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Title in English

“The Impact of Effective Communication Between Employees and Stakeholders on Employee Productivity: A Case Study of King Fahd Medical Research Center, Jeddah, Saudi Arabia”

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Abstract

This study aims to examine the impact of effective communication between employees and stakeholders on employee productivity at King Fahd Medical Research Center. A quantitative analytical approach was adopted, and data were collected from (29) employees using a structured questionnaire. The analysis was conducted using descriptive statistics and ANOVA to evaluate the relationship between the study variables.

The results revealed that the overall level of effective communication was high across its dimensions—clarity, timeliness, feedback, and communication channels. The findings also indicated a statistically significant relationship between communication effectiveness and employee productivity. Moreover, productivity dimensions—time efficiency, work quality, time management, and goal achievement—recorded high and very high levels among participants.

Based on these results, the study recommends enhancing communication practices within the center, increasing opportunities for employee feedback, and strengthening communication channels to further improve employee productivity.

Keywords:

Effective Communication, Employee Productivity, Stakeholder Communication, Internal Communication, Feedback, Timeliness, Communication Channels, Work Quality, Time Management, Goal Achievement.

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Chapter One

Introduction:

Effective communication has emerged as a foundational element in the strategic management of modern organizations. It is widely acknowledged as a key driver of organizational success, influencing not only operational efficiency but also employee engagement, stakeholder relations, and overall productivity. Within increasingly complex and interconnected work environments, communication serves as a mechanism for alignment, coordination, and the cultivation of a shared vision across all levels of the organization (Robbins & Judge, 2019; Men, 2014).⁽¹⁾

Stakeholders, both internal (such as executives and team members) and external (such as clients, suppliers, and institutional partners), exert significant influence on organizational dynamics. The quality of communication between employees and stakeholders is therefore critical to ensuring clarity of expectations, reducing operational friction, and enhancing performance outcomes. Strong and transparent communication fosters trust, streamlines workflows, and contributes to a more productive work environment (Freeman, 1984; Welch, 2012).⁽²⁾

Accordingly, this study seeks to examine the impact of effective communication between employees and stakeholders on employee productivity. The research will focus on a case study of the King Fahd Medical Research Center in Jeddah, Saudi Arabia—an institution characterized by interdisciplinary collaboration, knowledge exchange, and frequent interaction with diverse stakeholders. The aim is to explore how communication practices within such a context shape individual and organizational performance (Men, 2014; Welch, 2012).⁽³⁾

Problem Statement:

Effective communication between employees and stakeholders plays a vital role in improving employee productivity and overall organizational performance. It enhances collaboration, alignment, and mutual understanding across roles (Robbins & Judge, 2019; Welch, 2012).⁽⁴⁾

Yet, many organizations still face challenges in maintaining clear communication, which can result in confusion, delays, and reduced employee performance—especially in complex environments like research institutions (Men, 2014; Freeman, 1984)⁽⁵⁾. This issue is particularly relevant at King Fahd Medical Research Center, where cross-functional collaboration and stakeholder interaction are essential (Welch, 2012; Men, 2014).⁽⁵⁾

Although past studies have examined communication and stakeholder engagement separately, few have addressed their combined impact on employee productivity in healthcare research settings in the Arab region (Freeman, 1984; Men, 2014).⁽⁶⁾

Therefore, this study aims to explore how effective communication between employees and stakeholders affects employee productivity at King Fahd Medical Research Center.

Main Research Question:

How does effective communication between employees and stakeholders impact employee productivity at King Fahd Medical Research Center, Jeddah?

Significance of the Study:

1. Theoretical Significance

1. This study contributes to the development of the theoretical framework that explains the relationship between effective organizational communication and employee productivity, with a focus on the interaction between employees and stakeholders as a key factor in individual performance.
2. It addresses a clear research gap in Arabic literature, where limited attention has been given to the impact of employee–stakeholder communication within research-based work environments, particularly in medical institutions.
3. The study paves the way for future research to explore practical and comparative models that examine how different organizational communication strategies affect employee performance across various sectors.

2. Practical Significance

1. The study provides a realistic view of how communication systems within institutions influence employee productivity, contributing to the improvement of the work environment and operational efficiency.
2. Its findings can support the development of effective communication strategies and policies within the King Fahd Medical Research Center, with potential applicability to similar institutions in the healthcare and research sectors.
3. It enables top management and HR departments to make evidence-based administrative decisions by linking communication quality to productivity outcomes.
4. The study helps institutions foster a culture of clarity and positive engagement, which positively impacts output quality and enhances employee satisfaction.

Objectives of the Study:

1. To identify the status of effective communication between employees and stakeholders at the King Fahd Medical Research Center.
2. To identify the extent to which employees perceive the importance of communication with stakeholders in enhancing job performance.
3. To identify the impact of internal and external communication quality on employee productivity within a research-based work environment.
4. To identify the most used methods and channels of communication between employees and stakeholders.
5. To identify the main challenges and barriers facing communication within the center.
6. To identify the differences in the impact of effective communication on productivity based on demographic characteristics (such as job role, experience, and gender).
7. To identify the key suggestions proposed by employees and stakeholders to improve communication effectiveness within the institution.

Research Questions:

1. What is the current status of effective communication between employees and stakeholders at King Fahd Medical Research Center?
2. To what extent do employees perceive the importance of communication with stakeholders in enhancing their job performance?
3. What is the impact of internal and external communication quality on employee productivity in a research-based work environment?
4. What are the main methods and channels used in communication between employees and stakeholders?
5. What are the key challenges and barriers facing communication within the center?
6. Are there statistically significant differences in the impact of effective communication on employee productivity based on demographic variables (such as job role, years of experience, and gender)?
7. What are the main suggestions proposed by employees and stakeholders to enhance communication effectiveness within the institution?

Research Hypotheses:

- **Main Hypothesis:**

There is a statistically significant relationship between the effectiveness of communication between employees and stakeholders and employee productivity at King Fahd Medical Research Center.

- **Sub-Hypotheses:**

1. There is a statistically significant relationship between the level of internal communication and employee productivity.
2. There is a statistically significant relationship between the quality of communication with external stakeholders and employee productivity.
3. There are statistically significant differences in the impact of effective communication on employee productivity based on gender (male/female).
4. There are statistically significant differences in the impact of effective communication on employee productivity based on years of experience.
5. There are statistically significant differences in the impact of effective communication on employee productivity based on job role or administrative department.

Research Model of the Study:

The study aims to explore the relationship between effective communication between employees and stakeholders and its impact on employee productivity within the workplace, using the King Fahd Medical Research Center as a practical case

The study identifies two main variables:

Independent Variable: Effective Communication, which includes the following key dimensions:

- Clarity
- Timeliness
- Feedback
- Communication Channels

Dependent Variable: Employee Productivity, measured through the following dimensions:

- Task Efficiency
- Work Quality
- Time Management
- Goal Achievement

This model assumes that enhancing internal communication—especially between employees and stakeholders—leads to improved employee productivity by fostering mutual understanding, ensuring information flow, and strengthening the overall performance of the organization.

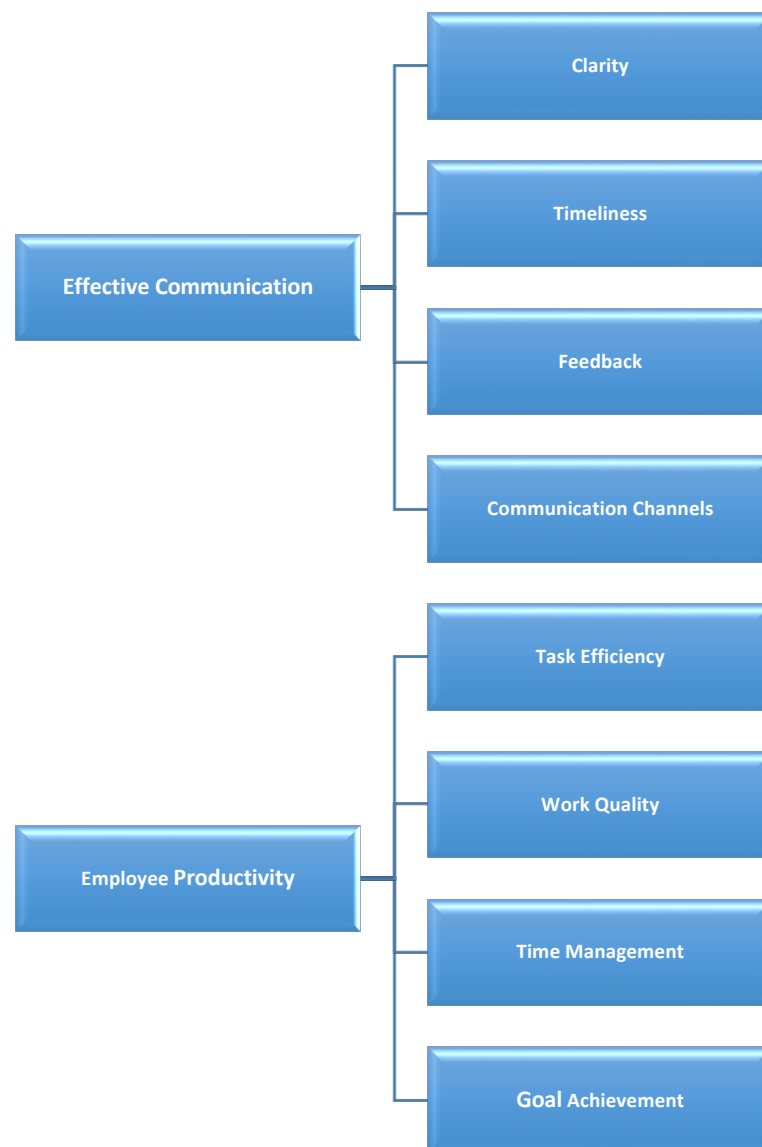


Figure 1: Research Model of the Study

Delimitations of the Study:

- **Spatial Delimitation:**

The study was conducted at King Fahd Medical Research Center in Jeddah, Saudi Arabia.

