisations should develop laws and regulations that are essential for the achievement of Governing Council and staff reporting (**COUNCIL, 2012**). Moreover, healthcare organisations should be encouraged to conduct transparency in their activities as fair disclosure of data or information can smooth down the activity of control and also management. Transparency in healthcare organisations play significant role in the work or organisation and information associated to administrative process. Moreover, the reports should be reliable and easy to understand so the user can simply have access on it and understand its clarity (**Miller & Power, 2013**). In addition, healthcare governance does not only require transparency in information and data header, but they should also adopt the same strategy or way for their financial matter (**Gil-Garcia, Helbig, & Ojo, 2014**). If hospital management follows all these transparency in their activities, the success of organisation will not be far behind. In current competitive market, healthcare management has to show concerns towards accountability and transparency of their activities (**Martela, 2019**).

Social Responsibility

According to **Banks (2020)**, the conduct of social responsibility has become largely acknowledge as it means that investors and citizens are aware with the fact that ethical and profit values are not uncongenial. In health care sector, social responsibility refers to the thought that there is a moral obligation which asks healthcare institutions to do better in managing

issues like delivery quality healthcare to who they are entitled. In hospitals, practice of social responsibility is not easy as the stakeholders' satisfaction and their interest might oppose to key goal of many healthcare systems (**Banks, 2020**). Apart from this situation, social responsibility can also increase difficulty in the management of hospital's activity through explicit interruption in the decisions of management. However, such difficulties could be tackled if organisation initially defines its mission along with social programmes that incorporates with moral principles in strategic planning, but also in its regular activities (**Paton & McCalman, 2008**).

According to **Li (2021)**, active social responsibility needs hospitals to be better or enhance beneficial responsibilities to its employees that shall not be abide with the law and moral principles. In this way, it will incorporate the values and interests of all stakeholders that should be taken into consideration (**Li, Tian, Carter, & Wen, 2021**). According to the report done by the International Bioethics Committee of UNESCO on health and social responsibility, social responsibility must be taken as being part of the traditional moral obligations (**Committee., 2010**).

Hospital Management Board

Board of directors in hospital are effective mechanism to pay special attention to corporate governance because they are the keys who manage the behaviour of the managers that leads to identify and implement strategies for avoiding conflicts of interest (**Aguilera, Desender, Bednar, & Lee, 2015**). Before understanding the role of the directors board in corporate governance, it is essential to set a distinction between the kinds of healthcare organisation as the profit and the non-profit organisation (**Chambers & Cornforth, 2010**). According to the definition of **Allen et al (2011)**, the non-profit organisations in the healthcare organisation which are governed by board member who do not gain the residual profits. In this type of organisation, there is an important tax reduction; nevertheless, regulation needs that net surplus which might be devoted to activities related to social responsibility (**Allen, Bartlett, Perotin, Zamora, & Turner, 2011**). On

the other hand, organisations that contain potential advantages enjoy the least conflicts among its shareholders. Nevertheless, absence of board members could create issue in the mechanism of managerial control. In return of it, board members role is to conduct free-ride incentives and information that is available to donor effectiveness and monitoring instrument in non-profit organisations (**Cornforth, 2020**).

In addition to it, there is also a difference between the structures of boards in non-profit and profit organisation. In non-profit, boards are tended to be in large number as they represent many bodies (**Cornforth & Edwards, 1999**). These boards are also anticipated to assess how organisations achieve the qualitative impacts of mission (**Cornforth & Edwards, 1999**). On the other hand, profit healthcare organisation contains fewer board members and they are responsible to assess quantitative impact of mission (**Rao, Tilt, & Lester, 2012**).

