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**Employees' Perspectives about Communication at the  
Palestine Red Crescent Society**

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Palestine Red Crescent Society**

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Palestine Red Crescent Society**

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## بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

"فَبِمَا رَحْمَةٍ مِّنَ اللَّهِ لِنْتَ لَهُمْ وَلَوْ كُنْتَ فَظًّا غَلِيظَ الْقَلْبِ لَانفَضُّوا مِنْ حَوْلِكَ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ  
وَشَاوِرْهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ"

صدق الله العظيم

(سورة آل عمران 3 / 159)

## **Dedication**

I dedicate this humble work to the soul of the Palestinian leader Yasser Arafat and to those who died martyrs who sacrificed their bodies and their homes to defend the honor of the nation, to orphaned children and widowed women to all those who slept safely above them collapsed homes and the land beneath them burned.

To the seven souls of my relatives who died as martyrs, to those who sacrificed their freedom for our freedom the Palestinian prisoners in the prisons of the occupation.

Finally, I would like to express my deepest gratitude to my dear parent, brothers and sisters for their prayers and support.

Special thanks and admiration to my better half, my wife and my beloved children for their patience, courage and endless support.

Helmy Jameel Abu Dalal.

Date: 27/2/2011

## **Declaration**

I certify that this thesis submitted for the degree of master is the result of my own research, except where otherwise acknowledged, and that this thesis or any of its parts has not been submitted for higher degree to any other university or institution.

Signed

Helmy Jameel Abu Dalal.

Date: 27/2/2011

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## Abstract

*Communication is an essential factor for the success of any organization. It shapes the organization culture and influences the major functions inside the organization including control, motivation, change, decision making and information exchange. This study aimed to assess employees' perspectives about communication at the Palestine Red Crescent Society (PRCS). The design of this study is a descriptive, analytic, cross sectional one. Stratified random sampling technique was used to select 300 employees. Self-administered questionnaire was distributed and data was analyzed by using the SPSS. The response rate was 87%. Content validity was validated by experts and Cronbach's Alpha consistency test equals 0.864.*

*The result of this study showed that the majority of employees were males (69.3%) and married (85%). The mean age of the PRCS employees was 35.39 years. The most academic qualification hold was Bachelor's Degree (35.2%). Also the result showed that the most commonly communication tool in use during emergency is the mobile (47%), while during routine work face to face is more preferable (61.7%). Furthermore, the study revealed that the mean of the knowledge dimension equals 3.97 (79.3%), the mean of the perception dimension equals 4.01 (80.2%), the mean of the filed "skills and practice" equals 4.03 (80.5%) and the mean of the filed communication gaps equals 2.96 (59.2%).*

*About half of the employees were satisfied about the current communication level within the organization. Sixty two of the employees didn't get any training courses in communication skills. About 50% of PRCS employees were facing conflict in the organization and 68% of them had admitting that there are gaps in communication in the organization. Sixty percent of PRCS employees believed that the PRCS administration gives high concern to develop the communication process within the organization.*

*The study revealed the age group 45-50 were having the highest mean with statistically significant differences than the other age groups. Master Degree/PhD holders, employees having more than 15 years of experience and the administrators elicited higher scores in communication skill and practices than their counterpart groups with statistical significant differences (P value is less than 0.05). In contrary, gender, number of family members and work setting didn't statistically significantly affecting the perceptions about communication among PRCS employees.*

*The study conclude that inservice education, holding training programs and workshop should be established in order to improve the communication process. Developing the PRCS managers' skills to communicate and interact with their employees is essential.*



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## **List of Abbreviations**

EMS	Emergency Medical Services
EMT	Emergency Medical Technician
GDP	Gross Domestic Product
GNP	Gross National Product
GS	Gaza Strip
ICRC	International Committee of Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
JCAHO	Joint Commission on Accreditation of Healthcare Organizations
JD	Jordanian Dinnar
MOF	Ministry Of Finance
NGO's	Non Governmental Organizations
NIS	New Israeli Shekel
OCHA	UN Office of Coordination Humanitarian Affairs
PCBS	Palestinian Central Bureau of Statistics
PRCS	Palestine Red Crescent Society
PNA	Palestinian National Authority
PHC	Primary Health Care
SPSS	Statistical Package for Social Sciences
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
UNRWA	United Nations Relief and Working Agency
USD	United States Dollar
WB	West Bank
WHO	World Health Organization

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# **Chapter 1**

## **Research background**

# Chapter 1

## 1.1 Research background

Communication is an essential factor in the success of any organization. It shapes the organization and serves in all major organizational functions. Managers clarify to employees what is to be done and how well they are doing. In addition, through effective communication they identify work and employees needs. Communication exists among employees helps in the exchange of information, emotional expression and in the mutual support (Riley, 2008).

Such communication helps both managers and employees to make their decisions and to get accurate feedback. Communication takes many directions, upward, downward and lateral. Communication channels could be formal and informal according to its flow. The study of employees perspectives about communication at the PRCS aims to understand the perception, knowledge, skills and experience as well as to give a clear description of communication process at Palestine Red Crescent Society (PRCS).

Organizational communication lays the keystone to every organization for upbringing and grooming the environment of this particular organization. Communication in general is a process of sending and receiving messages that enable humans to share knowledge, attitudes and skills. Communication is composed of two dimensions, verbal and nonverbal (Duhe, 2008). Verbal communication can be sent through a variety of channels including oral, written, and electronic where each channel has advantages and disadvantages. Nonverbal communication has been defined as communication without words. It includes apparent behaviors such as facial expressions, eyes, touching, and tone of voice, as well as less obvious messages such as dress, posture and spatial distance between two or more people, and even silence and immobility can be important in an interaction. It includes all communication within an organization (Mc Namara, 2008). Effective internal communication is a vital means of addressing organizational concerns. Clear and concise internal communication helps to establish formal roles and responsibilities for employees and maintains organization and clarity in the department. The study can identifying the communication gaps among PRCS employees which prevent the PRCS to reach the effectiveness of internal communication. A key to the success of the external communication of any organization is the internal communication. This means that if the

PRCS wants to effectively communicate with the external environment they should maintain high level of internal communication. Internal communication has various different titles in different organizations, in certain areas it is labeled as employee communication, engagement communication and other various names on the same topic. The key theme that runs through all of these titles is simply communication in whatever format amongst, and between a firms employees. This study was highlighted the different types of internal communication between PRCS employees in order to test the real need for developing successful communication. Strengthen relations with partners at national, regional and international level is one of the strategic goals that the PRCS striving to achieve, but this strategic goal is very difficult to be attained without effective PRCS internal communication. The study aims to suggest recommendations to policy and decision makers regarding the opportunity to improve PRCS employees communication.

## **1.2 Research problem**

Communication is one of the most complex managerial roles for both managers and their employees. It needs many human skills in order to be performed effectively. The success of communication is one of the important success indicators of any organization. Through communication, managers can give directions to the subordinates to influence their work, to assess or to improve knowledge and to get feedback. However, expert managers use communication to understand the needs of their employees and the clients.

The impact of successful employees communication positively affects the organization through improving the understanding, creating a motivated environment and improving work achievement. Formal communication can be identified according to the hierarchy of the organization, but informal communication isn't related to organization written policy.

The study could helps in identifying the employees perspectives about communication at the PRCS.

## **1.3 Justification of the study**

For the past 10 years of his work experience, the researcher have been exploring the roles and the functions of communication, as well as the communication gaps and breakdown between multidisciplinary team, such gaps affects directly on work achievement. Despite the importance of the communication and its impact on work achievement, rare studies

have been conducted by the researchers at Gaza Strip to understand the factors that affect or affected by communication status. Puntillo, in California during 2006 conducted study to understand the communication between physicians and nurses as a target for improving end of life care in intensive care unit, this study revealed that the good communication between physicians and nurses improving end of life care in intensive care (Puntillo, et al 2006). Also El Ghareep found that the most needed managerial training among the middle level managers in the governmental hospitals at Gaza Strip is communication training (El Ghareep, 2009).

Analysis of 2455 sentinel events reported to the Joint Commission for Hospital Accreditation revealed that the primary root cause in over 70% of the events was communication fail, reflecting the seriousness of these occurrences, approximately 75% of these patients died (JCHAO, 2004).

#### **1.4 Aim of the study**

This study aimed to assess the employees perspectives about communication at the PRCS in Gaza Strip.

##### **1.4.1 Specific objectives**

- To identify the perception and knowledge about communication among PRCS employees at Gaza governorates.
- To assess level of practice and skills of communication among PRCS employees.
- To assess the most common communication tools being used by PRCS employees.
- To identify main gaps in communication among PRCS employees.
- To assess differences in communication in relation to individual characteristics and work settings.
- To suggest recommendations to policy and decision makers regarding the opportunity to improve PRCS employees communication.

### **1.4.2 Research questions**

1. How do the PRCS employees perceive communication process?
2. What are the most common communication tools being used by PRCS employees at Gaza governorates?
3. Dose the PRCS employees have adequate knowledge about communication?
4. Are there any differences in communication in relation to individual characteristics?
5. Are there any differences in communication in relation to individual's work setting?
6. Dose the PRCS employees have adequate communication skills?
7. How dose the PRCS employees practicing communication?
8. What are the main organizational barriers of improving communication in PRCS?
9. What are the main communication gaps among PRCS employees at Gaza governorates?
10. What are the recommendations that can be offered to policy and decision makers regarding the opportunity to improve internal communication?

### **1.5 Context of the study**

The demographic, socioeconomic, and political situations greatly affect health and humanitarian organizations working in Gaza Strip.

This context influences the services in a specific way to suit these situations and to overcome our permanent emergencies.

#### **1.5.1. Demographic context**

The entire area of historical Palestine is about 27,000 km<sup>2</sup>. Palestine stretches from Ras Al-Nakoura in the north to Rafah in the south. Palestine is bordered by Lebanon in the north, the Gulf of Aqaba in the south, Syria and Jordan in the east and by Egypt and Mediterranean Sea in the west.

From 1948 till this day Israel continuing the uprooting policy. according to the Palestinian center for human rights (PCHR) Israel has continued to take measures aimed at creating a

Jewish demographic majority in Jerusalem so the Israeli Central Court in Jerusalem approved the expulsion of 60 Palestinian families from suburbs, and Israeli settlement group seized a Palestinian house in the old town of Jerusalem Israel had continued to impose a tightened siege on the Opt and imposed severe restrictions on the movement of Palestinian civilians in the Gaza Strip and the West Bank, including occupied East Jerusalem (PCHR, 2010).

Gaza Strip is a narrow land located in the south of Palestine on the coast of the Mediterranean Sea. It is an over crowded area where approximately 1.5 million live in 365 km<sup>2</sup>, estimated density is 4,000 people per square kilometer, and the population is concentrated in 7 towns, 10 villages and 8 camps (PCBS, 2007).

The most recent census of the PCBS indicates that the number of population in the Palestinian Territory during the fourth quarter of 2009 was 3,743,050 (PCBS, 2010). The density has increased inside the refugee camps (UNRWA, 2005). GS is classified into five governorates, North of Gaza, Gaza City, Mid-Zone, Khan-younis and Rafah. The population under the age of 15 years old forms 49% in Gaza Strip whereas 2.5% is for those of 65 years old and over (MOH, 2006).

### **1.5.2. Socio-economic situation**

As a result of continuous Israel aggression and mass economic destruction policy against the PNA the Palestinian economy deteriorated rapidly, after Palestinian Legislative Elections in 2006 Israel, the United States, Canada, and the European Union have frozen all direct funds to the Palestinian Government. The severity of closure increased after political unrest in June 2007, causing the closure of most factories because of the lack of raw materials and the loss of farmers by preventing the export of their crops. The continuous deteriorating economic situation on the Gaza Strip raised the unemployment rate to 65% whereas 85% of households are living under the poverty line, (UNCTAD, 2007). The Palestinian Central Bureau of Statistics (PCBS) preliminary estimation of the GDP per capita in the Palestinian territory during the fourth quarter 2009 was 354.6 US\$ with an increase by 0.8% compared to the third quarter of 2009 while it showed an increase by 7.1% compared with the same quarter 2008 (PCBS, 2010). This dire economic situation has affected the Palestinians in all aspects of life included the issues of social and communication between colleagues and relatives.

The West Bank economy continued to grow in the first half of 2010 and the real growth rate combined with Gaza, is likely to reach the projected 8 percent for the year, the main driver of growth, however, remains external financial assistance (World Bank, 2010).

According to the Palestinian Ministry of Finance (MOF), the gross national product (GNP) in Palestine was 5.454 millions USD\$ in 1999 and decreased to 3.720 millions USD\$ in 2004. However, the gross domestic product (GDP) was 4.517 millions USD\$ in 1999 and decreased to 3.286 millions US\$ in 2004, the gross national product per capita (GNP/capita) was 1.806 USD\$ in 1999 and decreased to 979 USD\$ in 2004 while the gross domestic production per capita (GDP /Capita) was 1.496 USD\$ in 1999 and decreased to 865 USD\$ in 2004 (PCBS, 2010).

### **1.5.3. Political background**

Since long time ago the historical Palestine like other Arabs countries was under the control of Ottoman empire from 1517 until 1917, then Palestine was under the rule of the British mandate that stated the establishment of a national home for the Jewish people in Palestine through issuing the so-called Balfour Declaration in 1917. The mandate finished by the establishment of Israel in 1948. As a result, most of the Palestinians were uprooted from their cities, towns and Villages, and were forcedly migrated to West Bank, Gaza Strip, Jordan, Lebanon, Syria and others countries (Abu-Lughod, 1971).

Gaza Strip, West Bank, and Jerusalem was occupied as a result of 1967 war, in 1993 Oslo agreement was signed between Palestinian Libration Organization PLO and Israel after the first intifada which was arisen in 1987, as a result of Palestinian frustration from uncommitted pace process and the continuous Israel violation against the Palestinian people and their land, Al-Aqsa intifada in 2000 was arisen, in September 2005 Israel withdrawn from Gaza Strip, without ending the occupation to it sea and space.

The past two years witnessed one of the most violent periods experienced by Palestinian civilians since the beginning of Israel's occupation in 1967. Between 27 December 2008 and 18 January 2009, 1.5 million Palestinian residents of Gaza Strip endured intensive and continuous bombardment from land, sea and air in the course of Israel's "Cast Lead" military offensive, launched with the stated purpose of preventing indiscriminate rocket fire from Gaza (OCHA, 2009a).

Now a days Israel has continuously closed all border crossings to the Gaza Strip for over two and a half years. The illegal Israeli-imposed siege of Gaza, which has steadily tightened since June 2007, has had a disastrous impact on the humanitarian and economic situation in the Gaza Strip, the illegal Annexation Wall will stretch for 724 kilometers around the West Bank, further isolating the entire population. 350 kilometers of the Wall have already been constructed. Approximately 99% of the Wall has been constructed inside the West Bank itself, further confiscating Palestinian land (PCHR, 2010).