- **Temporal Delimitation:**

The study covers the year 2025.

- **Human Delimitation:**

The study is limited to all employees working at the center.

- **Subject Delimitation:**

The study focuses on analyzing the impact of effective communication between employees and stakeholders on employee productivity, by examining the relationship between two main variables: effective communication (with its four dimensions) and employee productivity (with its four dimensions).

Conclusion:

At the end of this chapter, a comprehensive overview of the study's general framework has been presented, outlining the background that motivated the selection of the topic and emphasizing the importance of effective communication in the workplace—particularly between employees and stakeholders—due to its vital role in enhancing employee productivity.

The chapter also defined the research problem, clarified the main objectives and questions to be addressed, and introduced the hypotheses that will be tested in the following chapters. Moreover, it discussed the theoretical and practical significance of the study and provided clear definitions of the key terms to ensure a common understanding for readers.

Overall, this chapter lays the groundwork for the subsequent sections of the research. Chapter Two will present a detailed review of relevant literature and develop the theoretical framework that underpins the study and situates it within the broader context of scientific research.

Chapter Two:

Theoretical Framework and Previous Studies

Introduction:

Effective communication within organizations represents a fundamental pillar in the success of administrative operations and the achievement of institutional goals. Recent academic studies have increasingly focused on the role of communication in improving employee performance and strengthening relationships among key actors within the organization—particularly stakeholders—who play a crucial role in organizational stability and decision-making effectiveness (Robbins & Judge, 2019).⁽⁷⁾

Findings from numerous studies indicate that effective communication between employees and stakeholders contributes to fostering a positive work environment, enhancing job commitment, and reducing resistance to change. It also plays a critical role in improving productivity and driving innovation across teams (Men, 2014)⁽⁸⁾. Research has further confirmed that clear, continuous, and mutually understood communication is positively linked to employee satisfaction and performance levels (Clampitt & Downs, 2004).⁽⁸⁾

In the Saudi context, Altwaijri and Zhang (2023)⁽⁹⁾ found that modern and effective internal communication plays a crucial role in improving work efficiency and overall productivity. Their study revealed a significant positive relationship between the use of modern internal communication tools—such as digital platforms—and employee performance and organizational effectiveness. Strengthening communication channels between departments also enhances professional interaction, knowledge sharing, and decision-making, ultimately contributing to better service quality and higher employee satisfaction.

Accordingly, this chapter presents a critical review of previous studies relevant to the topic, analyzing their objectives, methodologies, and findings to identify existing research gaps and to benefit from areas of consensus and divergence in supporting the current study. The chapter also outlines the theoretical framework underpinning the research, which explains the relationship between organizational communication and employee productivity, and provides the scientific foundation for building hypotheses and interpreting results (Creswell, 2014)⁽¹⁰⁾

Theoretical Framework :

This chapter presents the core variables of the study: Effective Communication and Employee Productivity. It introduces the key definitions and dimensions of each variable to establish the theoretical basis for the research.

1 .Effective Communication

Effective communication is defined as the process by which individuals exchange information, ideas, and emotions in a way that promotes mutual understanding, collaboration, and the achievement of organizational objectives (Keyton, 2011)⁽¹¹⁾. It encompasses verbal and non-verbal messages, formal and informal channels, and written and oral interactions within the workplace.

From an organizational perspective, effective communication plays a crucial role in building trust, enhancing teamwork, and motivating employees. In complex environments such as research and healthcare institutions, it significantly influences productivity and performance (Bakotić, 2016)⁽¹²⁾.

The key dimensions of effective communication include:

- **Clarity:**

Clarity refers to the extent to which messages are easy to understand, unambiguous, and accurately convey the intended meaning. Clear communication reduces confusion, enhances coordination, and aligns expectations between employees and stakeholders (Robbins & Judge, 2019).⁽¹³⁾

- **Timeliness:**

Timeliness relates to delivering messages at the appropriate time to enable effective decision-making and timely task execution. Even accurate information may lose its value if received too late. Timely communication reflects the efficiency of organizational communication systems (Keyton, 2011).⁽¹⁴⁾

- **Feedback:**

Feedback is the response provided by the receiver after interpreting the message. It confirms whether the message was understood correctly and enables adjustments in behavior or decisions. Constructive feedback fosters interactive and collaborative communication (Bakotić, 2016).⁽¹⁵⁾

- **Communication Channels:**

These refer to the mediums through which information is transmitted, such as emails, meetings, reports, phone calls, or informal conversations. The appropriateness of the channel depends on the message's nature, sensitivity, and audience. Diverse and suitable channels increase communication efficiency (Robbins & Judge, 2019).⁽¹⁶⁾

2 .Employee Productivity

Employee productivity is defined as the ability to perform assigned tasks efficiently and effectively within a specific timeframe, while maintaining quality and achieving organizational goals. It reflects the tangible contributions employees make through the quantity and quality of their output.

Productivity is influenced by several dimensions that can be used to measure the actual performance of employees. In this study,

Employee productivity is measured through four key dimensions:

- **Task Efficiency:**

This refers to the employee's ability to complete assigned tasks using the least amount of time and resources while maintaining accuracy. High task efficiency reflects optimal use of time, tools, and effort, resulting in higher overall productivity. (Robbins & Judge, 2019).⁽¹⁷⁾

- **Work Quality:**

Work quality involves the degree to which the output meets or exceeds predefined standards and expectations. It includes attention to detail, minimal errors, and delivering outcomes that contribute to the organization's goals. Quality output is often a key indicator of high-performing employees. (Dessler, 2020).⁽¹⁸⁾

- **Time Management:**

This dimension assesses how well employees organize and allocate their working time to various responsibilities. Effective time management helps avoid delays, reduces stress, and ensures deadlines are met without compromising work quality. (Armstrong & Taylor, 2014).⁽¹⁹⁾

- **Goal Achievement:**

Goal achievement refers to the extent to which employees reach their individual, departmental, or organizational targets. It reflects not just effort, but alignment with strategic objectives and the ability to deliver tangible results. (Kaplan & Norton, 2001).⁽²⁰⁾

Previous Studies:

This section presents a review of previous studies and highlights the distinctions and contributions of the current study.

Arabic Studies:

1- Al-Qahtani (2021)⁽²¹⁾

conducted an applied study titled “The Impact of Administrative Communication on Employees’ Performance in Saudi Public Institutions,” published in the Journal of Administrative and Economic Sciences at Qassim University. The study explored how administrative communication practices influence the overall performance of employees in public sector organizations. Using a descriptive quantitative approach, the researcher designed a detailed questionnaire focusing on three major dimensions: communication clarity, feedback mechanisms, and managerial responsiveness. The tool was distributed among 180 employees from various Saudi ministries and governmental departments.

The findings revealed a strong positive correlation between the quality of administrative communication and employee performance. Specifically, institutions where information flowed transparently and supervisors maintained two-way communication reported higher levels of efficiency, commitment, and job satisfaction. The study highlighted that miscommunication or delayed responses often led to operational bottlenecks and reduced productivity. Based on these findings, Al-Qahtani recommended enhancing managerial communication skills, creating structured communication protocols, and encouraging the use of digital communication systems to promote openness and collaboration in government institutions.

2- Alshammari (2022)⁽²²⁾

In 2022, Alshammari published a comprehensive empirical study entitled “Level of Internal Communication and Employees’ Satisfaction in the Saudi Technical and Vocational Training Corporation” in the International Journal of Innovation, Creativity and Change. The purpose of this research was to evaluate the quality of internal communication systems and their impact on employees’ satisfaction, loyalty, and performance within one of Saudi Arabia’s largest governmental organizations. The researcher employed a descriptive analytical design and collected data from 2,071 employees across different branches using a structured electronic questionnaire consisting of 35 items distributed over five key dimensions: clarity of messages, accessibility of information, feedback responsiveness, communication tools, and managerial support.

The study's results showed that the level of internal communication significantly affects employee satisfaction and organizational climate. Open, two-way communication improved trust, motivation, and commitment, which in turn enhanced productivity. Employees who regularly received updates from leadership and constructive feedback demonstrated higher engagement levels than those in less communicative departments. The study concluded that the organization's communication culture was one of the most important determinants of performance, recommending continuous training for supervisors on active listening, empathetic communication, and information transparency.

3- Abdelhamid (2023)⁽²³⁾

Abdelhamid (2023) examined "The Effectiveness of Organizational Communication and Its Impact on Employee Performance in the Arab Public Sector," published in the Journal of Administrative Research at Cairo University. The study aimed to measure the effectiveness of organizational communication and analyze its influence on performance among public employees in Egypt and several Arab countries. Using a descriptive analytical methodology, the researcher developed a structured questionnaire based on four variables: clarity, timeliness, managerial feedback, and communication openness. The instrument was distributed to a sample of 150 government employees.

The results confirmed that effective communication is a cornerstone of employee performance, highlighting that institutions with well-defined communication channels and clear feedback cycles tend to achieve higher productivity levels and better employee morale. Moreover, the study found that poor information flow and bureaucratic barriers often reduce operational efficiency. Abdelhamid recommended adopting integrated communication strategies and establishing communication departments within public institutions to ensure continuous and transparent information exchange. The study provided a regional comparison showing that Gulf countries, including Saudi Arabia, are leading in digital transformation that enhances internal communication.

4- King Khalid University (2024)⁽²⁴⁾

In 2024, King Khalid University published a field study titled "The Impact of Organizational Communication on Job Performance in a Saudi Arabian-based Private Sector Employee Cohort" in the Journal of Administrative Sciences. The study explored the relationship between communication quality and job performance in private companies across Saudi Arabia. A descriptive analytical approach was adopted, with 250 employees from manufacturing, banking, and service sectors

participating. The research instrument consisted of a five-point Likert questionnaire that assessed communication clarity, feedback effectiveness, leadership interaction, and accessibility of information.