Accountability

Accountability is the responsibility of someone towards particular activity. According to study done by **Ibrahim (2015)**, accountability in healthcare institutions starts with CEO and board of directors (**Ibrahim, Shak, Mohd, Zaidi, & Yasin, 2015**). CEOs for setting harmony within the organisations of the healthcare and make sure that all activities are done in accordance by using appropriate facilities and equipment, access to hospital services and resources and qualified staff for the hospital. In both non-profit and profit health care organisation, boards come across with massive responsibility in terms of formulating critical goals and mission that institute balances and checks, qualitative performance, reconciliation of various quantitative and reorganisation of care provision along with promoting accountability and transparency (**Griffin, 2011**). In the context of profit healthcare institution, the association between control and ownership is highly concerned as the accountability of board of directors and management to its shareholders (**Khan, Muttakin, & Siddiqui, 2013**). According to the study of **Said et al (2013)**, governance of non-profit hospitals is different as there are no such real owners having the key focus on casting different stakeholders. Such difference brings key

implications in accountability (Said, Abidin, & Nasir, 2013). In profit health care institutions, accountability is influenced by key criteria that hold significant economic interest of healthcare (Mosadeghrad, 2014). In non-profit healthcare institutions, accountability is complicated because it highly involves in the balancing situation of the criteria and incorporation to evaluation, costs, equity, quality and care of patient (Jamali, Hallal, & Abdallah, 2010).

Internal Monitoring

In hospital management, internal monitoring system covers medical devices, medicinal products and both financial and non-financial activities. Internal monitoring focuses on ensuring that the documents are placed rightly which is prior to the recruitment of patient (Eskin, 2021). Moreover, patients' records are in accurate place and should contain verifiable capacity. Hospital management should monitor serious events that can pour adverse impacts. In addition to it, the performance of hospital's staff and their compliance also comes in internal monitoring (Weick & Sutcliffe, 2015).

The internal control system of hospital is responsible to serve the role of administration in managing the unity among resources, property and its conservation for the protection of organisational goals (Perrow, 2019). According to the definition of Frazer (2016), internal monitoring measures carry all functions related to protection of assets and resources along with maintaining the reliability and accuracy (Frazer, 2016). In internal monitoring, the responsibility of boards is to make sure the financial stability of healthcare system and to make firm processes of budgeting, operational planning and evaluation of the progress reports. However, the board highly relies on the committee of finance to evaluate or assess the financial performance, endowment performance, capital expenditures and budgeting (Organization, 2007). In the similar manner, it is suggested that members of the organisations should have some background information about finance so the trustees could assign the tasks in an effective governance manner (Mahadeo, Soobaroyen, & Hanuman, 2012).

Methodology

Study design: The current study is a descriptive hospital based study, it was done to evaluate the hospital organisational success and corporate governance.

Study setting: This study was conducted at King Fahad Hospital, Al-Baha, Saudi Arabia.

Sampling and sample size: A convenience sampling technique was used to select people to enrol in the current study. The total number of employees in the hospital are 1150 persons that includes nurses, doctors and other staff. The questionnaire was distributed among 288 persons in which only 244 received back. Moreover, 12 questions were not completely answered among the 244 persons who return back the questionnaire; so, only 232 questionnaires were analysed.

Data collection: The current study used a questionnaire, which was incorporated to evaluate the hospital organisational success and corporate governance. The questionnaire carries five point Likert scales that range from "Strongly Agree" to "Strongly Disagree" that represent data collection instrument. This technique helps in evaluating the connection between hospital organisation success and corporate governance. The questionnaire is parted into eight head sections:

- Section I ask about the demographic data
- Section II ask about the Hospital Management Board
- Section III- ask about the Accountability
- Section IV- ask about the Social responsibility
- Section V- ask about the Transparency
- Section VI - ask about the Internal monitoring
- Section VII- ask about the Organisational success in the hospital
- Section VIII-explor the participants Comments

Each section contains varied number of questions for measuring the links between corporate governance and the hospital success. The questionnaire was distributed among the employees of King Fahad Hospital-KSA.