As a result of the last war against Gaza the MOH and Palestinian Health Information Center reported that 1380 Palestinian people had been killed since 27 December 2008, of whom 431 were children and 112 were women. Approximately 5380 people were reported injured, including 1872 children and 800 women. Injuries were often multiple traumas with head injuries, thorax and abdominal wounds. Among the casualties, 16 health staff-members were killed and 22 injured while being on duty (MOH; PHIC, 2009). The PRCS reported that the indiscriminate attacks of the Israeli occupying forces resulted in a high fatality rate of 1325 Palestinians and 5320 injured. According to the PRCS most updated statistics the fatalities included 446 children, 110 women and 108 elderly while the injured consisted of 1855 children and 795 women (PRCS, 2009).

The Israeli army bombarded PRCS primary health care and EMS station in Jabaliya, PRCS premises in Al Nur medical center, which also included Al Quds hospital, EMS stations, ware houses, administrative building and other premises, sixteen PRCS ambulances were partially damaged, and three were totally destroyed (PRCS, 2009). According to the most recent assessment by the PRCS, the massive damages that resulted will cost approximately 13 million USD\$

Post-ceasefire assessments to evaluate immediate health needs and damages to health facilities are being finalized. One hundred twenty two health facilities were assessed, about 48% were documented as damages or destructions, 5 hospitals and 41 PHC centers were categorized as partial damages, 2 PHC centers were fully destroyed, and 29 ambulances were partially damaged or destroyed (OCHA, 2009b).

One and half million people are being denied their basic rights, including freedom of movement, and their rights to appropriate living conditions, work, health and education (Hedges, 2008). So the main concern of the population of the Gaza Strip is to obtain their basic needs of food, medicines, water and electricity supplies. The health care system in



the Gaza strip is in constant decline. Spare parts and replacements cannot be imported or only with great delays and engineers are unable to enter Gaza to service the equipment(WHO. 2010)

The internal fighting between the two main Palestinian parties, lead to political division affecting all Palestinian people.

This Palestinian political division had a marked impact on the lives of Palestinians people specifically in the Gaza Strip, and West Bank, where the interaction between people on the basis of party affiliation. The researcher deliberately asked questions about the political affiliation, saying the political dispute is one of the communication gaps between colleagues, even though the researcher wish that the study to prove the opposite.

### **1.6 Palestinian Health Care System**

The Palestinian health care system is a combination of four major actors providing health care services to the Palestinian people inside the occupied Palestinian territory and to refugees from Palestine in the surrounding Arabs countries, Syria, Lebanon, Egypt, and Iraq. The four major subsystems are the MOH, Non Governmental Organization (NGOs), United Nations Relief and Working Agency (UNRWA), and private sector (MOH, 2004).

The MOH is still responsible for the largest portion of primary, secondary, and tertiary health care services for the Palestinian people resident in GS and WB, but no health services provided for the Palestinian people out side the occupied Palestinian territory by the MOH. The UNRWA is the largest humanitarian organization in the Near East, ,it has been the main primary health care provider for the refugees from Palestine not only in the occupied Palestinian territory but also in the surrounding Arabs countries.

The Palestine Red Crescent Society (PRCS), Since its establishment in 1968, it caters to the health and welfare of the Palestinian people and others in need in the West Bank, Gaza Strip and the Diaspora. It has 4,200 employees in West Bank and Gaza Strip, Lebanon, Syria, Egypt and Iraq in addition to its volunteer network of more than 20,000 people (PRCS, 2010). It concenter as national Palestinian organization that provide primary and secondary health services in addition to cultural and humanitarian activities. it was delegated from PLO to provide services to the refugees from Palestine in surrounding Arabs countries. After Oslo agreement the PRCS was delegated to extend the services in side in GS and WB.

## **1.7 Background of Palestinian Red Crescent Society PRCS**

The Palestine Red Crescent Society (PRCS) was founded in 1968, by Dr. Fathi Arafat, president Yassar Arafat's brother. It is a humanitarian organization that a part of the International Red Cross and Red Crescent Movement (Wikipedia, 2010). It provides hospitals, emergency medicine, ambulance services, and primary health care centers in the West Bank and Gaza Strip (PRCS, 2010). Its headquarters is based in Ramallah and it is observer member of the International Red Cross and Red Crescent Movement and Socialist education international. The PRCS was officially recognized by the ICRC and IFRC in June 2006 (PRCS & wikipedia, 2010).

The PRCS is a non-profit humanitarian organization and thus is dependent on contributions from donors, organizations and the involvement of many volunteers to assist together with employees the conduct the range of programs and services.

The programs and services conducted within Al Amal city and Al Noor city reflect the mission of the movement of Red Cross and Red Crescent Societies which is to provide health and social services with special concern for the most vulnerable.

In responding to the continuous Israeli aggression and violation against PRCS teams Amnesty International rejected the Israeli charges during 2008–2009 War against Gaza that the Palestinians had systematically used medical facilities, vehicles and uniforms as a cover, stating that no evidence had been provided proving such actions (Amnesty, 2009). Further, Magen David Adom's submission to UN Mission investigating the war stated that, "there was no use of PRCS ambulances for the transport of weapons or ammunition and there was no misuse of the emblem by PRCS" (UN. 2009).

As a result of Israeli aggression and violation the PRCS faces many problems in the communication networks particularly in the northern part of Gaza Strip. In addition, PRCS EMS stations in Gaza faces the cut of telephone network (MRCS. 2009).

The ability of the PRCS on a rapid return to work, especially after the destruction of the buildings as a direct impact of targeted by an Israeli tank shell during the war in Gaza, this ability made him the confidence of the institutions and humanitarian organizations, so aids was distributed to the direct collaboration with the PRCS.

## **1.8 The PRCS Mission**

"To provide humanitarian assistance, health and social services to the Palestinian people when and where needed. That is to prevent and alleviate human suffering wherever it may be found, to protect life and health and ensure respect for the human being, in times of peace and armed conflict and other emergencies, to work for the prevention of disease and for the promotion of health and social welfare, and to encourage voluntary service" (as cited in PRCS, 2010).

## **1.9 The PRCS Vision**

"PRCS will be the leading humanitarian organization responding to the needs of the Palestinian population including the Diaspora, delivering quality humanitarian services and disseminating the Movement's Principles and International Humanitarian Law, with continued commitment to leveraging inaccessibility and inequality to health and social services, supporting the rights of vulnerable groups" (as cited in PRCS, 2010).

## **1.10 The main PRCS strategic goals**

Like any other organization the PRCS has its own strategic goals, these strategic goals are the end statements of what the PRCS wants to accomplish.

- Strengthen humanitarian values, respect for human dignity and knowledge about international humanitarian law in the Palestinian society.
- Strengthen risk reduction concept and increase the PRCS ability to respond to disasters.
- Contribute to better health among the Palestinian population.
- The PRCS contribute to social development to improve quality of life.
- Improve and develop the organizational Capacity of the PRCS.
- Strengthen relations with partners at national, regional and international level.

## **1.11 PRCS at Gaza Governorates**

In Gaza Strip the PRCS operates two hospitals, five Emergency Medical Services stations, five community mental health centers, six primary health care clinics, and it carrying out a

lot of humanitarian aids programs. During the last five years the PRCS was extended the primary health care services as well as the community mental health services to cover all Gaza governorates.

### **1.11.1. Al Amal city**

The President of PRCS selected Khan Younis as the town to begin the work of PRCS in the Gaza Strip following the entry of the Palestinian Authority into occupied Palestinian territories in 1994. His rationale for doing so was his recognition of the severe neglect that had been experienced in the southern areas of the Gaza Strip during previous years and especially during the first Intifada.

Then Khan Younis municipality donated land to the PRCS on which to develop a community centre, then the MOH approached the PRCS to upgrade a ministry clinic that was adjacent to the donated land into a general hospital.

The centre was formally opened by President Yasser Arafat in November 1996. This was an occasion of great celebration and many international supporters of PRCS and local dignitaries attended the opening. Facilities in Al Amal city are emergency ambulance station, Al-Amal hospital, public garage, market area, and the college of ability development, the main building contain the administration, PRCS branch office, Dr.Fathi Arafat theatre, fitness centre, small theatre, rehabilitation centre, open studio, museum, rehabilitation centre restaurant, psychosocial centre, hotel, sports hall, all-purpose hall, garden playground, and carpentry workshop

### **1.11.2. Al Amal rehabilitation center**

In August 1995 the rehabilitation centre was established, the PRCS had a keen sense of the role that persons with disability can play in the community if given the opportunity. Amongst the new employees needed for the development of the work were a number of persons with disabilities, and production workshops were begun with the majority of the personal with disabilities. Dr. Fathi often remarked that he wished to develop a model of inclusion and to demonstrate to the community that persons with disabilities can also contribute to community development. In 1994 the Palestine Institute of Rehabilitation was commenced following the curriculum in rehabilitation studies that PRCS had developed in Cairo.

Employees, many of whom have a disability, worked in the workshops on site which involved many of the features of the new building, men in the carpentry making furniture and some fixtures and also glass and aluminum work and electrical fittings, women were involved in sewing and embroidery needed.

In PRCS Al Amal rehabilitation centre more than 600 persons with disabilities receiving regular programs and services, parent and baby program, special kindergarten, special education school providing both primary and secondary which registered in the Ministry of Education, and special training programs for severely disabled children such as vocational training, outreach home visit programs, supply of assistive devices, and referral to medical care.

### **1.11.3. Al Amal hospital**

Al Amal hospital is a general hospital with 60 beds and about 54% occupancy rate it located in Khan Younis and providing maternity services, general surgery, internal medicine, and the outpatient clinic for follow-up all cases, many programs was conducted by the hospital manager with the donors to develop the out patient clinic, and establish new rehabilitation center, to meet the needs of south Gaza Strip, the strategy of Al Amal hospital gives high concerns to human resource development, quality improvement, develop communication and information system, reinforce the relation with other hospitals, and resource allocation. The hospital striving to meet the short term goals which are computerization of health information system, activation of quality improvement program, improve the reporting system and reinforcement of human resource.

### **1.11.4. Al Amal primary health clinic**

Al Amal primary health clinic is a PRCS central clinic located in Khan Younis governorate, it covers large portion of the population and provides the primary health care as package like outpatient, dental, mother and child health, like the UNRWA and governmental clinics, Vaccination program was established in coordination with the MOH and UNRWA.

### **1.11.5. Community Mental Health Centers**

As a result of increasing the Palestinian victims due to Israeli violation before and after the last war, many psychological problems were appeared, the PRCS Programs are organized to assist the people to deal with the stress and fear related to the difficult and oppressive conditions being experienced by people living in the Gaza Strip.

Then a range of programs are offered to children, women and men both at the centre, and within other community facilities including schools. The psychosocial department at the PRCS has developed its strategy to open five community mental health centers in order to provide the best of its services for PRCS workers and volunteers, its beneficiaries, and vulnerable Palestinians.

The psychosocial department implements its activities through the community mental health centers within a pre determined time frame and planned to ensure their success. Computers, Telephone, printer, and mobile calls available in every center as well as fax and daily post in the office of each manager.

### **1.11.6. Al-Nur City**

Al-Nur City is one of the features of the PRCS at Gaza Strip in the presence of administrative offices, through which all activities of the PRCS were managed and coordinated, include the ambulance and emergency department, disaster management, Unit of volunteers, Press office, aid coordination unit, it also include other facilities such as fitness centre, theatre, open studio, museum, hotel, sports hall, all-purpose hall. Most of the offices well prepared with accepted infrastructure, computers, cable internet, telephone, mobile cellular, and wireless.

### **1.11.7. Al-Quds hospital**

Al Quds hospital is a general hospital with 32 beds and about 60% occupancy rate. In case of emergency the hospital's beds can be duplicated to reach 60 beds. It was established in year 2000, it is located in Gaza governorate, south west Gaza city, the hospital provides a wide variety of medical services such as surgery, internal medicine, pediatrics, maternity and cardiac. A large number of donors and charities shares in the construction of the hospital, during Al-Aqsa intifada the hospital has contributed to the treatment of large numbers of wounded and

victims, and a lot of cases were referred to it for further management in coordination with Palestinian MOH.

What make Al Quds hospital differ from all other non governmental hospitals, that it has seven intensive care beds and neonatal intensive care which contain five incubators, the first floor contain the out patient clinic which cover all specialties in medicine.

Also other diagnostic services provided by the hospital through the central lab and radiology department, for x Ray, computerized tomography CT and magnetic resonance imaging MRI.

Computers, telephone available in every department as well as wireless internet, fax and daily post in the administration offices, but there is no intercom between the internal department, mobile calls also allowed, a lot of PRCS employees using their own mobile to exchange information or to get work done.

during the last War in Gaza (Cast Lead) the hospital was targeted by an Israeli tank shell during Israel's 22-day war on the territory last winter (Aljazeera.net, 2009). This attack causing destruction of the hospital and the buildings belonging to it, The reconstruction of the hospital is being undertaken by France. In November 2009 the PRCS and the French Development Agency signed an agreement for the reconstruction of Al-Quds Hospital signed for French side, Foreign Minister Bernard Kouchner and the Palestinian side, Vice President of the society (Balsam, 2010).

#### **1.11.8.College of ability development**

As increasing number of universities and colleges allover the world that gives chance and attention to students with disability, the PRCS construct this college which located in khan younis governorate, it provides the chance for students specially with disability to get bachelor degree, that accredited from the Palestinian MOE, the PRCS believes that the persons with disability are able to access general tertiary education this believe is congruent with UN convection states that the disabilities should get adult education and vocational training without discrimination (UN. 2007). As well as the PNA guarantee of the right of persons with disabilities to be obtain equal educational opportunity (PNA. 1999).

### **1.11.9. Emergency medical service EMS**

The emergency stations providing wide variety of emergency services, the emergency medical service has one station in every governorate, transportation is not the only service but the Emergency Medical Technicians EMT provides the first aid as well as pre hospital care in some cases and as needed, also they giving the direct first aid instructions to the people during emergency and to person waiting for ambulance arrival and provides other services like training, workshops, sessions and open days. PRCS believes that People residing in Palestinian territories have the right to accessibility to emergency medical services and to be served through efficient centers and high quality of services.

According to emergency medical services annual report 67768 cases benefited from emergency medical services provided during last year from January to December 2009, of them 23442 cases from Gaza governorates and the department held nine meetings during the last year (EMS .2009).

Every EMS station has more than one direct telephone, mobile communication available any time, wireless communication connect all EMT together and it use full to exchange information, direction, orders and prevents duplication in work and location. This support the idea that the electronic communication is fast, efficient, and save time and money (Mina, 2002).



## **CHAPTER TWO**

### **Literature review**

## **Chapter2: Literature review**

This chapter reviews the literature about communication at work, historical development of communication, process and components of communication, direction of internal communication, organization structure and communication, key principles to effective internal organizational communication, interpersonal communication skills, perception of communication, communication and work achievement, effective communication skills, resolving conflict through communication and communication barriers.

### **2.1 Preface**

Organizational communication lays the keystone to every organization for upbringing and grooming the environment of that particular organization (Mc Namara, 2008).

Communication in general is process of sending and receiving messages that enables humans to share knowledge, attitudes, and skills.