The analysis revealed a strong statistical correlation between efficient organizational communication and improved performance indicators such as task completion rate, teamwork effectiveness, and innovation. Employees who felt well-informed and included in decision-making processes exhibited higher satisfaction and productivity levels. The study concluded that communication functions not only as an operational process but also as a strategic tool that shapes organizational culture and competitiveness. Recommendations included the implementation of digital communication platforms, leadership training programs, and feedback-driven communication models to enhance responsiveness and transparency within private enterprises.

5- Altwaijri & Zhang (2023)⁽²⁵⁾

Altwaijri and Zhang (2023) presented a detailed investigation under the title “New Patterns of Internal Communication in Public Organization: A Case Study of Saudi Arabia,” published in Public Administration Research. The research aimed to analyze how digital transformation reshapes internal communication processes and influences public employees’ productivity and engagement. A descriptive analytical design was utilized, and data were collected from 180 employees working in different public agencies. The study examined both formal and informal communication networks, including email exchanges, online meetings, and digital workgroups.

Results showed that digital internal communication tools improved efficiency, transparency, and coordination among employees. The study also discovered that employees who regularly interacted with supervisors through digital platforms displayed higher task accomplishment and motivation levels. However, it warned that excessive reliance on digital channels without personal interaction could reduce social cohesion. The authors recommended developing hybrid communication strategies that balance technology with interpersonal communication and establishing training programs to enhance digital communication skills among public servants.

6- Al-Harbi (2025)⁽²⁶⁾

Al-Harbi (2025) conducted a study entitled “The Impact of Internal Communication on Institutional Performance Efficiency: An Applied Study on the University of Tabuk,” published in the Arab Journal of Administrative Sciences. The research investigated how internal communication affects institutional

performance in academic settings. The researcher adopted a descriptive quantitative methodology using a structured questionnaire composed of 30 items distributed among 200 administrative and academic staff members.

The study found a strong, statistically significant relationship between communication efficiency and institutional performance. Effective communication helped align individual goals with organizational objectives, streamlined administrative processes, and fostered teamwork. Moreover, departments that maintained regular internal meetings and feedback systems recorded higher levels of productivity. The research recommended establishing formal internal communication units within universities, creating clear upward and downward channels of communication, and integrating digital communication platforms to support academic coordination. Al-Harbi concluded that communication serves as both a management function and a driver of institutional excellence in higher education.

● **Comment on the Arabic Studies**

The reviewed Arabic studies agreed that effective internal communication is very important for improving employee performance and productivity. Studies such as Al-Qahtani (2021), Abdelhamid (2023), and King Khalid University (2024) showed that clear communication, fast information sharing, and regular feedback help employees work better and feel more satisfied. Other studies like Alshammari (2022) and Al-Harbi (2025) also confirmed that good communication between managers and employees builds trust and teamwork.

The study by Altwaijri and Zhang (2023) focused on digital communication, showing that online tools make communication faster but can reduce personal interaction if used too much. Most of the Arabic studies were done in universities, government institutions, or private companies, and they used quantitative methods such as surveys. However, they did not explain in detail how communication affects productivity.

For this reason, the current study will focus on a medical research center to fill this gap and to understand more clearly how effective communication between employees and stakeholders can improve employee productivity.

English Studies:

1- Clampitt & Downs (1993)⁽²⁷⁾

conducted one of the foundational empirical studies linking organizational communication and employee productivity, aiming to understand how employees perceive communication as a determinant of performance and efficiency in different organizational contexts. The research adopted a field study design and collected data through surveys and structured interviews in multiple U.S.-based organizations, including both service and manufacturing sectors. The instrument measured several communication dimensions such as message clarity, information adequacy, responsiveness, feedback quality, and both formal and informal communication flow. Using hierarchical regression analysis, the study demonstrated a statistically significant positive relationship between communication satisfaction and perceived productivity. Specifically, employees who reported receiving timely, accurate, and clear messages exhibited higher task efficiency and morale, while communication breakdowns were associated with wasted time, duplicated effort, and lower motivation. Interestingly, the study also revealed that certain communication dimensions—particularly clarity and feedback—had stronger impacts in service-oriented settings compared to industrial environments. The authors concluded that effective communication systems are essential for aligning employee behavior with organizational goals, recommending that managers establish multidirectional communication channels and consistent feedback mechanisms to strengthen performance outcomes.

2- Welch (2012)⁽²⁸⁾

examined the role of internal communication quality from the employee's perspective, with a particular focus on how appropriateness and acceptability of messages affect engagement, trust, and overall performance. The study employed a quantitative survey method with employees from medium and large organizations in the United Kingdom, assessing key constructs such as clarity, consistency, openness, and timeliness of internal communication. Findings indicated that clear, transparent, and two-way communication significantly enhanced employee engagement and productivity. Employees who perceived internal communication as open and participative were more likely to demonstrate organizational commitment and initiative. Moreover, Welch highlighted that communication success depends not only on message content but also on delivery style and timing, as delayed or overly formal messages can undermine trust and motivation. The study concluded that internal communication should be viewed as a strategic management tool rather than a technical process, emphasizing the

importance of employee feedback, empathetic listening, and participatory dialogue. It recommended developing internal communication frameworks that prioritize employee voice and align communication practices with organizational culture and values.

3- Men & Stacks (2014)⁽²⁹⁾

explored the impact of authentic leadership and strategic internal communication on employee–organization relationships, particularly how leadership communication mediates employee engagement and productivity. Using a quantitative approach and structural equation modeling (SEM), the researchers surveyed employees across several U.S. corporations to test relationships between authentic leadership, transparent communication, and employee trust. The results revealed that leaders who engaged in open, ethical, and symmetrical communication fostered stronger trust and higher commitment among employees. These behaviors significantly enhanced job satisfaction and productivity levels. The study provided empirical evidence that strategic internal communication acts as a bridge between leadership and employee performance, where authenticity and transparency reduce uncertainty and increase emotional engagement. Men and Stacks recommended that organizations integrate leadership communication into their strategic frameworks and train managers to practice openness, empathy, and consistent feedback. Their work advanced communication theory by identifying internal communication as a core leadership competency rather than a subordinate administrative function.

4- Yildiz (2015)⁽³⁰⁾

conducted a comparative case study investigating the relationship between internal communication practices and productivity within the hospitality sector. The research focused on three hotels of varying sizes and management structures, using qualitative methods including interviews, document analysis, and direct observation. The study examined how communication systems—both formal and informal—affect coordination, employee motivation, and customer service quality. Results showed that hotels with well-structured internal communication systems, regular team meetings, and active feedback loops achieved significantly higher operational efficiency and service standards. Conversely, communication barriers such as hierarchical rigidity and lack of clarity were linked to service errors, delays, and low morale. The study emphasized that the alignment of communication strategy with

organizational goals is crucial in service-based environments where employee–customer interaction directly influences outcomes. Yildiz concluded that internal communication should function as an integrated management process that synchronizes departments and promotes teamwork, proposing the use of digital platforms and horizontal communication models to support flexibility and responsiveness.

5- Dutta et al. (2021)⁽³¹⁾

Dutta and colleagues applied an innovative approach by using organizational communication network analysis (ONA) to examine how human communication patterns correlate with productivity in a corporate technology environment. The study tracked communication behaviors of 79 employees over a three-year period, collecting anonymized voice and interaction data during working hours to model communication networks. By applying statistical and computational analyses, the researchers evaluated network density, centrality, reciprocity, and their relationship to measurable productivity indicators. The findings revealed that balanced and open communication networks—where employees are neither overloaded nor isolated—lead to the highest levels of productivity and innovation. Teams with excessive communication frequency showed reduced efficiency due to “communication fatigue,” whereas structured yet flexible interactions optimized performance. This study contributed a novel perspective by quantifying the structure and flow of communication rather than relying solely on employee perceptions. Dutta et al. concluded that modern organizations must adopt data-informed communication management to maintain balance between connectivity and focus, leveraging digital analytics to enhance performance outcomes.

6- Musheke & Phiri (2021)⁽³²⁾

Musheke and Phiri (2021) investigated the impact of effective communication on organizational performance through the lens of systems theory, emphasizing that communication acts as the central mechanism connecting all functional subsystems within an organization. The study employed a descriptive analytical design combining quantitative surveys and qualitative interviews with employees and managers from both public and private organizations. Findings revealed that organizations that maintain open, multidirectional communication channels exhibit superior coordination, adaptability, and decision-making efficiency, which in turn improves productivity. Poor communication, on the

other hand, led to duplication of tasks, delayed responses, and decreased employee engagement. The authors highlighted that effective communication reduces ambiguity, builds trust, and enhances collaboration—elements vital for achieving systemic equilibrium. The study recommended establishing integrated communication frameworks with continuous feedback, cross-functional meetings, and digital collaboration platforms. It concluded that communication should be recognized as a strategic system driver influencing all aspects of performance and innovation within modern organizations.

- **Comment on the English Studies**

Most of the reviewed foreign studies agreed that effective internal communication plays an important role in improving employee performance and productivity. Studies such as Clampitt and Downs (1993), Welch (2012), and Men and Stacks (2014) showed that clear and open communication helps build trust and motivation among employees, which leads to better results.

Other studies, including Yildiz (2015) and Dutta et al. (2021), focused on how communication systems and digital tools improve coordination and reduce mistakes in the workplace. They also confirmed that regular feedback and transparent information sharing support teamwork and increase efficiency.

Some recent studies used statistical and analytical methods to measure how the quality of communication directly affects performance indicators such as collaboration, innovation, and employee retention.

Even though these studies gave important results, most of them were done in business and industrial organizations, with very little attention to research or healthcare institutions, especially in Saudi Arabia. Therefore, this study will benefit from these previous results and apply them to the King Fahd Medical Research Center to understand how communication between employees and stakeholders can improve productivity in a research environment.