Pilot study:

Table 1: Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.877	46

According to **Katz (2015)**, the reliability test is preferred by the analyst so that they can estimate that the gathered data is accurate and can be used for accomplishing the research proposition (**Katz, 2015**). The main theme of the current study is to assess the influence of Hospital Governance on organisational success, for this, King Fahad Hospital, KSA had been selected. The reliability test conducted on 46 close ended questions (excluding the demographics data of the research participants), this attempt exemplifies that that the gathered data is reliable and enables the investigator to perform various statistical tests. The standard rule for examining the authenticity of the data collected, according to **Yap et al (2018)**, is that the value of Cronbach's Alpha to be greater than 0.05 (**Yap, Komalasari, & Hadiansah, 2018**). The reliability of the current study is 0.877 which is greater than 0.05. The value of Cronbach's Alpha explicated that the gathered data is reliable and could be used for analysing the problem statement that is under study.

Data Analysis: The data were analysed through using statistical tool of SPSS. According to the suggestion of **Kothari (2011)**, the data of questionnaire could be analysed by using various methods, but it is important to consider the nature of the study and its type. SPSS is one of the best techniques to conduct quantitative analysis by using statistical software. The questionnaire of this project based on the constant Likert Scales; therefore, this analysis suited the best for evaluating the correlation of variables and their reliability.

Moreover, one sample-T Test was also run on SPSS for finding the best outcomes.

In this manner, **Abbott (2014)** suggested two best types of data analysis techniques which includes; Microsoft Excel and SPSS. Microsoft excel is a spreadsheet software while SPSS is a statistical software (**Abbott, 2014**). This projects selected SPSS data analysis technique for applying various test on the findings from the collected data by the questionnaire. It conducted the reliability test and descriptive statistics for examining the responses of employees from two SMEs.

In research done by **Al-Ababneh (2020)**, they used 2 best approaches of research that include inductive and deductive approach. Deductive approach carries hypothesis testing of the study. Deductive approach is highly helpful in assessing variable impacts on the research topic. Therefore, this research adopts deductive approach to test the hypothesis of whether a variables of corporate governance impacts on the success of hospital organisation or not (**Al-Ababneh, 2020**). However, inductive approach is mostly used when the study is mainly based on qualitative data approach. Quantitative research approach analyse the information provided by the questionnaire in numeric terms. This presents the mathematical framework of the results (**Yilmaz, 2013**). According to the research done by **Laird et al (2005)**, this research approach is effective in its essence because it follows the proper scientific process and test the hypothesis by applying various tests through statistical software (**Laird et al., 2005**).

Findings

SPSS was used during the analyst of the current study finding in order to illustrate the findings that had been accumulated by using the close ended questions in the questionnaire. In order to analyse the data, the researcher performed three statistical tests that includes reliability test for the content, correlation test to determine the relation and association among the study variables as well as one sample t-test to exemplify the mean value of each question as well as to highlight one value which seeks to represent the entire data set. The results

obtained from the statistical software are discussed below;

Table 2: The correlation test is mainly used to illustrate the relation—between the variables of the study. According to **Gamage (2014)**, the correlation test is the preferred test which could determine the relation between the variables whether it's weak or strong. It highlights the strength among the variables and how significantly they are contributing to each other (**Gamage, 2014**). For the current study as well, this test has been conducted as the study revolves around several different variables. All the variables have been found influencing on the organisational success. Hospital management board has been found in moderate relation with the organisational success as the value of Pearson correlation is 0.387. Accountability is also correlated with the organisational success as the Pearson value is 0.339, which is also closer to 1 and hence, depicts the linear relation between them. Apart from this, it can be mentioned that transparency is strongly in association with organisational success as its Pearson value is 0.395 closer to 0.4, which is also illustrating the linear relation. The three variables that have been described are correlating the organisational success at 0.05 confidence interval. Organisational success is also correlating with internal monitoring strongly as the Pearson correlation value is 0.461, closer to 1 which means that the relation is linear. The last variable of the study is the social responsibility, this variable is in relation with the organisational success at the Pearson correlation value of 0.133, this illustrates that it possess weak relation inbetween. The standard rule for illustrating the random as well as linear relation is that if the Pearson value is closer to one, there is a linear relation and if it's closer to zero, the relation between the variables is random.