Communication involves the reciprocal process in which messages are sent and received between two or more people (Riley, 2008). Although we usually identify communication with speech, its composed of two dimensions verbal and nonverbal.

Verbal communication has been defined as communication with words but nonverbal communication has been defined as communication without words. It includes apparent behaviors such as facial expressions, eyes, touching, and tone of voice, as well as less obvious messages such as dress, posture and spatial distance between two or more people, as even silence and immobility can be important in an interaction (Goman, 2008). Most people can identify the manager mode through face perception and eye contact, this is related directly to the nervous system (Hoffman, 2000).

Formal and informal communication can affect and affected by organization culture that could be present inside the organization (Andrew& Sharon, 2007). Communication is composed of two dimensions verbal and nonverbal, formal and informal lead to identify the organization culture (Clamptti, 2005). Robers have suggested that posture conveys gross or overall affect liking, while specific emotions are communicated by more discreet, facial and body movements (Robers, 2003).

## 2.2 Conceptual framework

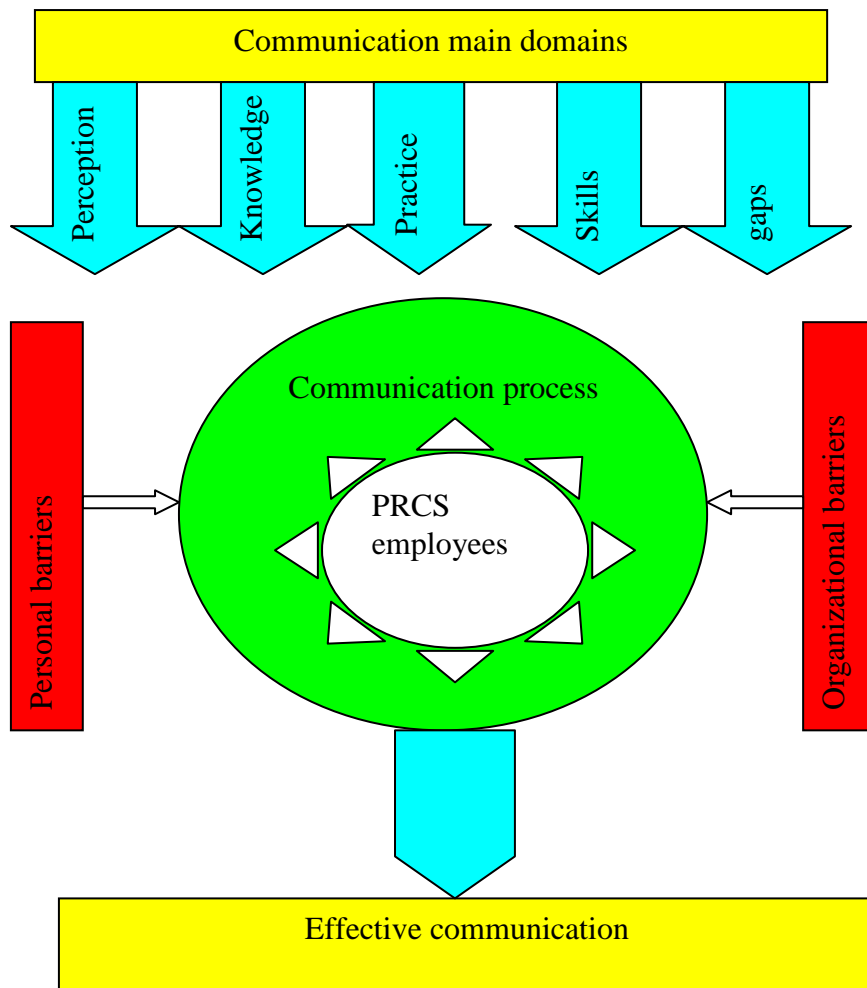


Figure 2.1: conceptual frame work of the research study. Self developed.

This research frame work shows the main domains in the communication among PRCS employees, the research build this model to simplified the complexity in the communication process and ease the understanding of the relation between the domains.

This simple frame work use by the researcher as a guide for the research process. The frame work of PRCS employees communication shows the dimensions of communication

in relation to PRCS employees perception, knowledge, skills, practice, gaps, where all of these domains affect the communication directly.

The PRCS employees were located in the center of the frame, they were divided to six division according to their job title, and the PRCS structure, physician, nurse, paramedic, emergency medical technician, administrative and worker.

The communication barriers were divided into two main barriers, first was the personal barriers, second was the organizational barriers .

All these issues were discussed in deep details in the literature review. The researcher adopted Riley definition of communication in 2008, the author definition gave high concern to communication as a process, she define communication as the reciprocal process in which messages are sent and received between two or more people (Riley, 2008).

The perceptual model of communication was present in the mind of the researcher during the study period, where the researcher depends on the basic concepts in this model because the perceptual model of communication is more realistic than other models. Also this model highlighted the main concerns and domains of the real communication process, unlike the traditional model which based on unrealistic assumptions, and facing continuous criticisms from the social, psychological and communication scientist.

The research make adoption to the perceptual model of communication in flexible way, to meet the condition and the particularities of the PRCS employees.

At the end of this research frame work the researcher will be able to understand the PRCS employees perception about communication and to use the result in order to provide realistic recommendations.

## **2.3 Definitions**

### **2.3.1. Communication**

Bateman in 2004 was define communication as the transmission of information and meaning from one party to another through the use of shared symbols, ideas and thoughts (Bateman& snel, 2004). In addition Andrew was define communication as the transference and understanding of meaning (Andrew& Sharon, 2007). In 2005 Stephen was provide another definition of communication the author claims that communication is the transference and understanding of meaning through using word and nonverbal messages (Stephen, 2005). Riley, according to her experience as a nurse, in her definition of communication she gave high concern to communication as a process, she defines communication as the reciprocal process in which massages are sent and received between two or more people (Riley, 2008). From the previous definitions its clear that communication is a process and interaction take place when two persons exchange ideas or thoughts through either verbal or nonverbal channels.

### **2.3.2. Perception**

The Collins English Dictionary was define perception as the process by which an organism detect and interpret information from external world by means of sensory receptors (Collins English Dictionary, 2009). Other definition of perception is the recognition and interpretation of sensory stimuli based chiefly on memory (Stedman's Medical Dictionary, 2002). In addition Andrew was define perception as the capacity to be aware of objects and discriminate between them (Andrew& Sharon, 2007).

### **2.3.3. Verbal communication**

Stephen was define verbal communication as the transference and understanding of meaning through using word ( Stephen, 2005).

It involve both written and oral communication, written communication is important type of organizational communication, it considered as formal and legal documentation, written communication is greatly depends on the style of written, grammar, clarity, precision of

language and vocabulary used. Oral communication is the spoken words during face to face, phone , mobile, or electronic conversation.

#### **2.3.4. Nonverbal communication**

In 2008 Goman was define nonverbal communication as the communication without word (Goman, 2008). Nonverbal Communication is the information that is communicated without using words. Stephen argue that nonverbal communication includes specific visual, facial expression , body posture, body movement, hand gesture, handshake, sense and sound, and even photograph, painting clothing and personal space ( Stephen, 2005). Vocal sounds that are not considered to be words, such as a low sound, or singing a wordless note, are nonverbal. It is mostly used to express emotion in different context (Fussell, 2002). So we can consider that any wordless communication is nonverbal communication.

#### **2.3.5. Communication process**

Communication process was defined as the steps between source and receiver that result in the transference and understanding of meaning (Andrew& Sharon, 2007; Stephen, 2005). This mean that the information is enclosed in package and discrete or imparted by the sender to the receiver via a medium, the receiver then decodes the message and gives feedback to the sender.

#### **2.4 Process and components of communication**

The communication process is the perfect guide toward achieving effective communication when followed properly, the process can usually assure that the sender's message will be understood by the receiver (Stephen, 2005). The researcher think that successful and effective communication within an organization stems from the implementation of the communication process, this mean that employee who understand the communication process will be more effective communicator, and effective communicator has a greater opportunity for becoming a success.

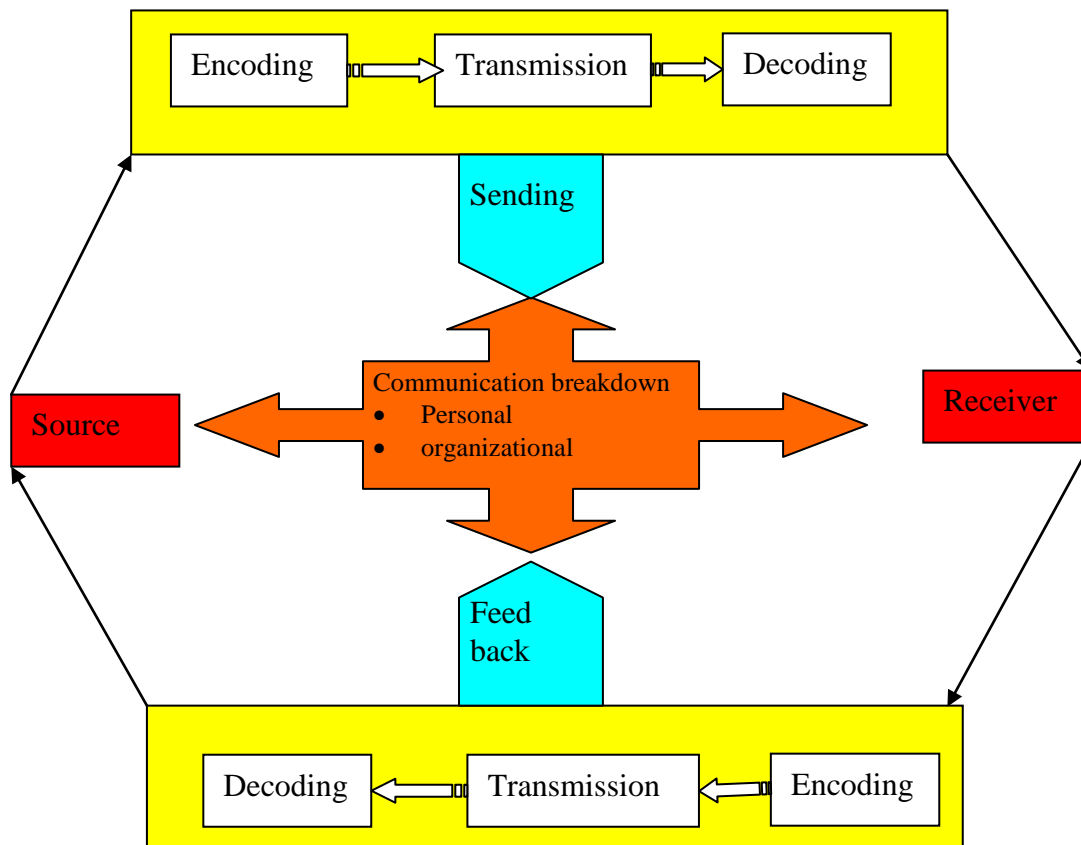


Figure (2.2): Process and components of communication (Stephen, 2005).

#### 2.4.1.Context

A conversation between employer and employee, for example, is not the same as one between friends, even if the subject matter under discussion is the same, therefore choose to speak in simple language to a client while using more complex language to a colleague. Context is the theme that a message must have, and It is particularly important in choosing the types of verbal and nonverbal communication we use every day (Goman,2008).

#### 2.4.2.Sender

Sender acts as encoder from where the message is sourced. A significant part of your role is to explain what needs to be done and why (Andrew & Sharon, 2007).

### **2.4.3.Message**

The purpose of context and detail information is provided in this component. Managers mistakenly believe that receiver will read or hear the entire message (Robers, 2003).

### **2.4.4.Medium**

It is the channel from where the message is bypassed and information flows towards receiver. you need to consider when where and the way in which you communicate (Andrew & Sharon, 2007).

### **2.4.5.Receiver**

Is the object to whom the message is directed (Stephen, 2005). It acts as an encoder that understands the message, sent by the sender and where information sinks.

### **2.4.6.Feedback**

The final phase where the sender gets its audience and readers response in form of criticism or appreciation. Its very essential to healthy work climate to tills managers how well they have done their job (Robers, 2003).

## **2.5 Direction of internal communication**

Organizational communication takes many direction inside any organization. Bateman, and Robers categorized communication in three different categories as upward, downward, and horizontal (Bateman & Snell, 2004; Robers, 2003).

### **2.5.1.Upward communication**

It is the communication that occurs in an organization from peer to the managerial level and has formal tone included in it.

It can be the feedback of the employee towards the manager about some specific report or task (Robers, 2003).



### **2.5.2. Downward communication**

The communication that takes place from the upper level that is from manager towards its employees and can be in the shape of some orders and instructions that are required to be followed (Andrew & Sharon, 2007).

### **2.5.3. Horizontal communication**

More friendly and informal communication that occurs between the peers of the same organization. It takes place as exchanging ideas amongst each other being the subordinate of that organization (Bateman & Snell, 2004). Others suggest that communication that not related to organization mission its just emotional reaction so its not desirable and affect the group negatively (Robers, 2003).

## **2.6. Organization structure and communication**

Formal communication can easy identified through organization structure. Any change in organization structure in manner that facilitate communication and increase autonomy for employees will also lead to more effective patient care (Andrew & Sharon, 2007).

The researcher think that many employees did not understand the organization structure so they communicate to the wrong person and waste their time and effort. Argent and Forman believes that organization communication has direct impact on the employees work no matter where they located on the organization chart (Argent& Forman, 2002).

Until the last decade the principle of narrow spans of control at to levels of management, slightly wider spans at other levels was widely accepted (Arnold, 1995 and Bellin, 1996). Now a day many have found it necessary to increase their spans of control. As a result many organization have reduced the number of administration level in the organization (Clamptti, 2005). This lead to increase the number of employees they reporting and communicating with the same manager.

## **2.7 Key principles of effective internal organizational communication**

Internal communication is one of those function that everyone think they can do well, without communication skills its become complex and challenging (Smith, 2008). Mc

Nmara state that unless management comprehends and fully supports the premise that organizations must have high degrees of communications like people needing lots of water, the organization will remain stilted (Mc Namara, 2008). In my opinion management understand the need for communication by responding to the lack of it. Effective internal communications start with effective skills in communications, including basic skills in listening, speaking, questioning and sharing feedback (Stephen, R. 2005). Puntillo, state that when the communication clear, constructive and practice is truly collaborative the care providers and the care givers will be satisfied (Puntillo& Mc Adam, 2006 ).

Emotional support and mutual respect is important to the effectiveness of the internal communication. Emotional support from colleagues is likely to buffer the effects of emotional damages and exhaustion (Chrisopoulos et al, 2010). Human beings are genetically programmed to look for facial and behavioral cues and to quickly understand their meaning, we see someone gesture and automatically make a judgment about the intention of that gesture (Goman, 2008).

## **2.8 Internal communication departments**

Internal communication helps employees to understand the organization vision, values and culture. It may involve staff members in issues that affect working life and keeps staff informed on important decisions taken by management (Andrew & Sharon, 2007).