- **What Makes This Study Different from Previous Studies:**

This study differs from previous studies in several important ways. While many earlier studies—both foreign and Arabic—have focused on the impact of internal communication in business, industrial, or service organizations, very few have examined this relationship within a medical research environment. The present study is conducted at the King Fahd Medical Research Center in Jeddah, which represents a unique setting characterized by interdisciplinary collaboration, knowledge exchange, and frequent interaction with multiple stakeholders.

Another distinction is that this study specifically explores the connection between effective communication and employee productivity, linking both employee and stakeholder perspectives within one framework. Previous studies often examined either internal communication or stakeholder relations separately, but not their combined influence on performance.

Additionally, this research aims to apply international findings to a Saudi context, providing localized insights that can help improve communication practices in research and healthcare institutions. By integrating global theories with the realities of a specialized local organization, this study contributes new knowledge that can benefit both academic literature and practical management in the Saudi public sector.

Conclusion:

In conclusion, this chapter has provided a comprehensive overview of the key theoretical foundations underpinning the study. It explored the core constructs of effective communication and employee productivity, breaking down each into specific, measurable dimensions.

Effective communication was examined through clarity, timeliness, feedback, and communication channels—factors consistently highlighted in the literature as essential for fostering organizational cohesion and improving performance (Robbins & Judge, 2019; Keyton, 2011)⁽³³⁾

According to Robbins and Judge, communication serves as the foundation of coordination and mutual understanding between organizational members, enabling the smooth flow of information and the reduction of conflict. Similarly, Keyton emphasized that organizational communication is not only about information exchange but also about shaping the organizational culture that drives collaboration and efficiency.

On the other hand, employee productivity was discussed in relation to task efficiency, quality of output, time management, and goal achievement, with attention to the organizational and psychological factors that influence these outcomes (Bakotić, 2016; Armstrong & Taylor, 2014).⁽³⁴⁾

Bakotić found that job satisfaction and internal motivation directly enhance organizational performance, while Armstrong and Taylor explained that managing productivity requires balancing human and technical resources through effective HR practices. Both scholars emphasized that communication and employee empowerment play a central role in achieving sustainable productivity improvements.

The review of previous studies reinforced the significance of communication as a strategic tool that not only enhances operational effectiveness but also determines employee engagement and output (Dessler, 2020; Greenberg, 2011)⁽³⁵⁾

Dessler argued that effective communication strengthens employee commitment and reduces role ambiguity, while Greenberg emphasized that open communication climates improve morale, cooperation, and job performance. Together, these studies confirm that communication functions as a strategic mechanism linking people, performance, and organizational success.

Finally, the theoretical framework developed in this chapter serves as the foundation for designing the research methodology, including the construction of the questionnaire and interpretation of findings. It bridges the gap between theoretical insights and practical application by contextualizing the research within the environment of King Fahd Medical Research Center.

This integration supports the development of evidence-based recommendations aimed at improving communication practices and enhancing employee productivity within research institutions.

Chapter Three:
Research Methodology

Introduction:

This chapter presents the methodology adopted by the researcher to carry out the study, which aims to analyze the impact of effective communication between employees and stakeholders on employee productivity at King Fahd Medical Research Center. The chapter includes a detailed explanation of the research design, data collection instrument, study population and sample, as well as the methods used for data analysis.

The descriptive-analytical approach was chosen as it is the most appropriate for the nature of this study. This method allows the researcher to examine the relationship between variables and to derive accurate results based on field data (Creswell, 2014)⁽³⁶⁾

A structured questionnaire was developed as the main tool for data collection. The questionnaire was carefully designed to align with the objectives and research questions of the study, ensuring that it captures the dimensions of both the independent and dependent variables in a measurable and reliable manner (Saunders, Lewis, & Thornhill, 2019).⁽³⁷⁾

Research Methodology and Methods:

This study adopts a descriptive-analytical approach, as it is well-suited to the nature of the research, which seeks to explore the relationship between effective communication and employee productivity. This methodology allows the researcher to describe the current situation and analyze the interaction between variables using field data. It is widely used in administrative and social research due to its ability to produce evidence-based conclusions rooted in observed phenomena (Creswell, 2014).⁽³⁸⁾

To collect the necessary data, a structured questionnaire based on a five-point Likert scale was developed. The items were designed in alignment with the theoretical framework and insights from prior studies. The questionnaire was divided into two main sections: the first measuring the dimensions of effective communication (clarity, timeliness, feedback, and communication channels), and the second focusing on employee productivity dimensions (task efficiency, work quality, time management, and goal achievement) (Saunders et al., 2019).⁽³⁹⁾

Following data collection, the responses will be analyzed using both descriptive and inferential statistical techniques, such as frequencies, percentages, means, standard deviations, and Pearson correlation tests to determine the strength and significance of relationships between variables.

Population of the Study:

The population of the study consists of all employees working at King Fahd Medical Research Center in Jeddah, Saudi Arabia.

This population was selected due to the nature of the work at the center, which requires a high level of coordination and effective communication between employees and stakeholders.

Sample of the Study:

A random sample was selected from the study population, consisting of employees working at the King Fahd Medical Research Center in Jeddah, Saudi Arabia. An electronic questionnaire was distributed to the participants to collect data accurately and efficiently, ensuring appropriate representation of the various departments within the center. A total of 29 valid questionnaires were obtained out of approximately 300 employees who constitute the study population. This number is considered adequate for conducting the required statistical analyses, given the nature and objectives of the study, as well as the fact that the instrument was distributed electronically to a workforce distributed across multiple specialized units within the center.

Statistical literature indicates that sample sizes ranging between 20 and 30 participants are appropriate for descriptive studies that employ standardized measurement instruments, particularly when the study population shares similar job characteristics. Therefore, the obtained sample size is sufficient and meets the statistical requirements, supporting the reliability of the study's findings (Thompson, 2012)⁽⁴⁰⁾.

Table (1): Distribution of the Sample According to Demographic Characteristics (Gender – Age – Educational Level – Years of Experience – Job Title)

Variable	Item	Count	Percentage
Gender	Male	20	69.0%
	Female	9	31.0%
	Total	29	100%
Age	30–40 years	19	65.5%
	40–50+ years	10	34.5%
	Total	29	100%
Education Level	Bachelor's Degree	15	51.7%
	Master's Degree or Higher	7	24.1%
	Diploma	5	17.2%
	Other	2	6.9%

	Total	29	100%
Years of Experience	5–10 years	7	24.1%
	More than 10 years	22	75.9%
	Total	29	100%
Job Title	Technician	17	58.6%
	Administrative	4	13.8%
	Other	8	27.6%
	Total	29	100%

The table above shows that males represent the highest percentage of participants, accounting for 69%, compared to 31% females, which reflects the general workforce distribution within the center. The results also indicate that the most common age group among participants is 30–40 years at 65.5%, followed by those aged 40 years and above at 34.5%.

Regarding educational level, 51.7% of the participants hold a bachelor's degree, followed by 24.1% who hold a master's degree or higher, and 17.2% who hold a diploma. This suggests that most individuals in the sample possess educational qualifications aligned with the nature of work at the center.

In terms of work experience, a significant proportion of the participants (75.9%) have more than 10 years of experience, indicating a high level of professional expertise among the sample. As for job title, technicians represent the largest group at 58.6%, demonstrating the strong presence of technical roles within the center's work environment.

Instrument of the Study:

This study relied on an electronic questionnaire as the primary tool for data collection from the study sample, which was developed and distributed through Google Forms.

The questionnaire was designed based on the theoretical framework and findings of previous related studies on effective communication and employee productivity.

After being reviewed and validated by experts in the fields of management and communication, the final version was approved and distributed electronically during the year 2025.

The instrument consisted of three main sections, as follows:

.1 Demographic Data:

This section included five items related to gender, age, educational qualification, years of experience, and administrative department.

.2 Effective Communication (Independent Variable):

This section comprised four main dimensions — clarity, timeliness, feedback, and communication channels — with a total of 16 items.

.3 Employee Productivity (Dependent Variable):

This section also included four main dimensions — task efficiency, work quality, time management, and goal achievement — with a total of 16 items.

All items were structured using a five-point Likert scale, ranging from “Strongly Disagree (1)” to “Strongly Agree (5)”, to accurately measure the degree of agreement or disagreement among respondents.

Steps for Developing the Research Instrument:

The development of the research instrument followed a series of rigorous methodological steps intended to ensure its validity, reliability, and alignment with the objectives and conceptual framework of the study. These steps are outlined as follows:

1 .Defining the General Purpose and Direction of the Instrument

The initial step involved establishing the overarching purpose of the instrument, which is to assess the relationship between effective communication and employee productivity within the context of King Fahd Medical Research Center.

Clarifying this purpose provided a guiding foundation for constructing all questionnaire items in a manner directly aligned with the research problem, objectives, and hypotheses.

2 .Identifying the Measurement Domains

Following the determination of the main purpose, the researcher systematically identified the measurement domains relevant to each variable to ensure comprehensive coverage of the study constructs.

Consistent with the theoretical framework, the domains were categorized as follows:

Effective Communication, comprising four dimensions:

- Clarity
- Timeliness
- Feedback
- Communication Channels

Employee Productivity, comprising four dimensions:

- Task Efficiency
- Work Quality
- Time Management
- Goal Achievement

This step provided a structured foundation for constructing precise and representative questionnaire items.

3 .Formulating the Performance Statements

Based on the defined domains, the researcher developed the questionnaire items to reflect the conceptual and operational definitions of each dimension.

The final version of the instrument consisted of 21 items, distributed as follows:

10 items assessing Effective Communication, covering:

- Clarity (3 items)
- Timeliness (2 items)
- Feedback (3 items)

- Communication Channels (2 items)

11 items assessing Employee Productivity, covering:

- Task Efficiency (2 items)
- Work Quality (2 items)
- Time Management (3 items)
- Goal Achievement (4 items)

The items were formulated to be clear, concise, unbiased, and measurable, ensuring their suitability for statistical analysis.