For the current study, almost every variable is having linear relation with the organisational success as their Pearson value is closer to 1. Except for the social responsibility variable, it possesses random relation with the organisational success as its Pearson value is colder to 0.

Table 3: The aforementioned table is the explanation of one sample T-test conducted by the researcher. This is basically based on one test value that represents the entire data which includes the data accumulated by the analyst. For the current research study, the analyst had also performed the following test which explained as under:

The first question determines the duties and powers of the Executive Manager according to the fact that the management board puts in the internal system with mean value 3.788, and standard deviation is 0.807 while the standard error is 0.053. Similarly, it can be illustrated that next question in the section regarding hospital management board sheds light on the fact that Management Board puts policies for risk management in the hospital. For this the, mean value is 3.48 and standard deviation is 1.202. As far as the entire section and its generalisation is considered, it could be mentioned that 3.86 is the highest mean value while the lowest mean value recorded in this section was 3.4. However, the standard error that is being estimated as 0.80 as the lowest which is of question 1 and the highest is 1.202.

On the contrary, the second section consists of Accountability. The questions relating to this section possess the mean value of 3.65 which of question 1 as there are clear criteria for measuring performance which helps in the application of the accountability. Moreover, it can be mentioned that all the activities and projects in the hospital are subjected to monitoring posses with the mean value (3.62), standard deviation (0.922) while the standard error is 0.060. There are mechanisms to allow punishment of the executive/management committee in the event of mismanagement, posses the mean value of 3.30, standard deviation is 1.07 and the standard error is 0.070. Summing up this section, it could be enlightened that the highest mean value is 3.6595, and the highest standard deviation is 1.0799.

Section pertaining to the Social responsibility also posses the highest mean value that is even deviating from the test value that is 3.5, while the highest mean value in this section is 3.9957. On the contrary, as far as the

highest standard errors is concerned, it can be illustrated that is 1.0457. However in Transparency section the highest mean value was 3.52, and the highest standard error that has been recorded was 0.75. Regarding the internal monitoring variable, the highest mean value was 3.6681, the highest standard deviation value was 0.0676. The organisational success is the last variable of the study, its mean value that is the highest for this section was 4.1638 however, there had been observed that it possess the

highest standard deviation in this section (3.44773).

Apart from this, it can be mentioned that the degree of freedom, which has been explicated via SPSS for all the related questions was 231 which is same for all the close ended questions. It can be depicted that all the related questions have been evaluated by the following one single test value that is 3.5 which is being considered as the representative of the entire data set (*Refer to Appendix B*).

Correlation Test

Correlations

		HospitalManagementBorad	Accountability	Transparency	InternalMonitoring	SocialResponsibility	OrganizationalSuccessInTheHospital
HospitalManagementBorad	Pearson Correlation	1	.502**	.508**	.535**	.234**	.387**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	232	232	232	232	232	232
Accountability	Pearson Correlation	.502**	1	.589**	.590**	.090	.339**
	Sig. (2-tailed)	.000		.000	.000	.173	.000
	N	232	232	232	232	232	232
Transparency	Pearson Correlation	.508**	.589**	1	.681**	.196**	.395**
	Sig. (2-tailed)	.000	.000		.000	.003	.000
	N	232	232	232	232	232	232
InternalMonitoring	Pearson Correlation	.535**	.590**	.681**	1	.170**	.461**
	Sig. (2-tailed)	.000	.000	.000		.010	.000
	N	232	232	232	232	232	232
SocialResponsibility	Pearson Correlation	.234**	.090	.196**	.170**	1	.133
	Sig. (2-tailed)	.000	.173	.003	.010		.043
	N	232	232	232	232	232	232
OrganizationalSuccessInTheHospital	Pearson Correlation	.387**	.339**	.395**	.461**	.133	1
	Sig. (2-tailed)	.000	.000	.000	.000	.043	
	N	232	232	232	232	232	232