The internal communications department should be responsible for developing and maintaining a number of channels that allow effective communication to take place across the business. Smith state that the main role of the internal communications department is to bring together an organization that had been operated as collection of disparate business or services (Smith, 2008). This can help PRCS to control over and coordinate its different services which distributed at all Gaza Governorates.

Channels of the internal communications was concentrated onto a newly created intranet and include, Intranet Web site (Smith, 2008).

An informal session where employees can listen to and talk with the organizational representative such as a managing director, in form of a town meeting or breakfast, conference calls , employee television channel, internal newsletters, other printed, tangible,

E-mail, team briefing sessions, message boards, personal or group meetings, virtual meetings, communications packs for line managers (Robers, 2003 ; Stephen, 2005).

## **2.9 Managerial communication approaches**

The new spirit of business must be marked by efficient managerial communication. To build, to develop and to run business means, first of all to communicate, to transmit information, opinions and decisions and, at the same time, to receive answers (Camellia, 2008). In 2005 Clampitt lists three approaches managers use to communicate with their employees, Arrow approach, Circuit approach and Dance approach (Clampitt, 2005). Arrow approach Communications are carefully constructed and aimed at a target audience. It assumes the more accurate the message, the clearer the understanding of the recipient (Camellia, 2008). Problems arise when it is taken for granted that information is mostly transmitted by words and that recipients are passive receptors.

Circuit approach Communications is achieved with positive relationships and job satisfaction of employees through understanding and discussion (Clampitt, 2005). It assumes that communicating is grounded in mutual understanding (Camellia, 2008). Problems arise because of the myopic view that understanding will lead to agreement and that this understanding should be the sole goal of communications. Bell in 2006 advised the managers to keep communication open, keep your word, tell people everything you know, if you don't know, tell them you will find out if you know and can't tell them, tell them you can't tell them, and tell them why (Bell, 2006).

Dance approach communications are achieved through complex combination of the practice, understanding and intuition (Camellia, 2008 ; Clampitt, 2005).

## **2.10 The importance of nonverbal communication**

For instance, it's not always just what you say, it's also how you say it taking into account your eyes (Hoffman, 2000). Others think that your posture, your overall body language, even your appearance at the time the communication is exchanged, and the voice in which you offer the exchange. In verbal communication, an active dialogue is engaged with the use of words. At the same time, however, non-verbal communication takes place, relying on nonverbal cues, such as gestures, eye contact, facial expressions, even clothing and personal space ( Stephen, 2005).

Nonverbal cues are very powerful, making it crucial that you pay attention to your actions, as well as the nonverbal cues of those around you. If during your meeting, participants begin to doodle or chat amongst themselves, they are no longer paying attention to you, your message has become boring or your delivery is no longer engaging (Camellia, 2008).

While eye contact, facial expressions, posture, gestures, clothing and space are obvious nonverbal communication cues, others strongly influence interpretation of messages, including how the message is delivered (Goman, 2008). This means paying close attention to your tone of voice, even your voice's overall loudness and its pitch, all nonverbal communication is influenced by our cultural (Goman, 2008 and Stephen, 2005). The meaning of nonverbal cues are differ from area to area, country to other country and from culture to other culture as well as subculture that related to main culture (Samover et al, 2009). Be mindful of your own nonverbal cues, as well as the nonverbal cues of those around you, keep your messages short and concise. This means preparing in advance whenever possible, and for the impromptu meeting, it means thinking before you speak.

## **2.11 Perception of communication**

Andrew was define perception as the capacity to be aware of objects and discriminate between them (Andrew& Sharon, 2007). It is also the mental organization and interpretation of sensory information. The definitions of perception reflects the differences in the way in which people process data, perception is critical part in communication. Group conflict may reflects the differences in perception among the group (Riley, 2008). It will be harder to understand and predict the behavior of colleagues and clients whose perception and judgment preferences differ from our own.

## **2.12 Factors that may influence the perception of communication among PRCS employees**

### **2.12.1. Personal factors**

The perceiving process is quite different according to personal factors, its important to every employee to understand his preferred way of perceiving and try to discover his

colleagues way of perceiving. Perceiving also includes becoming aware of things, people, occurrences, and idea (Riley, 2008). Age, gender, level of experience, job title, education, political affiliation, all these personal factors are expected to influence perception of communication among PRCS employees. Other researchers like Riley and Samovar argues that cultural background, ethnicity, religion, language and color are greatly influencing the communication (Riley, 2008; Samover et al, 2009). The researcher think that these factors will not affect PRCS employees communication, this because there is no actual differences in cultural background, ethnicity, religion, language and color, in addition the PRCS employees are expected to not only understand but also they should respect the differences in the perception of the communication, with this understanding and respecting they can avoid misunderstanding of each others.

Abu Riala found that the youngest nurses shows higher level of perception than the older nurse (Abu Riala, 2006).

Level of experience can influence perception of communication among PRCS employees, the expert employee can build his or her perception upon the past experience and learn from his old mistakes. Education is greatly impact the perception of communication. However, Abu Riala found that all upgrading programs were not useful in improving the communication among Gaza nurses and about 65% were prefer to work with the same qualified co-worker (Abu Riala, 2006). Employees are differently perceive their different job titles, as well as they differently perceive the same job title, this affect their perception of communication at work.

### **2.12.2.Organizational factors**

Organizational factors strongly affects communication inside any organization, these factors include organizational culture, organizational structure communication infrastructure, Organizational culture is difficult to express clearly, but every employee inside the organization has his own sins of the organization culture. It comprised of the assumptions, values, norms and tangible signs of organization members and their behaviors (McNamara, 2000). This includes also the communication process inside the organization as significant part of it own culture, many organizations try to change the strategy to fit the culture.

lack of understanding about the strong role of culture and the role it plays in organizations can complicate the communication and create misunderstanding (McNamara, 2000).

Organizational policy is a broad guideline for decision making that links the formulation of a strategy with its implementation (Wheelen, 2006). The PRCS provides a written communication guideline for every EMS to ease and improve the frequency of internal communication. Organizational structure follows the strategy, if the current structure does not easily support the communication strategy top management should decide about if structural need to be change to a more advance structure. Communication infrastructure is an essential part in the communication process, the nature of the work it self is differ from location to other location inside the PRCS, the most equipped and well prepared communication infra structure found in the EMS like direct telephone, mobile communication that available any time, wireless communication that connect all EMT together and it use full to exchange information, direction, orders and prevents duplication in work and location.

### **2.13 Effective communication skills**

Bolton in 1986 in his famous book (People Skills) provides clear description of communication skills that used to create understanding and improve communication. Many communication authors and researchers still using this book as a reference when talking about communication skills.

#### **2.13.1. Effective listening**

Some experts say that we only can listen effectively from one third to two third of time, whatever the ratio, each of us can recognize that when we listen for along time without reflection, responding and show respecting we become poor listener and lose the speaker.

Bolton summarized effective listening skills as, avoid interruption, show respect and interest to the senders, use reflection, ask questions, non verbal should be congruent with verbal communication, to be effective listeners we should not think we are listening when we are not, never give any conclusions before someone finishes a sentence (Bolton, 1986).

#### **2.13.2. Appropriate self-disclosure**

Self disclosure means to open up our self to others, determining the time when you talk about personal information (Bolton, 1986). Would you tell all your secrets to a stranger or wait until you knew them better?

### **2.13.3.Audience understanding**

Understanding of other person's point of view is so important, when discussing other you should give yourself the chance to see the situation from their eyes, you might understand better and be able to assist better (Riley, 2008).

### **2.13.4.clear perception**

people perceives things differently and the same situation has different perception (Bolton, 1986; Riley, 2008). It is important to get in the other point of view to have accurate perception of the situation, and to understand how this situation might perceived by other, taking in consideration the factors that affect the perception.

### **2.13.5.Awareness of communication**

Being aware of who is sending the message, who is receiving, what the message is and the channels used is vital to understanding correctly, pay Attention to the signals, use all the senses to listen (Bolton, 1986). Camellia argues that some messages are mixed messages which include verbal and non-verbal cues, these cues might be missed if attention isn't paid to the message (Camellia, 2008).

## **2.14 Effective verbal and nonverbal messages**

A good communicator show respect and understanding of the situation, as well as establish credibility and present it with good reasoning and evidence (Camellia, 2008). Language allows us to go where we need to go in communication, it's like a map. It isn't as important to know it as it is to know how to use it correctly. Words seldom capture all there is to say, A caring touch, a caring look or other nonverbal cues say a lot, these things can reinforce messages and create sincerity (Riley, 2008).

Effective verbal and nonverbal messages were summarized by Bolton as the following rate is how fast or slowly you speak, Pitch this is how high or low you speak on a musical scale, Rhythm is the use of pauses that create rhythm in your speech, volume this is how loud or soft you speak, tone means how happy or sad or exited your voice sounds, quality is the texture of the voice, such as husky, breathy and melodious (Bolton, 1986).

When talking about Kinesics it is important to monitor your body language, gestures, eyes, facial expression, and posture (Riley, 2008; Bolton, 1986). look like a confident person. Remember that clothes and objects communicate, and understand that your perception telling you about the person (Camellia, 2008; Bolton, 1986).

Environmental factors such as climate, formality, privacy, comfort includes arrangement of furniture, color, mood, and warmth. Listen to what is not said, watch for deviations from known norms, pay attention and look for signs of unusual behavior(McNamara, 2000). In addition you need to ask your self the following questions. How does gloomy weather make you feel? What about a comfortable chair or uncomfortable desk? What about a blue wall? What about an orange and red room?

### **2.15 Interpersonal communication skills**

The ability to use verbal and nonverbal communication to convey understood information the most frequent communication method being used at work face to face or person to person, known as interpersonal communication (Riley, 2008). More advanced employees communication via email, newsletters, phone messages, presentations and meetings became more popular and preferable in the most of organizations (Camellia, 2008). Whatever the type of communication being used it cant successes without skills.

The first step to establish relationship is nonverbal communication, so we must consider the appearance , body movement, space during communication, and paralanguage, we can send involuntary messages through the appearance, voice, personal space, color, facial expression and symbols. During the communication between the employees it is important to show interest, honesty, acceptance, and respect, in some studies they described it as psychological skills (Bolton, 1986).

### **2.16 Improving communication skills**

Egan, G. proposed many advices before the beginning of any verbal communication, Because gestures can both compliment and contradict your message, be mindful of these, eye contact is an important step in sending and receiving messages, Posture can also be used to more effectively communicate your message, eye contact can be a signal of interest, a signal of recognition, even a sign of honesty and credibility, closely linked to eye contact and facial expressions, which can reflect attitudes and emotions, clothing is



important, by dressing for your job you show respect for the values and conventions of your organization, be mindful of people's personal space when communicating, do not invade their personal space by getting too close and do not confuse communications by trying to exchange messages from too far away (Egan, G. 2002). An important function of communication is to transmit message from one person to another, but the real purpose is to create meaning. No matter how well you have succeeded at creating and clarifying the organization's direction, and at aligning the organization and its resources to its purpose, vision, and values, your job isn't finished you need to sell the message to the rest of the organization and what ever other audiences need to hear it, to sell the message, you need to target your audiences and you need to manage the change process (Bell, 2006).

## **2.17 Listening**

Listening more to meaning than to words, in true listening we reach behind the words, its importance can be gauged by fact that we spend more time listening than any other thing else. Listening is a combination of hearing that another person says and involvement with the person who is talking. Our ability to listening directly influence our friend ship, our family relation ship and our effectiveness at work.

Bolton summarized the listening skills in three skill clusters, attending, following and reflecting skills (Bolton, 1986).

## **2.18 Four skills in the reflecting listening**

### **2.18.1. Paraphrasing**

Is the concise response to speaker, which states the essence of others content in the listener own words, the concise paraphrasing is very important, because some times the paraphrasing is even longer than the speakers messages, the effective listener learn to condense the response, an effective paraphrasing reflects only the essentials speakers message and focuses on the heart of the matters, through paraphrasing the good listener develop sense to what is central in the speakers message and mirrors that focuses on the content of the speakers message.

### **2.18.2. Reflecting feeling**

Listeners frequently missing many of emotional dimensions of conversation, there is a tendency to rivet attention on content than focus is more in fact than feeling .

When listening doesn't encourage disclosures of feeling we tend to miss the speakers personal reaction to event like frustration, anger and grief (Bolton, 1986).

We missing the uniqueness of the other persons when we have a low level of awareness of the other persons emotions. This could be avoided by the following steps focus on the feeling words, note the general content of the message, observe the body language, think about the speaker experience.

### **2.18.3. Reflecting meaning**

When we have reflection of the meaning both feeling and facts joined together, this helps to under stand the factual content of the message. Reflecting meaning should used with combination with other response such as reflecting of content, minimal encourages to take and active silence (McNamara, 2000). The reflection of meaning is appropriate even though no words are exchange.

### **2.18.4. Summative reflection**

Summative reflection is a brief restatement of the main themes and feeling the speaker expressed over long period of conversation(Bolton, 1986). This mean that the most important fragments have been put together in a meaning full way.

## **2.19 Communication and work achievement**

Communication can affect employees work through influence the attitude toward the work place. Argent and Forman believes that organization communication must answer the following questions, Do you work in an atmosphere of trust or anxiety? Are you confident that the messages you hear about the organization are timely and honest? Are there forums for voicing your concerns and offering your perspectives? (Argent& Forman 2002).

Despite the important of communication at work achievement particularly in multidisciplinary team we still complaining of communication breakdown. Such communication breakdown among the team neither facilitate the development of therapeutic relation ship nor building trust (Stuart& Laraia, 2005).

Awad, S. explore the communication gaps among the surgeon and operating room team, and he used training program to bridging the communication gap in order to improve the operating room outcome (Awad et al, 2005). Abu- Riala found that about 44.5% of Gaza nurses think that the communication problems is not related to personal matter (Abu Riala, 2006).Communication is the mean by which people influence the behavior of others, and thus it is critical to the successful out come of team work. Increase communication can lead to increase collaboration and result in more appropriate care and improve satisfaction (Puntillo& Mc Adam, 2006).

## **2.20 Communication and Organization development**

Organization development is any process or activity, based on the behavioral sciences, that, either initially or over the long term, has the potential to develop in an organizational setting enhanced knowledge, expertise, productivity, satisfaction, income, interpersonal relationships, and other desired outcomes, whether for personal or team gain, or for the benefit of an organization, community, nation, region, or, ultimately the whole of humanity (Mclean, 2006). Communication is the most critical factor that needed in all stages of Organization development process or activity. In every organization there is ongoing complete change in communication which had been hierarchical in approach and structure (Smith, 2008). In this situation communication is the key to the effective management of change (Wheelen, 2006; hunger, 2006). Successful change does not occur if expectations are not communicated in a precise and clear manner (Chambers, 2001).

Egan, using a card-sorting process based on the 27 organization development definitions, identified 10 clusters of dependent variables or desired outcomes (Egan, 2002). Egan did not mentioned communication as a dependent variable this because he consider it as an essential factor in organization development.