4 .Selecting the Response Scale

A five-point Likert scale was used to measure the participants' level of agreement with the questionnaire items. The scale included the following response options:

- .1 Strongly Agree
- .2 Agree
- .3 Neutral
- .4 Disagree
- .5 Strongly Disagree

This scale is commonly employed in administrative and behavioral research because it provides clear and quantifiable data, allowing for accurate statistical analysis and a deeper understanding of respondents' perspectives.

5 .Reviewing, Evaluating, and Refining the Items

The preliminary version of the instrument underwent a comprehensive linguistic and conceptual review to ensure clarity, coherence, and alignment with the theoretical foundations of the study.

Subsequently, the instrument was submitted to a panel of academic experts in management and communication to assess content validity, relevance, and comprehensiveness.

Feedback from the panel was meticulously incorporated to refine, restructure, and optimize the items.

6 .Producing the Final Version of the Instrument

After integrating expert feedback, the instrument was finalized through adjustments to wording, sequencing, and overall organization to enhance readability and conceptual accuracy.

The final version was approved after ensuring that it met the standards of clarity, internal consistency, and methodological rigor.

7 .Developing the Electronic Form and Distributing the Instrument

The final instrument was converted into an electronic format using Google Forms to facilitate efficient dissemination and data collection.

The link to the questionnaire was distributed to employees at King Fahd Medical Research Center in Jeddah during 2025, enabling timely and accurate collection of responses suitable for subsequent statistical analysis.

Validity of the Study Instrument Items:

1- Face Validity of the Study Instrument – Expert Judgment

The researcher presented the initial version of the study instrument (the questionnaire) to a group of expert reviewers. These experts examined and evaluated the questionnaire, and the researcher requested that they provide their observations regarding the accuracy of the statements in measuring the intended objectives, the clarity of their wording, the degree to which each item is related to the dimension it belongs to, and the extent to which the items sufficiently cover all the essential variables of the study.

The researcher also asked the reviewers to suggest any necessary modifications, whether by rephrasing certain statements, deleting some items, or adding new ones. Based on the comments and recommendations provided by the experts, the researcher implemented the modifications agreed upon by the majority.

As a result, the initial version of the questionnaire was revised and produced in its final form, and the final validated version of the instrument was included in the appendices.

2- Internal Consistency Validity of the Study Instrument

The internal consistency validity of the study instrument was measured using Pearson's correlation coefficient for each dimension. This was done by calculating the correlation between each item and the total score of the dimension to which it belongs. The instrument was applied to a pilot sample consisting of 29 employees at King Fahd Medical Research Center in Jeddah, Saudi Arabia. The table below presents the results.

Table (2): Internal Consistency Validity of the Study Dimensions

Dimensions	Item Number	Correlation Coefficient
First Dimensions	1	0.767
	2	0.498
	3	0.676
Second Dimensions	1	0.921
	2	0.929
Third Dimensions	1	0.88
	2	0.881
	3	0.88
Fourth Dimensions	1	0.903
	2	0.922
Fifth Dimensions	1	0.91
	2	0.888
Sixth Dimensions	1	0.922
	2	0.932
Seventh Dimensions	1	0.842
	2	0.912
	3	0.897
Eighth Dimensions	1	0.634
	2	0.817
	3	0.894
	4	0.903

The results of Pearson's correlation analysis between the questionnaire items and the total score of each corresponding dimension revealed a high level of internal consistency. The correlation coefficients ranged from 0.498 to 0.932, all exceeding the minimum acceptable threshold of 0.30 commonly referenced in social science research, indicating strong construct validity of the instrument. The Clarity Dimension showed correlations ranging between (0.498–0.767), while the Timeliness Dimension demonstrated the highest internal consistency with correlations between (0.921–0.929). The Feedback Dimension also recorded strong and highly consistent correlations (0.880–0.881). Similarly, the Communication Channels Dimension showed high correlations ranging from (0.903–0.922), and the Task Efficiency Dimension demonstrated strong internal coherence with correlations between (0.888–0.910). The Work Quality Dimension exhibited the highest correlations overall (0.922–0.932), reflecting excellent alignment among its items. The Time Management Dimension achieved solid internal consistency with correlations between (0.842–0.912), while the Goal Achievement Dimension showed acceptable to high correlations ranging from (0.634–0.903). Overall, all correlation coefficients were positive and statistically significant at the ($p < 0.05$) level, with most coefficients also significant at the more stringent ($p < 0.01$) level, confirming the strong internal consistency and construct validity of the study instrument.

3- Instrument Reliability

Table (3): Cronbach's Alpha Reliability Coefficients for the Questionnaire Dimensions and the Overall Instrument

No.	Dimension	Number of Items	Cronbach's Alpha
1	Clarity	3	0.256
2	Timeliness	2	0.832
3	Feedback	3	0.855
4	Communication Channels	2	0.798
5	Task Efficiency	2	0.762
6	Work Quality	2	0.837
7	Time Management	3	0.859
8	Goal Achievement	4	0.816
Overall Instrument		21	0.913

The reliability of the study instrument was assessed using Cronbach's Alpha for all questionnaire dimensions. The results showed that most dimensions demonstrated good to excellent reliability, with coefficients of 0.832 for Timeliness, 0.855 for Feedback, 0.798 for Communication Channels, 0.762 for Task Efficiency, 0.837 for Work Quality, 0.859 for Time Management, and 0.816 for Goal Achievement. These values indicate strong internal consistency within these dimensions. In contrast, the Clarity Dimension recorded a lower coefficient of 0.256, which is attributed to the limited number of items; however, it was retained due to its conceptual importance, with this limitation considered when

interpreting the results. Overall, the instrument achieved a very high reliability coefficient of 0.913, confirming its suitability and consistency for further statistical analysis.

4- Scoring Criterion

To interpret the mean scores of the questionnaire, the five-point Likert scale was divided into five equal intervals. This was done by calculating the total range of the scale ($5 - 1 = 4$) and then dividing this range by the five response levels, resulting in an interval width of (0.80). This interval value was used to determine the boundaries of each category and to classify the mean scores into their corresponding levels of agreement. The following table presents the scoring ranges used in this study.

Table (4): Response Weights According to the Five-Point Likert Scale

Mean Range	General Direction	Relative Weight %	Interpretation Level
1.00 – 1.80	Strongly Disagree	20% – <36%	Very Low
1.81 – 2.60	Disagree	36% – <52%	Low
2.61 – 3.40	Neutral	52% – <68%	Moderate
3.41 – 4.20	Agree	68% – <84%	High
4.21 – 5.00	Strongly Agree	84% – 100%	Very High

5- Statistical Procedures and Tools Used

The Statistical Package for the Social Sciences (IBM SPSS v.25) was used to analyze the questionnaire data and achieve the objectives of the study. The statistical procedures used included the following:

1. Frequencies and percentages

Used to describe the demographic characteristics of the sample, including gender, age, educational level, years of experience, and job title.

2. Pearson correlation coefficient

Used to assess the internal consistency validity of the instrument by examining the correlation between each item and the total score of its dimension.

3. Cronbach's Alpha

Used to measure the reliability of the instrument for each dimension and for the questionnaire as a whole.

4. Means, standard deviations, and relative weights

Used to analyze participants' responses and determine the level of each item and dimension according to the five-point Likert scale.

5. Determining response levels

Based on the scoring criteria of the five-point Likert scale, classifying responses into: very low, low, moderate, high, and very high.

6. Testing the study hypotheses

Using appropriate statistical tests, including:

- Pearson correlation for relationship hypotheses.
- Independent Samples T-test for differences between two groups (e.g., gender).
- One-way ANOVA for differences among more than two groups (e.g., age, experience, education).
- Simple linear regression to examine the effect of communication on productivity.

Chapter Four:
Results and Recommendations

Introduction:

This chapter presents the results obtained from the statistical analysis of the data collected through the questionnaire, in order to answer the research questions of the study. It also presents the testing of the research hypotheses, as well as a number of findings and some recommendations.

Data Analysis:

In this section of the study, the examined variables are described as follows:

First Variable: Effective Communication

First: Clarity Axis

The first axis (Clarity) was analyzed by calculating the means, standard deviations, result, relative weight, level, and rank for each statement within this axis, as shown in the table (5)

Table (5): Means, Standard Deviations, Result, Relative Weight, Level, and Rank for the Clarity Axis

No.	Statement	Mean	Standard Deviation	Weight%	Result	Level	Rank
1	I receive instructions from management clearly and understandably.	2.14	0.95	42.8%	Agree	High	1
2	I am sometimes assigned tasks that are not included in my job description.	2.38	1.1	47.6%	Agree	High	2
3	When changes occur at work, they are explained to me clearly by the administration.	2.69	1.02	53.8%	Neutral	Medium	3
Overall Score		2.4	1.02	48.1%	Agree	High	

Table (1) presents the statistical results related to the clarity axis. The findings indicate that Statement (1) achieved a mean score of (2.14) with a standard deviation of (0.95), placing it in the first rank among the statements within this axis. Statement (2) obtained a mean score of (2.38) and a standard

deviation of (1.10), ranking second. Meanwhile, Statement (3) recorded the highest mean value of (2.69) with a standard deviation of (1.02), placing it in the last rank.

The relative weights of the statements ranged from (42.8%) to (53.8%), reflecting variation in the response levels across the three statements. These values demonstrate the numerical differences in the participants' responses as shown in the statistical indicators reported in the table.