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 2: Correlation Test

The hospital website provides all the information needed about the hospital	232	3.1509	1.14665	.07528
The hospital discloses its policies and programs concerning the hospital community	232	3.0991	1.02082	.06702
There is no ambiguity or misinforming in all the workings of the hospital	232	3.3276	.98276	.06452
Everything in the hospital is subject to investigation and correctness	232	3.5216	.94867	.06228
Hospital supports the internal control department	232	3.6681	.78250	.05137
The department follow-up over the hospital restrict the application of the rules and regulations	232	3.6250	.81218	.05332
The department diagnose problems and make recommendations and proposed solutions	232	3.3793	1.02906	.06756
The department checks the safety performance ,and methods of procedures work	232	3.4224	.99914	.06560
The Senior Management is not characterized by having absolute authority	232	3.2371	.93965	.06169
There is a suitable mechanism for monitoring the performance of the hospital	232	3.59052	.832508	.054657
The rules and regulations facilitate the application of governance	232	3.8836	3.44773	.22635
The distribution of powers is appropriate	232	3.5302	2.17998	.14312
The Internal Monitoring Sector in the hospital is unbiased	232	3.0000	1.58456	.10403
The Internal Monitoring Sector in the hospital is unbiased	232	3.6983	.86510	.05680
The hospital exploits IT	232	2.9655	1.08856	.07147
The Senior Management treats all employees fairly	232	3.3233	1.15611	.07590
There is no conflict between the Management and staff	232	3.3879	.98712	.06481
Hospital administration cares about giving an accurate picture of everything that takes place in the hospital	232	3.4138	.97207	.06382
Care is given to learning, training and research	232	3.3707	1.07736	.07073
Openness and participation is encouraged in the hospital	232	3.4267	.95517	.06271
Learning from mistakes is practiced in the hospital	232	3.6767	.92290	.06059
You have full knowledge of the objectives and functions of the hospital	232	3.8793	.70441	.04625
You plan your work before you do it	232	4.1638	.51713	.03395
You know your position in the organizational structure	232	3.9957	.69318	.04551
You are able to identify jobs that match your work style	232	4.0474	.61185	.04017
You have a good professional relationship with your supervisor	232	4.0172	.74419	.04886

Table 3: One Sample Statistics

43

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
The Management Board puts an internal system that determines the duties and powers of the Executive Manager	232	3.7888	.80757	.05302
The Management Board puts policies for risk management in the hospital	232	3.4828	1.20233	.07894
The Management Board puts policies that determine the powers of every Department Manager	232	3.8621	.87680	.05756
The Management Board evaluates and revises the performance of the hospital and its commitment to the rules	232	3.7155	.95170	.06248
The Management Board works towards the implementation of internal monitoring	232	3.6983	.87998	.05777
There are clear criteria for measuring performance helps application of accountability	232	3.6595	.86314	.05667
All the activities and projects in the hospital are subject to monitoring	232	3.6207	.92259	.06057
The beneficiaries have the right to bring the Executive Management to account	232	3.5431	1.01838	.06686
The beneficiaries have the right to bring the Management Board to account	232	2.7672	1.07999	.07090
There are mechanisms to allow punishment of the executive/management committee in the event of mismanagement	232	3.3017	1.07888	.07083
Misuse of hospital resources	232	3.0086	1.59271	.10457
There is a conflict of interest between an employee's personal interests and the general interest of the community	232	3.4741	.97556	.06405
The services provided are of poor quality	232	3.0560	1.07766	.07075
There is discrimination in providing health services to beneficiaries	232	3.6121	.99149	.06509
The limits on privacy and freedom of beneficiaries are exceeded	232	3.4138	1.04089	.06834
There is high confidentiality and a lack of transparency in the work of staff	232	3.4741	1.02320	.06718
There is a lack of involvement by the hospital community in the planning and development of the hospital	232	3.6164	.95993	.06302
The hospital management possesses professional ethics	232	3.9957	.74728	.04906
The hospital has a policy/culture that prohibits the employment of the under-aged	232	3.9784	.79198	.05200
The hospital provides information to employees as required by regulators and based on the rules and regulations	232	3.7974	.78811	.05174