## **2.21 Communication and team work**

Team can be define as a group with sense of common goal or task, the pursuit of which requires collaboration and the coordination of the activities of its members who have regular and frequent interaction with one an other (Martin & Henderson 2001).

PRCS is the largest national society in Gaza Strip, which distributed in the five governorates from north to south, its large team include high number of specialty and wide variety of job titles. Because each person has different talents, there is much to be gained by people working together, and accomplishing together what none could do alone (Rivers, 2008).

Team work and work group are very important in order to coordinate work, to share information, to make decisions and to help each member to perform within his or here area of responsibility. Open, clear, and continuous communication can improve team work and promote team coherence, this coherence helps the team to achieve the ultimate goal. Angus, indicate that conflict themes were clearly co elaborated by both client and therapist or service providers such conflict needs mutual support through open communication (Angus, 1996).

Its also important to examine the inter group aspects of communication. We can reduce most of communication problems among team through matching age, gender, and qualification during assignment (Abu Riala, 2006).

Not all PRCS health and humanitarian activities are about individual giving care on one to one basis, team work has always been the key, but some PRCS activities needs multi agency team work. Now multi agency team work is an integral component of effective health delivery (Hyde& Cook, 2004).

## **2.22 Communication and social interaction**

For many employees their work group is a primary source for social interaction, such communication is fundamental mechanism, by which employees show their frustration and feeling of satisfaction. Stephen argue that the emotional expression of feeling and fulfillment of social needs which take place inside the work group need very clear and trustful communication (Stephen, 2005).

The researcher think that such communication in addition to clarity and trust, also it need enough, suitable time and place, specially when taken in personal matter.

According to Gallois, the experience in communication of emotions usually take place in the context of interpersonal relationship (Gallois, 1994). So team leader should maintain high level of interpersonal communication among the team. In 1999 Planalp, has considered communication as individual or interpersonal phenomena (Planalp, 1999).

Because communication is a key constituent of social identity and thus inter group relation. Forgas, has shown that negative mood leads to more negative political and other social judgment (Forgas, 1995). Low level of communication lead to loneliness and distance from friend, lovers, spouses, and children, as well as ineffectiveness at work (Bolton, 1989). high level of interpersonal communication and social interaction among the team helps in stress reduction and increase productivity (Chrisopoulos et al, 2010).

More than eighty five percent of Gaza nurses thinks that social relations were very necessary to strengthen communication among them (Abu Riala, 2006).

Stress is more imposed when the Palestinian think about their basic needs water, food, drugs, power, and others daily requirement. This leads to poor social interaction, limited relation ship, loss of trust, isolation, family violence and affect the relation at work (Kanter, 2009). Acute stress disorder is characterized by panic reactions, mental confusion, dissociation, severe insomnia, suspiciousness, and being unable to manage even basic self care, work, and relationship activities. Some possible mechanisms underlying stressors outcome is the relationship and communication (Chrisopoulos et al, 2010; Yang, et al. 2008).

## **2.23 Communication and culture**

Communication patterns are an important part of every culture. Not every one agrees that culture can change because they are underpinned by care value and believes (Hyde& Cook, 2004). Samovar state that there are models which assume that culture can changed and managed (Samover et al, 2009). Open and trusty relation ship with clear communication are central to manage other culture, in large organization whatever it a national or international organization the cultural differences between employees may found, cultural communication patterns take in particular significance when communication between employees from different cultures take place. The group member not only shape the culture but are also capable of changing the cultural communication patterns of which they are

apart (Hyde& Cook, 2004). The researcher think that no significant differences in cultural communication patterns at PRCS because all employees from the same cultural background.

## **2.24 Communication during conflict**

Conflict is the feeling of disagreement, a real perceived incompatibility of interest, inconsistent world views, or a set of behaviors. In work place conflict just seems to be a fact of life. Conflict is nature part of inter action, when effectively addressed it improve interpersonal relation and promote organization growth (Riley, 2008). We know that we cannot avoid conflict, but we can avoid the feeling of impotent or uncomfortable when we encounter conflict situation, communication itself can cause conflict but also through it conflict could be resolve. But because each person also has different needs and views, there will always be some conflict in living and working with others(Rivers, 2008).

The most type of conflict between employees inside the organization is the conflict about methods, because this type of conflict occurs when there is no absolute standers shared by all parties (Riley, 2008). Misunderstanding, lack of clarity, and discomfort with differences can fuel conflict.

Resolving conflict through communication means to act in such a way that bring acceptable agreement and even pleasuring to both parties. Effective conflict resolution skills can make the differences between positive and negative out come and improve interpersonal relationships (Smith et al, 2001). By understanding more of what goes on in conversations, we can become better team problem solvers and conflict navigators at home or during our work (Rivers, 2008).

Rivers, was summarized the successful communication during conflict resolution as the following:

- Communicate while remaining alert, calm and mange stress, you can accurately read and interpret the verbal and nonverbal messages.
- Communicate your needs without threatening, frightening, or punishing others this need to control your behavior.

- Full attention during communication, verbal and nonverbal communication through it feeling being expressed.
- Respect full communication, this means to respect the differences by avoiding disrespectful words and action (Rivers, 2008).

## **2.25 Communication barriers**

Regardless of how good the communication system in the organization is, unfortunately barriers can often occur, this may be one of the communication facts in all organizations, Communication barriers can usually be summarized as the following

### **2.25.1.Filtering**

Refers to sender manipulating information, so that it will be seen more favorably by the receiver (Stephen, 2005). Bateman define filtering as the process of withholding, ignoring or distorting information (Bateman & Snell, 2004).

Its important to remember that the receiver also filter information, they may fail to recognize an important message, or attending some aspects of the message.

### **2.25.2.Mixed signals and misperception**

The people perception can undermine attempts to communicate, because they don't pay attention to every things going around them, different people attend to different thing and people interpret the same thing in different ways (Stephen, 2005).

If the communication between people from different cultures these problem are magnitude, this type of communication breakdown often occurs clearly when businesses transaction take place between employees from different countries.

To overcome this problem the multinational companies offer suggestions to there employees for communicating effectively with some one who speaks different language.

### **2.25.3. Selective perception**

When the receivers in the communication process selectively see and hear, based on their needs, motivations, experience, background and other personal characteristics (Camellia, 2008). Receiver also project his inters and expectations in the communication as he decode them.

### **2.25.4. Defensiveness**

Employees tend to react in ways that reduce their ability to achieve mutual support and understanding, when they feel that they are being threatened, defensive person may engaging in behaviors such as verbally attacking others and being overly judgmental (Stephen, 2005).

### **2.25.5. Language**

Employees usually come from diverse back ground, therefore have different patterns of speech, the team works together for along time creates specialists who develop their own jargon or technical language. Samovar argues that individuals in each locale will use terms and phrases that are unique to their area (Samover et al, 2009). In Gaza Stripe all people speaks the same language and there is no other language being used than the Arabic language, so the researcher don't think that the PRCS employees view the language as a communication barriers.

### **2.25.6. Cultural differences**

Culture differences are seen in the willingness of individual to share information though and feeling (Riley, 2008). Muslims believes that talking too much is sign of stupidity, and ignorance, people of Asia sharing their feeling and believes only with close friend and family (samovar et al, 2009).

People of Thailand thinks that if you talk a lot you probably don't think a lot , European Americans generally talk loudly in comparison to people from Thailand, Islamic cultures



generally don't approve of any touching between genders even hand shakes. But consider such touching including hand holding, hugs between same-sex to be appropriate. Islamic and Hindu typically don't touch with the left hand USA handshake is common even for strangers, hugs, kisses for those of opposite gender or of family usually on an increasingly more intimate basis. Differences were note between African-Americans and Anglos in USA ( Riley, 2008). Most African Americans touch on greeting but are annoyed if touched on the head (good boy, good girl overtones).

Touching and hand shakes are not accepted between genders among PRCS employees as apart of our culture, female employee can not make free relation with her male colleges particularly out of work but the professional communication is accepted during the work.

#### **2.25.7. Gender as a communication barrier**

Male and female are socialized differently worldwide, and this though are account for differences in behavior. American woman are typically credited to be more expressive and relation ship oriented (Riley, 2008). The majority of gender studies shows that female can communicate better than male especially in coding the emotional messages. But Abu Riala found that there is no significant relation ship between nurses gender and perception of communication among Gaza nurses (Abu Riala, 2006). In Gaza the gender communication is accepted during work as professional communication, but not accepted widely out of work.

The social interaction between male and female colleagues in form of mutual support and social support is still under cultural constrains and control as mentioned earlier. On other hand men are though to be more concerned with gathering information (Riley, 2008).

Michaud and Warner validates the suggestion that consistent gender differences exist in communication styles used at work, particularly in response to trouble take, men are more likely to tell joke or change the subject, but women are more likely to offer sympathy to be supportive (Michaud and Warner, 1997).

#### **2.26 Electronic communication**

Electronic communication includes voice telephone calls, wireless, mobile access to the Internet, high speed data communications, satellite communications, surfing the World Wide Web, fax transmissions, video conferencing and cable, private net work, E-mail,

voice messages, intranets and virtual meeting. there exist advantages and disadvantages of electronic communication as well(Stephen, 2005). In spite of its disadvantages, most of us depend on electronic communication for our everyday work as it has become an integral part of our lives.

### **2.26.1. Advantages of electronic communication**

Electronic communication is not only a new tool but also a new way of communication. This has led to a change in the culture with electronic communication, the recipient receives the message within a few seconds of the sender sending it. The recipient has a chance to read the message anytime, anywhere according to his time, different geographical locations can be connected together through the electronic communication. No restrictions about time and place, people can sit at home and do their office work if the required resources are available (Mina, 2002). The communicated messages can be stored permanently or temporarily on disks or tapes for years or can even be printed and stored in files. Since the communication does not take place via hard copies, money spent for paper, printing and postal deliveries is saved. After the mail is delivered to the receiver, it is placed safely in the hard disk of the receiver's computer, this make it less costly, less disruptive and more efficient than face to face communication or meeting.

### **2.26.2. Disadvantages of electronic communication**

large volume of transmitted data, and fast transmission is. Hence, it becomes difficult for employers and managers to absorb, process and understand it and provide proper feedbacks to their employees. Its difficult to observe the emotional reaction, and providing psychological support during electronic communication.

Confidentiality and privacy are a big issue during electronic communication, so employees can not discussing their social or professional sensitive issues through the electronic communication (Mina, 2002)

## 2.27 Previous studies

Increase communication can lead to increase collaboration and result in more appropriate care and improve satisfaction, this encourage the researchers to understand the factors that affect communication.

Awad, explored in the operating room that poor communication among the surgeons, anesthesiologists, and nurses may lead to adverse events that can compromise patient safety. A survey performed showed low communication ratings from surgeons, anesthesiologists, and operating room nursing staff. The researcher objective was to determine if communication in the operating room could be improved through medical team training and the researcher used training program to bridging the communication gap through learning both surgeons and operating room team the effective communication skills, in order to improve the operating room outcome, a dedicated training session (didactic instruction, interactive participation, role play, training films, and clinical vignettes) was offered to the entire surgical service using crew resource management principles. Attendees also were instructed in the principles of change management, A validated Likert scale survey with questions specific to effective communication was administered to the nurses, anesthesiologists, and surgeons 2 months after the training program to determine the impact on communication. In the end of the study there was a significant increase in the anesthesiologist and surgeon communication composite score after medical team training the surgeons and operating room team became cooperative and more productive (Awad et al, 2005).

Abu Riala, in 2006 conducted a study on Gaza nurses, the sample size was 420 participants selected randomly from all the nurses at Gaza Strip, working in governmental and non governmental organizations, the researcher found that the highest level is gap and challenges of communication (3.518), the study revealed that the age group between 21-32 shows statistically significance differences in perception of communication than other age groups, those who have Master Degree showed the highest level of communication gaps, while those who have tow years diploma showed high level of perception, communication skills and mutual support. The percentage of Gaza nurses getting training courses in communication is about 31% and about 44.5% of Gaza nurses think that the communication problems is not related to personal matter. Abu Riala, recommended to integrate the communication topic in the main nursing curriculum (Abu Riala, 2006).

Puntillo, in California during 2006 conducted study to understand the communication between physicians and nurses as a target for improving end of life care in intensive care unit, this study revealed that the good communication between physicians and nurses improving end of life care in intensive care, in addition to increase communication lead to increase collaboration that can result in more appropriate care and increase satisfaction Puntillo, recommended to improve the communication skills between physicians and nurses by providing communication training (Puntillo& Mc Adam, 2006).

Other study was conducted by Ramadan to describe the status of communication among UNRWA health care providers at Gaza Strip. Sample of 291 health care providers from all Gaza governorates was collected. The researcher found that the knowledge is generally low 25% and perception mean 87.3%, the mean of experience 62.8% the most common gap is to overcoming crowdedness, about 44.2% of UNRWA primary health care provider have no communication tools in their department, and 54% have only telephone while the mobile communication available only in 1.8% of the department. The researcher conclude that there is insignificant relationship between socio-demographic variables and communication skills, the highest mean rank of communication knowledge with years of experience 30-40 years, in addition the highest mean rank of perception of communication knowledge with 10-20 years of experience. (Ramadan, 2010). The researcher also recommended to provide more investments by the UNRWA to improve the communication process.

From the previous studies researcher noted that the studies focused on the same principles that underpin this study with the difference in the way of taking the sample and the different variables of respondents. Subjects in previous studies were mostly of Diplomas and Bachelors holders while in this study. More than 60% of the employees their qualification less than bachelor degree, and 12.3%of the employees their qualification under 3<sup>rd</sup> secondary class. Therefore, the researcher believes that this will have an impact on the results of the study. The researcher also believes that every organization has its own unique structure and culture so it is expected that there will be a special results and recommendation related to PRCS.

**Chapter 3**  
**Methodology**

# **Chapter 3**

## **Methodology**

### **3.1 Overview**

This chapter presents issues and titles which related to methodology used by the researcher to provide answers to the research questions. The chapter contains the following heading, study design, period of study, place of study, study population, sample size and sampling methods, eligibility, validity and reliability, pilot study, ethical consideration, data collection and data analysis.

### **3.2 Study design**

The design of this study is descriptive, analytic, cross sectional one, which is useful for the descriptive purposes to examine the employees perspective about communication at the PRCS. This design was selected by the researcher to get the result in short time and to achieve the study objectives in suitable resources. It is less expensive and easily managed than other design (Sim& wright, 2002).

### **3.3 Period of study**

The study was conducted in the period between January 2010 and November 2010.

### **3.4 Place of study**

The study was carried out in all locations in which PRCS is providing services in all Gaza governorates including two hospitals, Al-Quds hospital and Al-Amal hospital, five emergency and ambulance centers, five community mental health centers and three primary health clinics which distributed in all Gaza governorates, Al-Nur city and Al-Amal city.

### 3.5 Study population

The total population consist of all the 773 PRCS employees. Out of them 646 were fixed term employees, 49 were special annual contract employees, and the remaining 78 were MOH employees they were mandated for work with the PRCS (PRCS administration office, 2010).