Second: Timeliness Axis

The second axis (Timing) was analyzed by calculating the means, standard deviations, result, relative weight, level, and rank for each statement within this axis, as presented in the table (6)

Table (6): Means, Standard Deviations, Result, Relative Weight, Level, and Rank for the Timeliness Axis

No.	Statement	Mean	Standard Deviation	Weight%	Result	Level	Rank
1	The available time is sufficient for me to complete daily required tasks.	2.28	1.07	45.5%	Agree	High	1
2	When assigning tasks, the management considers the size of the workload and the time needed to complete it.	2.52	1.08	50.4%	Agree	High	2
Overall Score		2.4	1.08	48.0%	Agree	High	

The table shows the statistical results for the timing axis, where Statement (1) recorded a mean score of (2.28) with a standard deviation of (1.07), ranking first among the statements in this axis. Statement (2) obtained a mean score of (2.52) and a standard deviation of (1.08), ranking second. The relative weights of the two statements ranged between (45.5%) and (50.4%), indicating numerical differences in response levels as reflected in the statistical values shown in the table.

Third: Feedback Axis

The third axis (Feedback) was analyzed by calculating the means, standard deviations, result, relative weight, level, and rank for each statement within this axis, as shown in the table (7)

Table (7): Means, Standard Deviations, Result, Relative Weight, Level, and Rank for the Feedback Axis

No.	Statement	Mean	Standard Deviation	Weight%	Result	Level	Rank
1	Stakeholders' comments are taken into consideration in the annual performance evaluation process.	2.52	1.13	50.3%	Agree	High	2
2	Performance evaluation results are used to improve future performance, not just for accountability purposes.	2.69	1.13	53.8%	Neutral	Medium	2
3	Management encourages employees to share their opinions and feedback to improve overall performance.	2.48	1.1	49.7%	Agree	High	1
Overall Score		2.56	1.12	51.3%	Agree	High	

The table presents the statistical results related to the feedback axis. Statement (3) recorded the lowest mean score of (2.48) with a standard deviation of (1.10), ranking first among all statements within this axis. Statement (1) obtained a mean score of (2.52) with a standard deviation of (1.13), placing it in the second rank. Meanwhile, Statement (2) recorded the highest mean score of (2.69) and a standard deviation of (1.13), ranking last. The relative weights of the statements ranged between (49.7%) and (53.8%), reflecting numerical differences in the response levels as shown in the table.

Fourth: Communication Channels Axis

The fourth axis (Communication Channels) was analyzed by calculating the means, standard deviations, result, relative weight, level, and rank for each statement within this axis, as presented in the table (8).

Table (8): Means, Standard Deviations, Result, Relative Weight, Level, and Rank for the Communication Channels Axis

No.	Statement	Mean	Standard Deviation	Weight%	Result	Level	Rank
1	The center provides multiple communication channels, whether in-person or electronic, that facilitate communication.	1.86	0.88	37.2%	Agree	High	1
2	Inquiries and employee comments are responded to promptly through appropriate communication channels.	2.45	1.09	49.0%	Agree	High	2
Overall Score		2.16	0.99	43.1%	Agree	High	

The table shows the statistical results related to the communication channels axis. Statement (1) recorded a mean score of (1.86) with a standard deviation of (0.88), ranking first among the statements of this axis. Statement (2) obtained a mean score of (2.45) with a standard deviation of (1.09), ranking second. The relative weights of the two statements ranged between (37.2%) and (49.0%), indicating numerical differences in the response levels as shown in the table.

Second Variable: Employee Productivity

First: Time Efficiency Axis

The first axis within the second variable (Employee Productivity), which represents Time Efficiency, was analyzed by calculating the means, standard deviations, result, relative weight, level, and rank for each statement included in this axis, as presented in the table (9)

Table (9): Means, Standard Deviations, Result, Relative Weight, Level, and Rank for the Time Efficiency Axis

No.	Statement	Mean	Standard Deviation	Weight%	Result	Level	Rank
1	I complete the tasks assigned to me accurately and within the required timeframe without delay.	1.69	0.75	33.8%	Strongly Agree	Very High	2
2	I handle urgent work tasks efficiently and flexibly.	1.45	0.69	29.00%	Strongly Agree	Very High	1
Overall Score		1.57	0.72	31.4%	Strongly Agree	Very High	

The table presents the statistical results related to the time efficiency axis. Statement (2) recorded the lowest mean score of (1.45) with a standard deviation of (0.69), ranking first among the statements in this axis. Statement (1) obtained a mean score of (1.69) with a standard deviation of (0.75), ranking second. The relative weights ranged between (29.0%) and (33.8%), reflecting numerical differences in response levels as shown in the table.

Second: Work Quality Axis

The second axis within the second variable (Employee Productivity), which represents Work Quality, was analyzed by calculating the means, standard deviations, result, relative weight, level, and rank for each statement included in this axis, as shown in the table (10).

Table (10): Means, Standard Deviations, Result, Relative Weight, Level, and Rank for the Work Quality Axis

No.	Statement	Mean	Standard Deviation	Weight%	Result	Level	Rank
1	I ensure the accuracy of my work and review it carefully to avoid mistakes before submitting it.	1.52	0.67	30.3%	Strongly Agree	Very High	1
2	I consistently work on improving the quality of my work through observations and feedback.	1.52	0.68	30.3%	Strongly Agree	Very High	1
Overall Score		1.52	0.68	30.4%	Strongly Agree	Very High	

The table presents the statistical results for the task performance efficiency axis. Both statements recorded a similar mean score of (1.52), with a standard deviation of (0.67) for the first statement and (0.68) for the second statement, placing them jointly in the first rank within this axis. The relative weight for both statements reached (30.3%), indicating numerical similarity in response levels as shown in the table

Third: Time Management Axis

The third axis within the second variable (Employee Productivity), representing Time Management, was analyzed by calculating the means, standard deviations, result, relative weight, level, and rank for each statement within this axis, as shown in the table (11)

Table (11): Means, Standard Deviations, Result, Relative Weight, Level, and Rank for the Time Management Axis

No.	Statement	Mean	Standard Deviation	Weight%	Result	Level	Rank
1	I organize my time effectively, enabling me to complete required tasks on time.	1.72	1.52	34.4%	Strongly Agree	Very High	3
2	I clearly identify my daily priorities to ensure that the most important tasks are completed first.	1.69	0.69	33.8%	Strongly Agree	Very High	2
3	I commit to deadlines and ensure that my work is delivered without delay.	1.52	0.68	30.3%	Strongly Agree	Very High	1
Overall Score		1.64	0.69	32.9%	Strongly Agree	Very High	

The table presents the statistical results related to the time management axis. Statement (3) recorded the lowest mean score of (1.52) with a standard deviation of (0.68), ranking first among the statements of this axis. Statement (2) obtained a mean score of (1.69) and a standard deviation of (0.69), ranking second. Meanwhile, Statement (1) recorded the highest mean score of (1.72) with a standard deviation of (0.71), ranking third. The relative weights ranged between (30.3%) and (34.4%), indicating numerical variations in response levels as shown in the table.

Fourth: Goal Achievement Axis

The fourth axis within the second variable (Employee Productivity), representing Goal Achievement, was analyzed by calculating the means, standard deviations, result, relative weight, level, and rank for each statement included in this axis, as shown in the table (12).

Table (12): Means, Standard Deviations, Result, Relative Weight, Level, and Rank for the Goal Achievement Axis

No.	Statement.	Mean	Standard Deviation	Weight%	Result	Level	Rank
1	I achieve the required individual and team goals continuously and with high quality.	1.48	0.63	29.7%	Strongly Agree	Very High	1
2	I make significant efforts to complete tasks in a way that aligns with the center's vision and priorities.	1.55	0.74	31.0%	Strongly Agree	Very High	2
3	The work environment motivates me to deliver the best possible performance.	2.59	1.25	51.7%	Agree	High	4
4	Management provides praise or rewards when exceptional results are achieved.	2.52	1.14	50.4%	Agree	High	3
Overall Score		2.04	0.94	40.7%	Agree	High	

The table presents the statistical results related to the goal achievement axis. Statement (1) recorded the lowest mean score of (1.48) with a standard deviation of (0.63), ranking first among the statements in this axis. Statement (2) obtained a mean score of (1.55) with a standard deviation of (0.74), ranking second. Meanwhile, Statement (4) recorded a mean score of (2.52) with a standard deviation of (1.14), ranking third. Statement (3) recorded the highest mean score of (2.59) with a standard deviation of (1.25), ranking fourth.

The relative weights ranged between (29.7%) and (51.7%), indicating numerical differences in response levels as shown in the table.

Hypothesis Testing:

In this section of the study, the research hypotheses were tested as follows:

Main Hypothesis:

- There is a statistically significant relationship between the effectiveness of communication between employees and stakeholders and employee productivity.

Null Hypothesis (H0):

- There is no statistically significant relationship between the effectiveness of communication between employees and stakeholders and employee productivity.

Alternative Hypothesis (H1):

- There is a statistically significant relationship between the effectiveness of communication between employees and stakeholders and employee productivity.

Table (13) ANOVA Test Table for the Main Hypothesis

ANOVA ^a						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	1.960582	1	1.960582	7.921	0.009
	Residual	6.682737	27	0.247509		
	Total	8.643319	28			
a. Dependent Variable: Employee Productivity						
b. Predictors: (Constant), Communication Effectiveness						

The results of the ANOVA test indicate that the regression model is statistically significant, with an F-value of 7.921 and a significance level of $\text{Sig} = 0.009 < 0.05$. This demonstrates the existence of a statistically significant relationship between communication effectiveness and employee productivity. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Sub-Hypotheses:

1. There is a statistically significant relationship between the level of internal communication and employee productivity.

Table (14) ANOVA Test Table for the First Sub-Hypothesis

ANOVA ^a						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	1.408	1	1.408	5.026	.033
	Residual	7.535	27	0.279		
	Total	8.943	28			
a. Dependent Variable: Employee Productivity						
b. Predictors: (Constant), Communication Effectiveness						

The ANOVA results indicate the presence of a statistically significant relationship between the level of internal communication and employee productivity, with $F = 5.026$ and $\text{Sig} = 0.033 < 0.05$. This confirms that a relationship exists between the two variables, and the null hypothesis is rejected in favor of the alternative hypothesis.