Discussion:

From the findings represented in the previous section, it can be illustrated that there is a significant impact of the accountability, social responsibility, transparency, and hospital management board on the organisational success. From the literature, it is illustrated that the hospital governance seeks to impose an influence on the cusses of the organisation. The variable which is strongly correlating with the organisational success is the internal monitoring and transparency in the operations that are conducted in King Fahad hospital KSA. According to Grimmelkhuijsen (2013), view, it can be mentioned that business that are effective enough seeks to rely themselves on the governance which is dependent on transparency because the availability of the reliable information is one of the associated aspect of transparency which is available when required (Grimmelkhuijsen, Porumbescu, Hong, & Im, 2013). Similarly, Moons et al, (2019) highlighted that the internal monitoring with respect to hospital includes the internal monitoring systems that covers medical devices, financial activities as well as non-financial ones and also the medical products (Moons, Waeyenbergh, & Pintelon, 2019).

On the other hand, it could be exemplified that accountability and hospital management board also posses the linear relation with the organisational success as they are moderately correlated with the organisational success. According to Von Knorring (2010), the management of the hospital is accountable for all the activities or they tend to perform. With respect to the healthcare, it can be illustrated that the CEOs are entitled to be accountable for these institutions (von Knorring, de Rijk, & Alexanderson, 2010). Afriyie et al (2020) explain that the board of directors seeks to pay attention on the corporate governance within the hospital that is why, it could be explained that hospital governance is one of the key concept which is to be contemplated at the King Fahad Hospital (Afriyie et al., 2020). From the findings of the study, it has been enlightened that the data which is being evaluated was

highly reliable as the value of reliability test turns ought to be $0.877 > 0.50$.

Moreover, the reviewed literature also explained that the hospital governance as well as corporate governance are the two of such concepts that are emerging in the current century as many hospitals are focusing on being transparent, accountable and giving something back to society by being socially (Bennington, 2010). It can be said that the components relating to corporate governance are significantly impacting organisational success which is even clear with the help of one sample T-test that depicts the mean value for each and every question that is being approached from the respondents of the study.

Conclusion and Recommendations

Organisational success is being influenced by the various approaches that are linked with the corporate governance. It can be concluded that the organisational success is highly dependent on the hospital governance which consists of transparency, accountability, social responsibility and internal monitoring. Hospital governance play a pivotal role and indulges an organisation to implement it and make it a part of their strategy. Similar is in the case of King Fahad hospital. Transparency has been one of the important seeks to impose influence on the organisational success; however, hospital management board is also one of the significant factor contributing to the organisational success. With respect to health care, it can be exemplified that the social responsibility of the hospitals is that they need to offer quality healthcare to their patients so that they will become socially responsible.

According to the results revealed via the study, some of the recommendations have been provided to the King Fahad hospital so that they can contemplate hospital governance in their every operations pertaining to hospital. It has been suggested that the managers at the King Fahad hospital should make the transparency, one of the core business aspect which is to be considered in their every single. As it belongs to the healthcare industry, it is highly recommended that they should run corporate social responsibility campaigns which will

create a brand image that hospital is socially responsible and is contributing to the society. The results of the study can even be used by the policy makers that are operating in the region of KSA. it can be illustrated that the policy makers can develop policies that all the health care institutions will be following the transparency in their work which will be reviewed by the hospital management time to time so that effective corporate governance will be enforced within the health care industry. It has also been recommended that the managers of King Fahad hospital should consider those factors that imposes an influence and becomes the cause that hindrance the success of the organisation.