### 3.6 Sample size

Sample size was calculated by the statistical program Epiinfo. The total population was 773 PRCS employees, the desired precision was 0.5, with expected prevalence 50% and the desire effect was 1.0, the sample size equal to 260. Other equation was used to confirm the calculation according to (Afana, 1997) the sample size equal to 260. Forty questionnaires were added, the total size of sample became 300 employees.

### 3.7 Sampling methods

According to sample size calculation 300 employees was selected by using a stratified random sampling. Through such random sampling the population was divided into homogeneous subsets called strata (Sim& wright, 2002). The researcher make the stratification according to employees job title. All employees was classified under six main job titles according to PRCS classification. Then the sample was selected randomly according to how much each stratum represents the population as physician 7.24%, nurse 12%, paramedic 16%, EMT 16%, administration 22.2% and worker 26.3%.

Job	Population		Sample	
	Number	Percent	Number	Percent
Physicians	56	7.24	22	7.33
Nurses	93	12	36	12
Paramedics	124	16	48	16
EMT	124	16	48	16
Administrators	172	22.2	67	22.33
Workers	204	26.3	79	26.33
Total	773	100	300	100.0

### **3.8 Eligibility**

#### **3.8.1. Inclusion criteria**

All PRCS employees in Gaza governorates was eligible and included in the study.

#### **3.8.2. Exclusion criteria**

Newly employed of less than one-year experience in PRCS, part time employees, internship, volunteers and employees in long vacation or outside Gaza Strip were excluded from the study.

### **3.9 Ethical consideration**

An official letter was sent from Al Quds university to the general director of PRCS at Gaza Strip in order to get approval. An official approval letter was obtained from the PRCS Administration to conduct the study, in addition to another approval letter was obtained from the Helsinki committee which consider as an ethical committee in Gaza Strip. The researcher was explain the purpose and objectives of the study to all participants. The participation of the study was optional and confidentiality has been given and maintained. Name and personal data will were anonymous.

### **3.10 Data collection**

The data was collected in PRCS departments in all settings at Gaza governorates. After the selection of the participants, the researcher and 15 volunteers explained the purpose and objectives of the study to all participants in the same way . In addition the researcher and 15 volunteers declared and committed to the confidentiality of the study. After the free acceptance, the subjects was asked to participate in the filling questionnaire. The average time of participation in the questionnaire is about 25 minutes.

### **3.11 Questionnaire**

The questionnaire was a self report, high concern was given to be clear, easy language and it was formulated in Arabic language. The questionnaire was reviewed by a panel of 10



experts (Annex7) to evaluate it from face and content validity and then the questionnaire translated into English language, on other hand reliability was tested by the pilot study.

The questionnaire was divided into five parts with a total of one hundred questions. The first part contained 11 questions that covered the personal demographic data. The second part contained 17 questions (12-28) that covered knowledge about communication. The third part contained 17 questions (29-45) that covered the perception of communication. The fourth part contained 22 questions (46-67) that covered the skills and practice of communication. The communication tools and gaps were covered in the fifth part which contained 32 questions (68-100). The last two question of this part reflect the PRCS employees opinions about communication gaps and the opportunities to improve it.

### 3.12 Statistical Analysis

Statistical package of social science (SPSS) was used by the researcher for data coding, entry and analysis. The researcher used the (SPSS version 15) program for data entry, data cleaning, frequencies and cross tabulation to evaluate the results of the study. The researcher was examined both personal and organizational variables as independent variables "age, sex, address, marital status, number of family members, monthly salary, education, years of experience, work setting, job as recorded in the society, job description." in relation to perception of communication as a dependent variable, in this study the researcher used the following statistical tools:

- Cronbach's alpha for reliability statistics
- Spearman rank correlation for validity
- Frequency and descriptive analysis
- Nonparametric tests (Sign test, Mann-Whitney test, and Kruskal-Wallis test)

Sign test was used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale).

<b>Item</b>	<i>Strongly agree</i>	<i>Agree</i>	<i>Hesitant</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<b>Scale</b>	5	4	3	2	1

If the P-value (Sig.) is smaller than or equal to the level of significance,  $\alpha = 0.05$ , then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance,  $\alpha = 0.05$  then the mean a paragraph is insignificantly different from a hypothesized value3.

Mann-Whitney test was used to examine if there is a statistical significant difference between two means among the respondents toward the employees perspectives about communication at the PRCS due to sociodemographic variables such as gender and marital status.

Kruskal-Wallis test was used to examine if there is a statistical significant difference between several means among the respondents toward the employees perspectives about communication at the PRCS due to sociodemographic and organizational variables.

### **3.13 Validity of the questionnaire**

Data are said to be valid when represent what they purport to represent and meaningful inferences can therefore be drawn from them As cited in (Sim & wright, 2002).

Statistical validity is used to evaluate instrument validity, which include criterion-related validity and construct validity. Validity refers to the degree to which an instrument measures what it is supposed to be measuring (Pilot & Hungler, 1985). Validity has a number of different aspects and assessment approaches.

The questionnaire was written in Arabic language by clear easy font to be understood by all PRCS employees with different qualifications. Papers with the highest quality was properly arranged in order to ensure face validity. After constructing, the questionnaire was submitted to 10 experts to evaluate it ability to achieve the research objectives, to get the feedback and comments. Such comments was taken into consideration.

#### **3.13.1.Statistical validity of the questionnaire**

To ensure the validity of the questionnaire, two statistical tests were applied. The first test is Criterion-related validity test (Spearman test) which measure the correlation coefficient between each paragraph in one field and the whole field. The second test is structure

validity test (Spearman test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale.

### **3.13.2. Internal Validity**

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field (Annex 8).

### **3.13.3. Structure Validity of the Questionnaire**

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale ( Table 3.1).

## **3.14 Reliability of the Research**

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger,1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The reliability of scale questions was tested immediately after data cleaning and it was improved by standardization of the instrument and its implementation, design of questionnaire manual and data re-entry.

### **Cronbach's Coefficient Alpha**

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire ( Table 3.2).

Split Half Method:

This method measures the relationship between the odd and even paragraphs (Annex 9).

### 3.15 Pilot study

To test the appropriateness of data collection instrument, and standardize the suitable way for data collection, the researcher was conduct a pilot study concerning the instrument, consists of 30 questionnaires to get a clear feedback. The participants were selected randomly from all PRCS centers includes all types of employees physician, nurse, paramedic, EMT, administration, and worker. The employees whom participate in the pilot study were excluded from the study sample. It was helped in estimation of the time needed to answer the questionnaire, then many changes were applied and the questionnaire was finalized.

#### 3.15.1. Structure Validity of each dimension and the whole of questionnaire

Table (3.1): Correlation coefficient of each dimension and the whole questionnaire

No.	dimension	Spearman Correlation Coefficient	P-Value (Sig.)
1.	Knowledge	0.679	0.000*
2.	Perception	0.721	0.000*
3.	Skills and practice	0.690	0.000*
4.	Communication gaps	0.550	0.000*

\* Correlation is significant at the 0.05 level

Table (3.1) clarifies the correlation coefficient for each filed and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at  $\alpha = 0.05$ , so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study

### 3.15.2. Reliability Statistics

Table (3.2): Cronbach's Alpha for each dimension of the questionnaire and the entire questionnaire

No.	Field	Cronbach's Alpha
1.	Knowledge	0.721
2.	Perception	0.744
3.	Skills and practice	0.812
4.	Communication gaps	0.834
5.	Total	0.864

Table (3.2) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.721 and 0.834. This range is considered high, the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.864 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire

### 3.16 Response rate

From the total of 300 subjects, 265 subjects had responded and gave answers, four questionnaires were discarded and 261 were accepted, the response rate was 87%.

### 3.17 Limitations of the study

The limitations of the present study was.

- Shortage in references, texts and relevant articles.
- Inability to carry it as census study.

## **CHAPTER FOUR**

### **Result and discussion**

## **4.1 Introduction**

This chapter presenting the results and the findings according to the descriptive analyses of the study. The researcher was discuss the results and the finding of the analysis in relation to research objectives, and to answer the research questions. Also the researcher gives interpretation of the descriptive statistical analyses of the study finding.

In addition the researcher makes comparison with others local and global studies, at the end of this chapter the researcher suggest recommendations that might help in improving the PRCS communication.

## **4.2 Data Measurement**

In order to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there are an appropriate methods that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order.

### 4.3 Characteristic of study population

Table (4.1): shows sociodemographic variables

Variable	Subject	Number	Percent
Job	Physician	20	7.7
	Nurses	30	11.5
	Paramedic	40	15.3
	EMT	41	15.7
	Administrators	60	23.0
	Workers	70	26.8
	Total	261	100.0
Gender	Male	181	69.3
	Female	80	30.7
Age	<25 years	10	3.8
	25-<30 years	40	15.3
	30-<35 years	69	26.4
	35-<40 years	65	24.9
	41-<45 years	49	18.8
	45-<50 years	18	6.9
	50+ years	10	3.8
Marital status	Married	222	85
	Unmarried	39	15
Number of FamilyMembers	0-4	94	36.7
	5-9	146	57.0
	10-14	16	6.3
Monthly Salary	<=1000 NIS	15	6.0
	1100-1500 NIS	88	35.3
	1600-2000 NIS	96	38.6
	2100-3000 NIS	22	8.8
	3100-5000 NIS	28	11.2
	Total	249	100.0
Education	Under 3rd Secondary	32	12.3
	3 <sup>rd</sup> Secondary Class	60	23.0
	Diploma	72	27.6
	Bachelor's	92	35.2
	Master /PhD	5	1.9
Years of Experience	1-5 years	37	14.3
	6-10 years	88	34.1
	11-15 years	108	41.9
	15+ years	25	9.7
	Total	258	100.0
Work Setting	Al-Quds Hosp.	69	26.4
	EMS	42	16.1
	Al-Nur city	20	7.7
	Al- Amal city	33	12.6
	Rehabilitation &College of Ability development	9	3.4
	Psychology center& PHC	14	5.3
	Al-Amal Hosp.	74	28.4



#### 4.3.2. Gender:

The result of gender distribution shows that the male percentage 69.3% while the female percentage is 30.7%. This reflect that policy makers supporting women empowerment and gender respect in the Palestinian society, and giving equal opportunity in work field for the female. This may also related to decrease cultural constrains and barriers that facing female employment in Gaza Strip.

#### 4.3.3. Age:

Age ranges between 21 and 53 years, with mean 35.39 years and standard deviation 6.81. This distribution reflect the fact that the Palestinian population is young population and this need planning for improving infrastructure to meet the needs of the coming generations. The largest portion of the PRCS employees age from 30-35 years old. 3.8% of the study population are more than 50 years old that mean they will retired after less than 10 years. On the other hand the age group less than 25 years old represent the same percentage 3.8% which reflect balance between retirement and employment.

Table (4.2): Distribution of study population according to age.

Age	Frequency	Percent
<25 years	10	3.8
25-<30 years	40	15.3
30-<35 years	69	26.4
35-<40 years	65	24.9
40-<45 years	49	18.8
45-<50 years	18	6.9
50+ years	10	3.8
Total	261	100.0

#### 4.3.4. Marital status:

The frequency distribution shows that the majority of the study population is married 85% This result reflect the Palestinian direction toward early marriage as apart of Islamic and Palestinian culture. The median age at first marriage for male about 24 years, while for female is about 19 years old (PCBS. 2007). The percentage of single employees is about 12.3% most of them newly employed by PRCS.

#### 4.3.5. Family size:

Number of family members ranges between 1 and 14, with mean 5.31 and standard deviation 2.62.

Table (4.3): Distribution of study population according to family size.

Number of Family Members	Frequency	Percent
1-4	94	36.7
5-9	146	57.0
10-14	16	6.3
Total	256	100.0

About 57% of the participant had a family members between 5-9 this is congruent with The Palestinian central bureau of statistics and UNRWA reports.

#### 4.3.1. Job title:

The job title was divided into six group, first physician includes all general practitioner, specialist, dental surgeons, pharmacists. Second group was nurses, includes practical nurses , staff nurses, operation room technician, midwives. Third group was the paramedic includes laboratory technicians, X ray technicians, pharmacists assistance, physiotherapists. The fourth group was Emergency Medical Technicians EMT includes all persons who qualified to work in emergency medical service. The fifth group was administrators all employees who work in administration and related field. The last group was worker includes all employees who are not located in the previous groups.

Table(4.4): Distribution of study population according to job.

Job	Frequency	Percent
Physicians	20	7.7
Nurses	30	11.5
Paramedics	40	15.3
EMT	41	15.7
Administrators	60	23.0
Workers	70	26.8
Total	261	100.0

The table shows that the physician were 7.7% the least job, this may related to physician preference to work in the governmental or UNRWA than the other NGOs, and the physicians working in PRCS most of them not fixed term employees, they almost part time

employees, 11.5% were nurses, 15.3 were paramedics, 15.7% were EMT, 23% were administrators, workers were 26.8% the largest portion of PRCS employees. Because the society conducting many programs other than health care provision and they are fixed term employees.

#### 4.3.6. Monthly income(NIS):

monthly salary ranges between 900 and 4,500 NIS, with mean 1833.13 NIS and standard deviation 691.20, in addition, 79.3% of PRCS employees their salary less than 2000 NIS This need more attention because the Palestinian consumer price index was increased about 30% during the last 6 years, and in September 2010 it raised about 1.39% (PCBS. 2010). There is an urgent need to confronting and balancing this gap.

Table (4.5): Distribution of study population according to monthly salary

Monthly Salary	Frequency	Percent
<=1000 NIS	15	6.0
1001-1500 NIS	88	35.3
1501-2000 NIS	96	38.6
2001-3000 NIS	22	8.8
More than 3000 NIS	28	11.2
Total	249	100.0

#### 4.3.7. Level of qualification:

Table (4.6) shows that Bachelor's degree is the largest qualification between PRCS employees. The number of Master and PhD degree is very little in comparison with the governmental and UNRWA. The PRCS administration may think to provide motivation to employees to improve their qualification.

Table (4.6): Distribution of study population according to the level of qualification.

Education	Frequency	Percent
Under 3rd Secondary Class	32	12.3
3 <sup>rd</sup> Secondary Class	60	23.0
Two-Years Post-Secondary Diploma	72	27.6
Bachelor's Degree.	92	35.2
Master Degree/PhD	5	1.9
Total	261	100.0

#### 4.3.8. Years of Experience:

Years of experience ranges between one year and 30 years, with mean 9.37 years and standard deviation 4.70 years.

Table (4.7): Distribution of study population according to years of experience

Years of Experience	Frequency	Percent
1-<5 years	37	14.3
5-<10 years	88	34.1
10-<15 years	108	41.9
15+ years	25	9.7
Total	258	100.0

The mean of the years of experience relatively low this may related to short history of PRCS at Gaza as discussed in PRSC background in literature review.

Also, it may related to rapid shifting of the employees to the governmental or other NGOs sectors.