2. There is a statistically significant relationship between the level of communication with external stakeholders and employee productivity.

Table (15) ANOVA Test Table for the Second Sub-Hypothesis

ANOVA ^a						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	0.291	1	0.291	2.885	.104 ^b
	Residual	2.726	27	0.101		
	Total	3.017	28			
a. Dependent Variable: Employee Productivity						
b. Predictors: Communication with External Stakeholders						

The ANOVA results indicate no statistically significant relationship between communication with external stakeholders and employee productivity, as the significance level is Sig = 0.104, which is greater than 0.05.

Accordingly, the null hypothesis cannot be rejected, and the alternative hypothesis is not supported.

3. There are statistically significant differences in the impact of communication effectiveness on employee productivity attributable to gender (male/female).

Table (16) ANOVA Test Table for the Third Sub-Hypothesis

ANOVA ^a						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	0.050	1	0.050	0.708	.407 ^b
	Residual	1.905	27	0.071		
	Total	1.955	28			
a. Dependent Variable: Employee Productivity						
b. Independent Variable: Gender (Male/Female)						

The ANOVA results indicate that there are no statistically significant differences in the impact of communication effectiveness on employee productivity attributable to gender, as the F-value was 0.708 with a significance level of Sig = 0.407, which is greater than 0.05. This means that gender does not have a meaningful influence on the relationship between communication effectiveness and employee productivity. Accordingly, the null hypothesis is accepted and the alternative hypothesis is rejected.

4. There are statistically significant differences in the impact of communication effectiveness on employee productivity attributable to years of experience.

Table (17) ANOVA Test Table for the Fourth Sub-Hypothesis

ANOVA ^a						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	0.112	2	0.056	0.666	.518 ^b
	Residual	2.343	26	0.090		
	Total	2.455	28			
a. Dependent Variable: Employee Productivity						
b. Independent Variable: Years of Experience						

The ANOVA results indicate that there are no statistically significant differences in the impact of communication effectiveness on employee productivity attributable to years of experience, as the F-value was 0.666 with a significance level of Sig = 0.518, which is greater than 0.05. This means that years of experience do not significantly influence the relationship between communication effectiveness and employee productivity. Accordingly, the null hypothesis is accepted and the alternative hypothesis is rejected.

5. There are statistically significant differences in the impact of communication effectiveness on employee productivity attributable to job title.

Table (18) ANOVA Test Table for the Fifth Sub-Hypothesis

ANOVA ^a						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	0.137	2	0.068	0.881	.425 ^b
	Residual	2.318	26	0.089		
	Total	2.455	28			
a. Dependent Variable: Employee Productivity						
b. Independent Variable: Job Title						

The ANOVA results indicate that there are no statistically significant differences in the impact of communication effectiveness on employee productivity attributable to job title. The analysis shows an

F-value of 0.881 with a significance level of Sig = 0.425, which is greater than 0.05. This means that job title does not significantly influence the relationship between communication effectiveness and employee productivity. Accordingly, the null hypothesis is accepted and the alternative hypothesis is rejected.

Results:

First Variable: Effective Communication

1 .Clarity

The overall mean score for the clarity dimension was (2.40) with a relative weight of (48.1%), indicating a high level of clarity in communication within the center. The mean scores for this dimension ranged between (2.14 – 2.69).

The first statement ranked highest with a mean of (2.14) and a relative weight of (42.8%), rated as Agree. This result indicates that most employees feel that instructions provided by the administration are clear and understandable, reflecting an effective approach to conveying tasks and expectations.

The second statement ranked second with a mean of (2.38) and a relative weight of (47.6%), also rated as Agree. This suggests that some employees are occasionally assigned tasks outside their formal job descriptions, indicating a degree of role ambiguity that may require clearer job definitions.

The third statement showed the highest mean (2.69) and a relative weight of (53.8%), rated as Neutral. This suggests that employees are not consistently certain whether organizational changes are clearly explained to them, which may highlight a gap in communicating updates and workflow modifications.

2 .Timeliness

The overall mean for the timeliness dimension was (2.40) with a relative weight of (48.0%), reflecting a high level of satisfaction with timing and time allocation.

The first statement ranked first with a mean of (2.28) and a relative weight of (45.5%), rated as Agree, indicating that employees generally feel they have enough time to complete their daily tasks.

The second statement ranked second with a mean of (2.52) and a relative weight of (50.4%), rated as Agree, though closer to the neutral range. This suggests that while the administration usually considers workload and time required for tasks, it may not always be optimal for every employee.

3 .Feedback

The overall mean for the feedback dimension was (2.56) with a relative weight of (51.3%), indicating a high level of feedback practices, though with room for improvement.

The third statement ranked first with a mean of (2.48), indicating that the administration encourages employees to share their suggestions and opinions to improve performance.

The first statement ranked second with a mean of (2.52), reflecting that external stakeholders' perspectives are taken into account in performance evaluations.

The second statement ranked last with a mean of (2.69), rated as Neutral, suggesting that employees are uncertain whether evaluation results are used effectively to improve performance or merely for administrative accountability.

4 .Communication Channels

The overall mean score for this dimension was (2.16) with a relative weight of (43.1%), indicating a high level of satisfaction with communication channels within the center.

The first statement ranked highest with a mean of (1.86), demonstrating strong agreement that the center provides multiple communication channels that facilitate information flow.

The second statement ranked second with a mean of (2.45), suggesting that responses to employee inquiries are generally timely, though response speed may vary by department.

Second Variable: Employee Productivity

1 .Task Efficiency

The overall mean score for this dimension was (1.57) with a relative weight of (31.4%), indicating a very high level of task efficiency.

The second statement ranked first with a mean of (1.45), showing strong agreement that employees are able to handle urgent tasks efficiently and flexibly.

The first statement ranked second with a mean of (1.69), also within Strongly Agree, indicating high accuracy and timely completion of assigned duties.

2 .Work Quality

This dimension recorded an overall mean of (1.52) and a relative weight of (30.4%), reflecting a very high level of work quality.

Both statements shared the same mean score (1.52), indicating strong employee commitment to ensuring accuracy, reviewing their work, and reducing errors.

3 .Time Management

The overall mean score for this dimension was (1.64) with a relative weight of (32.9%), indicating a very high level of time management skills.

The third statement ranked first (mean = 1.52), showing strong adherence to deadlines.

The second statement ranked second (mean = 1.69), reflecting effective prioritization.

The first statement ranked third (mean = 1.72), still within Strongly Agree, indicating good planning and time organization.

4 .Goal Achievement

The overall mean score was (2.04) with a relative weight of (40.7%), indicating a high level of goal achievement.

The first statement ranked highest (mean = 1.48), showing strong ability to achieve individual and team goals.

The third and fourth statements recorded higher means (2.52 – 2.59), suggesting that motivational and organizational factors may require enhancement to improve goal achievement further.

Recommendations:

Based on the findings of the study and the statistical analysis, which demonstrated a statistically significant relationship between communication effectiveness and employee productivity at King Fahd Medical Research Center, the following recommendations are proposed:

1 .Enhance the clarity of instructions and procedures

The administration should continue to ensure that instructions are written clearly and communicated directly, while simplifying and explaining organizational or procedural changes regularly to reduce ambiguity and improve employee understanding.

2 .Define job roles and responsibilities more precisely

It is recommended to update job descriptions to reflect actual tasks and minimize assigning duties beyond the employee's official role, except when necessary. This supports fairness and reduces work overload.

3 .Improve the timeliness of information flow

The center should develop mechanisms that ensure employees receive necessary information and updates in a timely manner, especially regarding sensitive or rapidly changing tasks.

4 .Strengthen feedback practices within the organization

Employees should be encouraged to share their opinions and suggestions, while promoting active listening. Additionally, results of performance evaluations should be utilized for improvement rather than solely for accountability.

5 .Develop and diversify internal communication channels

Efforts should be made to enhance communication methods across departments, improve response speed, and provide multiple communication channels that suit the work nature of the center.

6 .Support skill development programs

Organize workshops and training courses focused on communication skills, time management, and performance quality enhancement, which directly contribute to increasing employee productivity.

7 .Reinforce planning and time-management practices

Provide guidance and tools that help employees improve their time-management skills, prioritize tasks more effectively, and complete work efficiently.

8 .Link productivity with organizational goals

Clarify departmental goals and link them to employee productivity, supported by clear performance indicators that enable employees to monitor and evaluate their achievement levels.

Proposals:

Proposed Actions Based on the Findings of the Study

1- Conduct periodic assessments of communication effectiveness

The researcher recommends implementing a semi-annual survey to evaluate clarity, timeliness, communication channels, and feedback, enabling continuous monitoring of improvement or decline.

2- Develop a unified internal communication manual

It is proposed to prepare a standardized communication guide that includes templates for announcements, instructions, updates, and response procedures to ensure consistency and clarity.

3- Create an integrated internal communication platform (Internal Hub)

The researcher suggests developing an electronic platform that centralizes announcements, reports, updates, meeting summaries, and requests to ensure timely access to accurate information for all employees.

4- Implement specialized training programs in effective communication

The study proposes offering targeted training for employees and managers in:

- administrative communication skills
- meeting management
- professional email writing
- negotiation and persuasion skills

5- Enhance feedback mechanisms between employees and management

It is recommended to provide an official confidential channel for submitting employee suggestions and concerns, with clear procedures for reviewing them and sharing corrective actions.

6- Develop a systematic productivity-tracking mechanism

The researcher proposes adopting an electronic performance evaluation system based on clear indicators linked to institutional goals and job responsibilities.

7- Strengthen communication with external stakeholders

This includes regular coordination meetings with external partners to unify standards, improve workflow, and ensure alignment in service delivery.

8- Conduct further internal studies

The researcher proposes future investigations into other variables such as job satisfaction, work environment, and leadership style to gain deeper insights into the factors influencing productivity.