References

- Abbott, M. L. (2014).** *Understanding educational statistics using Microsoft Excel and SPSS*: John Wiley & Sons.
- Afriyie, S. O., Kong, Y., Lartey, P. Y., Kaodui, L., Bediako, I. A., Wu, W., et al. (2020).** Financial performance of hospitals: A critical obligation of corporate governance dimensions. *The International Journal of Health Planning and Management*, 35(6), 1468-1485.
- Aguilera, R. V., Desender, K., Bednar, M. K., & Lee, J. H. (2015).** Connecting the dots: Bringing external corporate governance into the corporate governance puzzle. *Academy of Management Annals*, 9(1), 483-573.
- Al-Ababneh, M. M. (2020).** Linking ontology, epistemology and research methodology. *Science & Philosophy*, 8(1), 75-91.
- Allen, P., Bartlett, W., Perotin, V., Zamora, B., & Turner, S. (2011).** New forms of provider in the English National Health Service. *Annals of Public and Cooperative Economics*, 82(1), 77-95.
- Banks, S. (2020).** *Ethics and values in social work*: Bloomsbury Publishing.
- Bennington, L. (2010).** Review of the corporate and healthcare governance literature. *Journal of Management & Organization*, 16(2), 314-333.
- Chambers, N., & Cornforth, C. (2010).** The role of corporate governance and boards in organisational performance. *Connecting knowledge and performance in public Services: From knowing to doing*.
- Committee., I. B. (2010).** *Report of the International Bioethics Committee of UNESCO (IBC) on Social Responsibility and Health*: UNESCO.
- Cornforth, C. (2020).** The governance of hybrid organisations *Handbook on hybrid organisations*: Edward Elgar Publishing.
- Cornforth, C., & Edwards, C. (1999).** Board Roles in the Strategic Management of Non-profit Organisations: theory and practice. *Corporate Governance: An International Review*, 7(4), 346-362.
- COUNCIL, N. P. T. C. B. (2012).** CYNGOR BWRDEISTREF SIROL CASTELL-NEDD PORT TALBOT COUNCIL—29 th MARCH 2012 CHIEF EXECUTIVE'S OFFICE REPORT OF THE HEAD OF HUMAN RESOURCES—G. JONES. *Policy Statement*, 2013, 1.2.
- Eskin, I. (2021).** Evaluation of The Effectiveness of The Internal Control System in Hospital Business: A Case Study. *Yönetim Bilimleri Dergisi*, 19(39), 151-178.
- Etzioni, A. (2016).** Is transparency the best disinfectant? Available at SSRN 2731880.
- Frazer, L. (2016).** Internal control: Is it a benefit or fad to small companies? A literature dependency perspective. *Journal of Accounting and Finance*, 16(4), 149-161.
- Gamage, A. S. (2014).** Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37-52.
- Gil-Garcia, J. R., Helbig, N., & Ojo, A. (2014).** Being smart: Emerging technologies and innovation in the public sector. *Government information quarterly*, 31, 11-18.
- Griffin, D. (2011).** *Hospitals: What they are and how they work*: Jones & Bartlett Learning.
- Grimmelikhuisen, S., Porumbescu, G., Hong, B., & Im, T. (2013).** The effect of transparency on trust in government: A cross-national comparative experiment. *Public administration review*, 73(4), 575-586.
- Hood, C. (2010).** Accountability and transparency: Siamese twins, matching parts, awkward couple? *West European Politics*, 33(5), 989-1009.
- Ibrahim, N., Shak, M. S. Y., Mohd, T., Zaidi, A., & Yasin, S. M. A. (2015).** The importance of implementing collaborative learning in the English as a second language (ESL) classroom in Malaysia. *Procedia Economics and Finance*, 31, 346-353.