#### 4.3.9. Work Setting:

Table (4.8): Distribution of study population according to work setting

Work Setting	Frequency	Percent
Al-Quds Hospital	69	26.4
Al-Amal Hospital	74	28.4
Ambulance & Emergency	42	16.1
Al-Nur city	20	7.7
Al-Amal city	33	12.6
Rehabilitation & College of Ability development	9	3.4
Psychology center	9	3.4
primary health care	5	1.9
Total	261	100.0

The highest percentage of PRCS employees are working in Al-Amal hospital 28.4%. This hospital was the starting point of PRCS at Gaza strip, and as a hospital it needs wide variety of workers and professionals. The number of employees in Rehabilitation

&College of Ability development is small reflecting the fact that most of them were excluded from the study because they were in long vacation during data collection period.

#### **4.3.10. Residency place:**

Table (4.9) Distribution of study population according to residency place

residency place	Frequency	Percent
North Governorate	27	10.3
Gaza Governorate	41	15.7
Middle Governorate	53	20.3
Khan Younis Governorate	103	39.5
Rafah Governorate	37	14.2
Total	261	100.0

This table shows the distribution of PRCS employees according to their residency. The highest percentage of PRCS employees from Khan Younis governorate, this related to geographical location of Al Amal city and Al Amal hospital. The north governorate is the least frequency 10% of the PRCS employees resident in the north governorate.

#### 4.4 Data analysis

To identify the perception and knowledge about communication among PRCS employees at Gaza governorates.

##### 4.4.1. Knowledge:

Questions about knowledge of communication from Q12-Q28. The following table describe the statistical significance of PRCS answers about knowledge of communication.

Table (4.10a): Means and Test values for Knowledge

No	Questions	Mean	Sign test value	P-value (Sig.)	Rank
Q12	I think I have sufficient knowledge about communication.	4.00	12.4	0.000*	9
Q13	I recongnize the importance of communication among the society employees.	4.14	14.4	0.000*	4
Q14	I can distinguish between verbal and nonverbal communication.	4.12	14.4	0.000*	6
Q15	I differentiate between formal & informal communication.	4.14	14.5	0.000*	5
Q16	I know the communication forms and their relationship to the organizational structure of the society.	3.81	10.5	0.000*	13
Q17	I understand that successful communication between employees improve the work	3.52	6.7	0.000*	16
Q18	I know the reasons for communication success among colleagues.	4.00	13.7	0.000*	8
Q19	I know the reasons for communication faliure among colleagues.	3.81	11.4	0.000*	13
Q20	I know well the stages of successful communication.	4.00	13.6	0.000*	10

Table (4.10b): Means and Test values for Knowledge

No	Questions	Mean	Sign test value	P-value (Sig.)	Rank
Q21	I think that I need to get a course in communication.	4.00	11.4	0.000*	11
Q22	I try to to follow-up what is update in the field of communication.	3.88	11.0	0.000*	12
Q23	The congruent between movement & sitting give a good impression for colleagues.	4.29	15.3	0.000*	2
Q24	The general appearance of an employee affect commuication.	4.29	14.6	0.000*	3
Q25	Carefull listening is a basic skill for talking with others.	4.46	15.5	0.000*	1
Q26	I know how to write work reports clearly which understood by colleagues.	4.04	13.0	0.000*	7
Q27	Writing report is directly related to communication with colleagues.	3.35	5.6	0.000*	17
Q28	Nonverbal communication is important during communication with colleagues.	3.58	8.5	0.000*	15
	All paragraphs together	<b>3.97</b>	<b>15.9</b>	<b>0.000*</b>	

- The mean is significantly different from 60% middle value 3.

General and simple questions about knowledge were introduced to be understood by the majority of PRCS employees, taking in consideration that more than 60% of the employees their qualification less than bachelor degree, and 12.3% of the employees their qualification under 3<sup>rd</sup> secondary class.

The mean of the field knowledge equals 3.97 (79.3%), sign test-value = 15.9, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3(60%). This mean that 79.3% of PRCS employees have sufficient knowledge about communication. This result is incongruent with Ramadan study which showed that only 25.3% of health care provider in UNRWA PHC have knowledge about communication (Ramadan, 2010). The least mean was Q27, this mean that about 32,9% think that writing report is not relating to employees communication. We conclude that the level PRCS employees knowledge about communication is accepted and its greater than the level of health care provider in UNRWA PHC.

Table describe that 20% of PRCS employees haven't sufficient knowledge about communication, and 82.28 recognizing the importance of communication among the society employees. the majority of PRCS employees distinguish between verbal and nonverbal communication and understand both formal and informal communication. This prevent the misunderstanding and duplication through communication with the right person according to PRCS structure. Eighty percent of PRCS employees knowing the reasons for communication success , this is important to maintain success communication between PRCS employees. Also 76.2% of PRCS employee knows the reasons for communication failure among colleagues, this is important to prevent communication failure between PRCS employees

About 80% thinking that they need to get a course in communication, this need from the PRCS managers to respond to this need through training courses to PRCS employees. also about 77.6% trying to follow-up what is update in the field of communication this is good indicator that the PRCS employees trying to update themselves in the field of communication.



#### 4.4.2. Analysis of Perception:

Questions about perception of communication from Q29-Q45. The following table shows the statistical significance of PRCS answers about Perception of communication.

Table (4.11a): Means and Test values for “Perception”

No	Questions	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Q.29	Talking with colleagues tend to motivate them.	4.18	83.7	15.0	0.000*	10
Q.30	I wish to work within a team their members skillfully deal with each other.	4.36	87.3	15.5	0.000*	1
Q31	I agree upon any proposal improves communication among colleagues.	4.32	86.4	15.2	0.000*	4
Q32	I look for creative ideas to motivate the relationship between colleagues.	4.23	84.5	15.2	0.000*	8
Q33	I wish communication mechanisms to be clearly identified.	4.34	86.7	15.5	0.000*	2
Q34	I appreciate all efforts exerted by the society for increasing communication & for improving personal relationships.	3.92	78.4	11.4	0.000*	12
Q35	I feel happy upon talking with colleagues.	4.32	86.4	15.4	0.000*	5
Q36	I distinguish between professional and interpersonal relationships.	4.33	86.5	15.4	0.000*	3
Q37	I always try to develop my relationships with colleagues.	4.30	86.1	14.8	0.000*	6

- The mean is significantly different from 60% middle value 3.

Table (4.11b): Means and Test values for “Perception”

No	Questions	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Q38	I prefer dealing with colleagues of the same age.	3.38	67.6	3.8	0.000*	16
Q39	I have the desire to deal with the opposite sex.	3.75	74.9	10.0	0.000*	
Q40	I prefer team-work with colleagues.	4.21	84.3	14.7	0.000*	9
Q41	I interact more closely with colleagues from the same job title.	4.02	80.5	11.9	0.000*	11
Q42	I interact more closely with colleagues of the same qualification Level.	3.80	76.1	9.0	0.000*	13
Q43	I don't communicate better with those of the same political affiliation.	2.65	53.0	-3.9	0.000*	17
Q44	My manager's way of communication affects my performance.	3.80	76.0	9.6	0.000*	14
Q45	Communication tools facilitate working between the socity dempartments.	4.27	85.3	14.9	0.000*	7
	<b>All paragraphs together</b>	<b>4.01</b>	<b>80.2</b>	<b>16.1</b>	0.000*	

- The mean is significantly different from 60% middle value 3

The result shows that the mean of the Perception dimension equals 4.01 (80.2%), Test-value = 16.1, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of the perception dimension is significantly greater than the hypothesized value 3(60%). This result give clear judgment about perception of communication among PRCS employees. The result shows that the PRCS employees positively perceive the interpersonal relation ship, team work, they ready to accept any change that improve the communication, the PRCS employees motivate each

other by communication and managerial communication affect their performance. It is important to PRCS administration to understand that the PRCS employees positively perceives any effort from PRCS that improve the communication.

Also they have positive perception toward working with the same qualification level, the same age, the same job title. The research think it is important to make matching between the qualification level and age.

This study is in congruent with Ramadan who found that the mean of the Perception dimension among UNRWA primary health care providers is equals (87.3%) in comparison with PRCS employees (80.2%) (Ramadan, 2010).

In addition to that 84.5% of PRCS employees looking for creative ideas to motivate the relationship between colleagues. The researcher think that the result strongly support the need for identifying clear communication mechanisms between PRCS employees.

respondents agreed that work group is a primary source for social interaction, and it is important to meet the PRCS employees social needs and the PRCS employees have positive perception toward developing their relationships.

In addition, more than 80.5% of PRCS employees interact more closely with colleagues from the same job title, this is congruent with River, when state that the colleagues from the same job have common work, concerns, and sharing same characteristic (Rivers, 2008). So that age should be matched as much as possible among PRCS employees, taking in consideration the newly young employees needs for learning from older employees experience. Also the result revealed that the PRCS employees communicate better with the colleagues from the same political affiliation, the researcher think that this due to political division which should finished as much as earlier. PRCS employees performance affected by the managerial communication, this need from the managers to offer more support and motivation for their subordinate all the time.

#### 4.4.3. Analysis of the PRCS employees skills and practice:

Questions about PRCS employees skills and practice from Q.46-Q.67. The following table shows the statistical significance of PRCS answers about skills and practice.

Table (4.12a): Means and Test values for “Skills and practice”

No	Questions	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Q.46	I prepare a good plan before the process of communication.	4.07	81.5	14.0	0.000*	12
Q.47	I specify the time-limit needed for communication	3.86	77.2	11.8	0.000*	19
Q.48	I choose the proper means of communication, oral or written.	4.08	81.7	14.6	0.000*	10
Q.49	I get the feedback after communicating with colleagues	3.92	78.5	12.9	0.000*	17
Q.50	I give the feedback in proper time.	3.95	78.9	13.5	0.000*	15
Q.51	I set priorities to communicate with colleagues.	3.99	79.8	13.3	0.000*	14
Q.52	I set objectives to communicate with colleagues.	3.93	78.7	12.8	0.000*	16
Q.53	I provide positive atmospheres for colleagues to express their opinions.	4.18	83.7	14.8	0.000*	5
Q.54	I try to overcome communication barriers .	4.07	81.5	14.3	0.000*	12
Q.55	I depend on written correspondance in legal matters.	4.23	84.5	13.5	0.000*	3
Q.56	I can use all communication tools (telephone, fax, e-mail, etc...)	4.08	81.7	12.4	0.000*	10

Table (4.12b): Means and Test values for “skills and practice”

No	Questions	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Q.57	I keep the use of non verbal communication as body language.	3.51	70.3	7.1	0.000*	22
Q.58	I can interpret non verbal communication as body language.	3.66	73.2	9.3	0.000*	21
Q.59	I commit to the administration organizational structure in the legal communication.	4.19	83.8	13.7	0.000*	4
Q.60	I keep a sufficient distance when talking with colleagues.	4.17	83.5	14.2	0.000*	6
Q.61	I choose the proper time & place to discuss private matters.	4.34	86.8	15.4	0.000*	1
Q.62	I avoid speaking loudly with colleagues.	4.27	85.4	14.7	0.000*	2
Q.63	I avoid discussion when it turns to be verbal argument.	4.13	82.7	12.8	0.000*	7
Q.64	I prefer compromises for resolving conflicts between colleagues.	4.08	81.7	12.9	0.000*	9
Q.65	I take enough time to talk with my manager.	3.91	78.2	11.5	0.000*	18
Q.66	I do not hesitate to ask for manager's advice	4.10	81.9	13.0	0.000*	8
Q.67	There are regular meetings with the manager for discussing work issues.	3.81	76.2	10.4	0.000*	20
	<b>All paragraphs together</b>	<b>4.03</b>	<b>80.5</b>	<b>15.9</b>	<b>0.000*</b>	

\* The mean is significantly different from 60% middle value 3

The mean of the field “Skills and practice” equals 4.03 (80.5%), Test-value = 15.9, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3(60%). This result revealed that the PRCS employees make planning before the beginning of the communication process and specify the time-limit needed for communication. This PRCS employees selecting the appropriate means of communication, the researcher think that this selection depends on the employees experience and the proper selection promoting efficient and effective communication. The researcher conclude that feedback after communicating is very important component of the PRCS employees communication, and the PRCS employees setting the priorities when communicate, its critical point because not all the employees have enough time to communicate in all issues at work this due to work overload. Also 78.7% of PRCS employees setting objectives to communicate with colleagues. This is a good issue in order to evaluate if we achieve our objectives at the end of the day or week. More than 81% of PRCS employees can use the electronic communication tools. The researcher think this because the PRCS has good infrastructure so the employees become familiar with this tools.

The researcher conclude that the employees can express the idea at work without constrains and the majority of the employees depends on written documentation in legal matters. More than 70% of PRCS employees using of nonverbal communication as body language, it is natural to use the nonverbal communication and it is used more than the verbal communication during conversation (Riley, 2008). But about 27% of PRCS employees do not understand the nonverbal communication, so they need more training to improve their understanding of nonverbal communication.

The result shows that that the majority of PRCS employees respect the administration organizational structure in the legal communication and promote the privacy that needed when communicating personal issues.

In addition the researcher conclude that the PRCS employees avoid speaking loudly with colleagues, speaking loudly with colleagues is unaccepted in our cultur. About 22% of PRCS employees don't agree that they take enough time to talk with their manager this may related to work overload, but the PRCS manager may give more time to communicate with the subordinate. The result shows that the employees preventing conflict and maintain strong relationship by avoiding discussion when it turns to be verbal argument.

Furthermore the majority of PRCS employees agreed that there are regular meetings with the manager for discussing work issues, the researcher think that the regular meetings for discussing work is a very critical to PRCS employees, it helps team work to solve problems, team involvement, and participation in decision making.

#### 4.4.4. Analysis of communication gaps:

Table (4.13a): Means and Test values for “Communication gaps”

Questions about PRCS employees Communication gaps from Q.68-Q.89. The following table shows the statistical significance of PRCS answers about communication gaps.