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Appendices

Questionnaire

Survey Study: The Impact of Effective Communication Between Employees and Stakeholders on Employee Productivity – King Fahd Medical Research Center

We kindly invite you to participate in this survey, which is part of the field study conducted to fulfill the requirements of the master's program in Project Management.

This study aims to examine the impact of effective communication between employees and stakeholders on employee productivity at King Fahd Medical Research Center.

Your participation contributes significantly to understanding how communication practices influence employees' performance in the workplace.

Please note that all information collected through this questionnaire will be used strictly for academic research purposes only.

Your responses will remain confidential, and the data will be analyzed collectively without identifying any individual participant.

Thank you very much for your time and valuable contribution.

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الاستبانة

استبيان دراسة : أثر الاتصال الفعال بين الموظفين وأصحاب المصلحة على إنتاجية الموظف - مركز الملك فهد للبحوث الطبية

يسرني دعوتكم للمشاركة في هذا الاستبيان الذي يأتي ضمن إطار دراسة أكاديمية لمرحلة الماجستير بعنوان:
"أثر الاتصال الفعال بين الموظفين وأصحاب المصلحة على إنتاجية الموظف - دراسة تطبيقية على مركز الملك فهد للبحوث الطبية".

تهدف هذه الدراسة إلى قياس مدى فعالية قنوات وأساليب الاتصال داخل بيئة العمل، ومدى انعكاس ذلك على إنتاجية الموظفين، من خلال فهم آراء وتجارب العاملين في المركز.

جميع الإجابات ستُعامل بسرية تامة، ولن تُستخدم إلا لأغراض البحث العلمي فقط. كما أن مشاركتكم ستكون مساهمة قيّمة تُسهم في تطوير ممارسات الاتصال داخل المؤسسات البحثية والطبية.

نشكر لكم وقتكم وتعاونكم

أسماء عبدالله الزباجي

طالبة ماجستير إدارة مشاريع

كلية الإدارة، في جامعة ميدأوشن

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first: Demographic Characteristics:

Gender الجنس :

- Female ()
- Male ()

Age العمر :

- 30–20years ()
- 40–30years ()
- 50–40years ()

Educational Level المستوى التعليمي :

- High School ()
- Diploma ()
- Bachelor's Degree ()
- Master's Degree or higher ()

Years of Experience عدد سنوات الخبرة :

- Less than 5 years ()
- 10–5years ()
- More than 10 years ()

Job Title المسمى الوظيفي :

- Administrative ()
- Technical ()
- Researcher ()
- Other ()

Second : (Research Topics) first: Effective Communication:

Please rate the following statements on a scale from 1 to 5, where 1 indicates “Strongly Agree” and 5 indicates “Strongly Disagree”.

No	Statements	1 (Strongly Agree)	2 (Agree)	3 (Neutral)	4 (Disagree)	5 (Strongly Disagree)
1- Clarity الوضوح						
1	I receive instructions from management clearly and understandably. أتلقي التعليمات من الإدارة بشكل واضح ومفهوم					
2	I am sometimes assigned tasks that are not included in my job description. يتم تكليفي أحياناً بمهام لا تتدرج ضمن الوصف الوظيفي					
3	When changes occur at work, they are explained to me clearly by the administration. عند حدوث تغييرات في العمل ، يتم شرحها بوضوح من قبل الإدارة					
2- Timeliness التوقيت						
1	The available time is sufficient for me to complete daily required tasks. الوقت المتاح لي كافٍ لإنجاز المهام والأعمال اليومية المطلوبة					
2	When assigning tasks, the management considers the size of the workload and the time needed to complete it. يراعى عند تكليفي بالمهام حجم العمل والزمن اللازم لإنجازها					
3- Feedback التغذية الراجعة						

1	Stakeholders' comments are taken into consideration in the annual performance evaluation process. تؤخذ ملاحظات أصحاب المصلحة في الاعتبار ضمن عملية تقييم الاداء السنوي					
2	Performance evaluation results are used to improve future performance, not just for accountability purposes. تستخدم نتائج تقييم الأداء لتحسين الأداء المستقبلي وليس فقط للمحاسبة					
3	Management encourages employees to share their opinions and feedback to improve overall performance. تشجع الإدارة الموظفين على مشاركة آرائهم وملاحظاتهم لتحسين الأداء العام					
4- Communication Channels قنوات التواصل						
1	The center provides multiple communication channels, whether in-person or electronic, that facilitate communication. تتوفر في المركز قنوات اتصال متعددة سواء كانت حضورية أو إلكترونية ، تسهل عملية الاتصال					
2	Inquiries and employee comments are responded to promptly through appropriate communication channels. يتم الرد على الاستفسارات والملاحظات المقدمة عبر قنوات الاتصال في وقت مناسب					

Second: Employee Productivity:

No	Statements	1 (Strongly Agree)	2 (Agree)	3 (Neutral)	4 (Disagree)	5 (Strongly Disagree)
1- Time Efficiency كفاءة أداء المهام						
1	I complete the tasks assigned to me accurately and within the required timeframe without delay. أنجز المهام الموكلة إلي بكفاءة وفي الوقت المحدد دون تأخير					
2	I handle urgent work tasks efficiently and flexibly. أتعامل بكفاءة ومرونة مع المهام الطارئة					
2- Work Quality جودة العمل						
1	I ensure the accuracy of my work and review it carefully to avoid mistakes before submitting it. أحرص على دقة نتائج عملي وأراجعها جيداً لتجنب الأخطاء قبل تسليمها					
2	I consistently work on improving the quality of my work through observations and feedback. أحرص على تحسين جودة عملي باستمرار من خلال الملاحظات والتغذية الراجعة					
3- Time Management إدارة الوقت						
1	I organize my time effectively, enabling me to complete required tasks on time. أنظم وقتي بطريقة فعالة تمكنني من إنجاز الأعمال المطلوبة في مواعيدها					

2	I clearly identify my daily priorities to ensure that the most important tasks are completed first. أحدد أولوياتي اليومية بوضوح لضمان تنفيذ المهام الأكثر أهمية أولاً					
3	I commit to deadlines and ensure that my work is delivered without delay. ألتزم بمواعيد تسليم الأعمال وأحرص على إنجازها بدون تأخير					
4- Goal Achievement تحقيق الأهداف						
1	I achieve the required individual and team goals continuously and with high quality. أحقق الأهداف الفردية والجماعية المطلوبة مني بشكل مستمر وبجودة عالية					
2	I make significant efforts to complete tasks in a way that aligns with the center's vision and priorities. أبذل جهداً لتحقيق أهداف العمل بما يتماشى مع رؤية المركز وأولوياته					
3	The work environment motivates me to deliver the best possible performance. تحفزني بيئة العمل بتقديم أفضل أداء ممكن					
4	Management provides praise or rewards when exceptional results are achieved. تقدم لي الإدارة الثناء أو المكافأة عند تحقيق نتائج مميزة					

Conclusion (Acknowledgment) :

Thank you for taking the time to complete this questionnaire.

Your responses greatly contribute to the success of this study by helping to understand how communication practices within the center influence employee productivity.

The findings of this research aim to support the development of communication practices and enhance overall performance at King Fahd Medical Research Center.

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الخاتمة : (شكر وتقدير)

شكراً لكم على تخصيص جزء من وقتكم للإجابة على هذا الاستبيان. تُعد آراؤكم ومشاركاتكم عنصراً أساسياً في نجاح هذه الدراسة، إذ تساهم في فهم واقع الاتصال داخل المركز وأثره على إنتاجية الموظفين. نؤكد أن جميع الإجابات ستُعامل بسرية تامة، ولن تُستخدم إلا لأغراض البحث العلمي وتحسين بيئة العمل. نسعد بمشاركاتكم ودعمكم القيم في تطوير ممارسات الاتصال الفعال وتعزيز كفاءة الأداء في مركز الملك فهد للبحوث الطبية. مع خالص الشكر والتقدير،

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المستخلص

يهدف هذا البحث إلى دراسة أثر فعالية الاتصال بين الموظفين وأصحاب المصلحة على إنتاجية الموظف في مركز الملك فهد للبحوث الطبية بمدينة جدة. اعتمدت الدراسة المنهج الوصفي التحليلي، واستخدمت استبانة مبنية على مقياس ليكرت الخماسي لقياس أربعة محاور تمثل فعالية الاتصال (الوضوح، التوقيت، التغذية الراجعة، قنوات الاتصال)، إضافة إلى أربعة محاور تمثل إنتاجية الموظف (كفاءة أداء المهام، جودة العمل، إدارة الوقت، تحقيق الأهداف). شملت العينة 29 موظفًا من مختلف إدارات المركز.

أظهرت النتائج أن مستوى فعالية الاتصال كان متوسطًا بشكل عام، بينما جاءت إنتاجية الموظف بمستوى مرتفع في جميع محاورها. كما بيّنت نتائج تحليل التباين (ANOVA) وجود علاقة ذات دلالة إحصائية بين فعالية الاتصال وإنتاجية الموظف، مما يؤكد تأثير الاتصال الفعال على أداء الموظفين داخل المؤسسات البحثية.

وتوصي الدراسة بضرورة تعزيز قنوات الاتصال، وتحسين وضوح التعليمات، وتفعيل التغذية الراجعة بما يسهم في تطوير بيئة العمل ودعم إنتاجية الموظفين.

الكلمات المفتاحية :

الاتصال الفعال، إنتاجية الموظف، الاتصال مع أصحاب المصلحة، الاتصال الداخلي، التغذية الراجعة، التوقيت، قنوات الاتصال، جودة العمل، إدارة الوقت، تحقيق الأهداف.

العنوان باللغة العربية

أثر الاتصال الفعال بين الموظفين وأصحاب المصلحة على إنتاجية الموظفين - دراسة
حالة على مركز الملك فهد للبحوث الطبية ، جدة ، المملكة العربية السعودية

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العام الدراسي:

2025