- Jamali, D., Hallal, M., & Abdallah, H. (2010).** Corporate governance and corporate social responsibility: evidence from the healthcare sector. *Corporate Governance: The international journal of business in society*.
- Katz, J. (2015).** A theory of qualitative methodology: The social system of analytic fieldwork. *Méthod (e) s: African Review of Social Sciences Methodology*, 1(1-2), 131-146.
- Khan, A., Muttakin, M. B., & Siddiqui, J. (2013).** Corporate governance and corporate social responsibility disclosures: Evidence from an emerging economy. *Journal of business ethics*, 114(2), 207-223.
- Laird, A. R., Fox, P. M., Price, C. J., Glahn, D. C., Uecker, A. M., Lancaster, J. L., et al. (2005).** ALE meta-analysis: Controlling the false discovery rate and performing statistical contrasts. *Human brain mapping*, 25(1), 155-164.
- Li, J.-Y., Tian, S., Carter, J., & Wen, J. (2021).** More than the bottom line: Exploring social responsibility practices in hospital settings in the United states. *Health Marketing Quarterly*, 38(4), 297-314.
- Mahadeo, J. D., Soobaroyen, T., & Hanuman, V. O. (2012).** Board composition and financial performance: Uncovering the effects of diversity in an emerging economy. *Journal of business ethics*, 105(3), 375-388.
- Martela, F. (2019).** What makes self-managing organizations novel? Comparing how Weberian bureaucracy, Mintzberg's adhocracy, and self-organizing solve six fundamental problems of organizing. *Journal of Organization Design*, 8(1), 1-23.
- Miller, P., & Power, M. (2013).** Accounting, organizing, and economizing: Connecting accounting research and organization theory. *Academy of Management Annals*, 7(1), 557-605.
- Moons, K., Waeyenbergh, G., & Pintelon, L. (2019).** Measuring the logistics performance of internal hospital supply chains—a literature study. *Omega*, 82, 205-217.
- Mosadeghrad, A. M. (2014).** Factors influencing healthcare service quality. *International journal of health policy and management*, 3(2), 77.
- Organization, W. H. (2007).** Everybody's business—strengthening health systems to improve health outcomes: WHO's framework for action.
- Paton, R. A., & McCalman, J. (2008).** *Change management: A guide to effective implementation*: Sage.
- Perrow, C. (2019).** The analysis of goals in complex organizations *Management Control Theory* (pp. 369-382): Routledge.
- Rao, K. K., Tilt, C. A., & Lester, L. H. (2012).** Corporate governance and environmental reporting: an Australian study. *Corporate Governance: The international journal of business in society*.
- Said, J., Abidin, N. A. Z., & Nasir, N. M. (2013).** Predictors of Accountability Outcomes in Nonprofit Organizations: An Empirical Investigation. *Asia-Pacific Management Accounting Journal*, 8(2), 1-26.
- Thrikawala, S. S. (2016).** *Corporate governance and performance of microfinance institutions (MFIs): A comparative study in Sri Lanka and India*. University of Waikato.
- Tricker, B., & Tricker, R. I. (2015).** *Corporate governance: Principles, policies, and practices*: Oxford University Press, USA.
- von Knorring, M., de Rijk, A., & Alexanderson, K. (2010).** Managers' perceptions of the manager role in relation to physicians: a qualitative interview study of the top managers in Swedish healthcare. *BMC health services research*, 10(1), 1-12.
- Weick, K. E., & Sutcliffe, K. M. (2015).** *Managing the unexpected: sustained performance in a complex world*: John Wiley & Sons.
- Yap, R. J. C., Komalasari, F., & Hadiansah, I. (2018).** The effect of financial literacy and attitude on financial management behavior and satisfaction. *BISNIS & BIROKRASI: Jurnal Ilmu Administrasi dan Organisasi*, 23(3), 4.
- Yilmaz, K. (2013).** Comparison of quantitative and qualitative research traditions: Epistemological, theoretical, and methodological differences. *European journal of education*, 48(2), 311-325.