No	Questions	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Q.68	I give up some of my rights in order not to anger my manager.	3.23	64.5	2.8	0.003*	6
Q.69	I feel frustrated after talking with my manager.	3.10	61.9	2.6	0.004*	9
Q70	My manager gender affects the way of talking with him.	2.89	57.8	-0.3	0.370	14
Q.71	My Manager's Partisanship affects my relationship with him.	3.15	62.9	2.5	0.007*	8
Q72	I find difficulty in convincing my manager of my point of view.	3.16	63.1	3.2	0.001*	7
Q73	I feel anxious when I talk with my manager.	3.55	71.0	8.3	0.000*	2
Q74	I do not use E-Mail in Work-related Matters.	2.57	51.4	-5.1	0.000*	18
Q.75	Phone is being used in negative way that dealy the work.	3.03	60.7	1.3	0.103	10
Q76	I criticize colleagues directly.	2.69	53.7	-4.2	0.000*	17
Q77	I think the available communication tools need to be developed.	1.82	36.5	-13.4	0.000*	21
Q78	My relationship with colleagues is only within the frame of work.	2.97	59.4	-1.1	0.126	12
Q79	I feel blame for giving orders to an elder colleague.	2.54	50.7	-6.0	0.000*	19



Table (4.13b): Means and Test values for “Communication gaps

No	Questions	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Q80	I prefer to work lonely.	3.47	69.5	7.8	0.000*	4
Q81	I face a problem in dealing with opposite sex.	3.68	73.6	9.7	0.000*	1
Q82	I feel shamed to deal with the opposite sex.	3.52	70.4	8.1	0.000*	3
Q83	The Age of my manager affects the way of talking with him.	2.93	58.7	-0.8	0.219	13
Q84	My relationship with my manager is a business relationship&there is no social relationship between us.	2.84	56.7	-0.8	0.199	15
Q85	I talke with colleagues more than I listen to them	3.36	67.1	5.9	0.000*	5
Q86	Sometimes I misunderstand my colleagues.	2.97	59.4	-0.1	0.444	11
Q87	Multiculturalism cause communication breakdown	2.72	54.3	-3.2	0.001*	16
Q89	I think the communication tools in the society are not sufficient.	2.02	40.5	-11.1	0.000*	20
	<b>All paragraphs together</b>	<b>2.96</b>	<b>59.2</b>	<b>-0.6</b>	<b>0.285</b>	

\*The mean is significantly different from 60% middle value 3

The mean of the field “Communication gaps” equals 2.96 (59.2%), Test-value = -0.6, and P-value=0.285 which is greater than the level of significance  $\alpha = 0.05$ . Then the mean of this field is insignificantly different from the hypothesized value 3(60%). The researcher conclude that the respondents disagreed that the communication infrastructure considered as communication gap and the employees hesitant to consider the manager gender as a communication gap. Also about 48.6% from PRCS employees using E-Mail in work-related matters, so it is not viewed as a communication barrier.

In addition the researcher conclude that the respondents disagreed that direct criticism is a communication gap among PRCS employees. About 40.6% of PRCS employees have relationship with colleagues out of the frame of work, the result shows that the respondents hesitant to consider that the relationship with their managers is a business relationship, this gives an indicator that the PRCS managers need to improve their relation with the subordinates, and they should take in consideration the psychosocial needs to the employees. More than 59% of PRCS employees sometimes misunderstanding their colleagues This proves that the internal communication must be clear, and concise, with simple language.

#### **4.5 Ranking of the Communication gaps according to PRSC employees perspectives**

1. Dealing with opposite gender
2. Anxious when talking with managers
3. Feeling of ashamed to deal with opposite gender
4. Preference to work lonely
5. Taking more than listening
6. Avoiding manager angry
7. Difficulties in convincing the managers
8. Managers political affiliation
9. Frustration after talking with the managers
10. Using the phone in negative way

The most common communication gap among PRCS employees is gender communication 73.6% agree that they are facing communication problems with the opposite sex, and about 70.4 % feel ashamed to deal with the opposite sex. This communication gaps related directly to the culture constrain as close community, The social interaction between male and female colleagues in form of mutual support and social support is still under cultural constrains and control as mentioned earlier. Therefore, any communication courses must be adapted to meet our needs taking in consideration the Palestinian culture. This need more effort from manager specially in the work that need collaboration from both gender to be accomplished.

The other communication gaps among PRCS employees are related to managerial communication includes anxiety when talking with managers, avoiding manager angry, difficulties in convincing the managers and frustration after talking with the managers.

This need from the PRCS managers to apply more effort to improve the communication through regular meetings, open discussions, two ways communication, getting regular feedback and reevaluation of the communication process.

Political affiliation is one of the communication gaps among PRCS employees, but the the was unexpected to be ranked as number 8 of communication gaps, this means that we can work together and respect our political differences as a fact.

This was clear in Ramadan study who showed that political differences viewed as communication gap among UNRWA primary health care providers (Ramadan, 2010).

## 4.6 Research objective analysis

**4.6.1. Research objective:** To assess the most common communication tools being used by PRCS employees.

Table (4.14) communication tools that used by PRCS employees during routine work and during emergency.

Communication tool	Question			
	What is most common communication tool you prefer to use in routine work?		What is the most common communication tool you prefer to use in emergency?	
	Frequency	Percent	Frequency	Percent
Face to face	161	61.7	38	14.6
telephone	45	17.2	61	23.5
wireless	30	11.5	38	14.6
mobile	23	8.8	122	47
written messages	2	0.8	1	0.4
Total	261	100.0	260	100.0

This table shows the communication tools that used by PRCS employees during routine work and during emergency. The result shows that the most communication tool that preferred to use during emergency is the mobile equal 47%, followed by the telephone 23.5%, face to face and wireless the same percentage 14.6%, and the least one is the written messages.

The most communication tool that preferred to be used during routine work is the face to face equal 61.7%, followed by telephone 17.2%. and the least one is the written messages.

#### 4.6.2. Availability of communication tools:

##### Q.89-What are the communication tools in your department?

Table (4.15) : Availability of communication tools in PRCS internal department.

Communication tool	Frequency	Percent
Face to face written messages and telephone.	139	53.3
Face to face ,telephone ,written message and mobile.	91	34.9
Face to face ,telephone ,written message, mobile and wireless communication.	31	11.9
Total	261	100.0

This table shows the communication tools that available in the PRCS department. This give an idea about the PRCS communication infrastructure, the most communication tools present in the department are face to face written messages and telephone (53.3%), followed by face to face ,telephone ,written message and mobile, (34.9%), and Face to face, telephone, written message, mobile and wireless communication, with percentage about (11.9%).

The PRCS communication infrastructure when compared with the UNRWA communication infrastructure we found that the PRCS communication infrastructure is more better, about 44.2% of UNRWA primary health care provider have no communication tools in their department, and 54% have only telephone while the mobile communication available only in 1.8% of the department ( Ramadan, 2010). In addition we found that about 60% of PRCS think that the communication tools in the society are sufficient. We conclude that the PRCS communication infrastructure is sufficient and accepted by the employees.

## 4.7 Analysis of questions 92-98

### 4.7.1. Satisfaction of the current communication level:

Q.92. Dose the current communication level satisfying you?

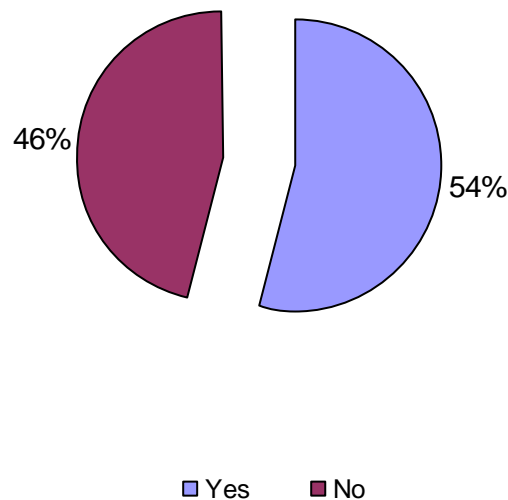


Figure (4.1): distribution of study population according to satisfaction of the current communication level

As depicted in Figure (4.1), about (54%) of subject are satisfying of the current communication level, while (46%) are unsatisfying.

The first step toward improving the communication level among PRCS employees is to understand the employees satisfaction of the current communication, the percentage of unsatisfied employees is large. The researcher think that any organization can decrease the percentage of unsatisfied employees through improving the internal communication by increase awareness, improve knowledge and create understanding between employees and their managers.

#### 4.7.2. Training course regarding communication skills:

Q. 93. I previously get training course regarding communication skills

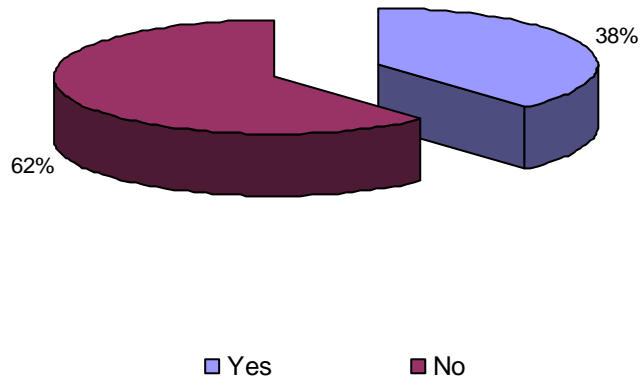


Figure (4.2): distribution of study population by getting training course regarding communication skills.

As depicted in Figure (4.2), about 38% were getting training course regarding communication skills, while, 62% of subjects were not getting training course regarding communication skills.

This result reflect the training of communication is neglected by PRCS managers, or they giving the priority to other training needs. Whatever the cause is, the PRCS mangers can improve the service and collaboration among PRCS employees through improving the status of communication and communication training courses. The percentage of Gaza nurses getting training courses in communication is about 31% ( Abu Riala, 2006). The percentage of UNRWA PHC providers getting training courses in communication is about 19% ( Ramadan, R. 2006).This mean that the PRCS employees they getting training courses in communication is greater than in UNRWA and among Gaza nurses.

#### 4.7.3. Availability of written communication guide:

Q.94. The society provide written guideline for communication process.

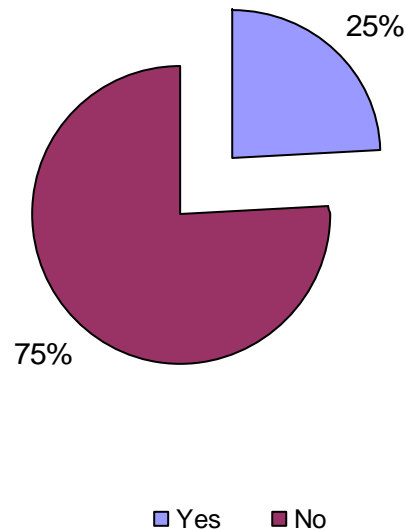


Figure (4.3): distribution of study population by having written guideline for communication process in their department.

As depicted in Figure (4.3), about (25%) of PRCS employees having written guideline for communication process in their department, while about (75%) of PRCS employees without written guideline for communication process in their department, communication guide presents in all emergency medical stations, its simple and easily understood, but in the other department the PRCS don't provide any communication guide.

The written guideline for communication process is important to all PRCS employees to improve the internal communication, create understanding and remove the ambiguity.

It also important for newly employed to understand the formal communication, and prevent misunderstanding and minimize the mistakes.



#### 4.7.4. Conflict between the employee and an other colleague:

Q.95. There was a conflict between me and an other colleague

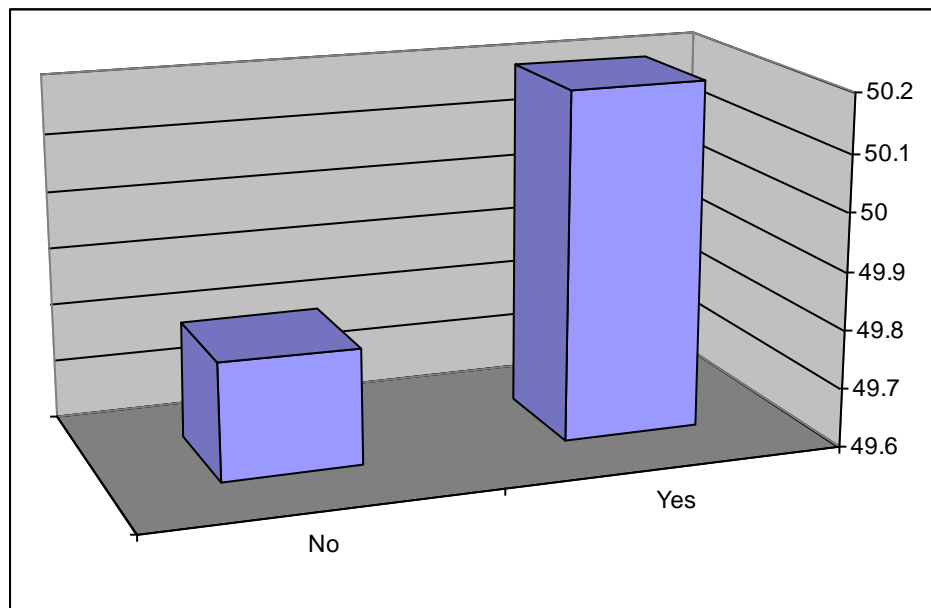


Figure (4.4): distribution of study population by facing a conflict between the employee and an other colleague.

As depicted in Figure (4.4), about 50.2% of PRCS employees were facing a conflict with other colleague, while about 49.8% were not facing a conflict with other colleague.

The result shows that more than half of PRCS employees were experienced conflict at work, this result is not differ from the result that found by Abu Riala, he found that about 53.8% of Gaza nurses experienced conflict between the nurses them self (Abu Riala, 2006). Ramadan also found that about 72% of UNRWA HCPs experienced interpersonal problems( Ramadan, 2010).

This is normal as was justified by Rivers because each person also has different needs and views, there will always be some conflict in living and working with others (Rivers, 2008)

#### 4.7.5. Altercation that occurred between colleagues:

Q.96. I have witnessed an altercation occurred between colleagues

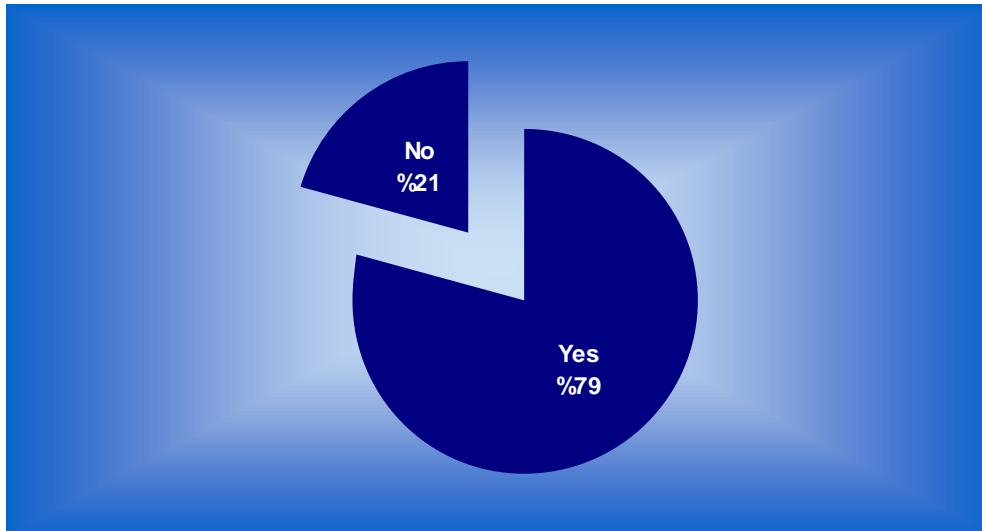


Figure (4.5): distribution of study population by witnessing an altercation that occurred between colleagues.

As depicted in Figure (4.5) about 79% of PRCS employees are witnessing an altercation that occurred between colleagues, while about 21% are never witnessing an altercation that occurred between colleagues.

This need more studies to understand the roots of such problems. We can reduce most of communication problems among team through matching age, gender, and qualification during assignment (Abu Riala, 2006).

#### 4.7.6. Realizing communication gaps:

Q.97. I realize that there are gaps in communication

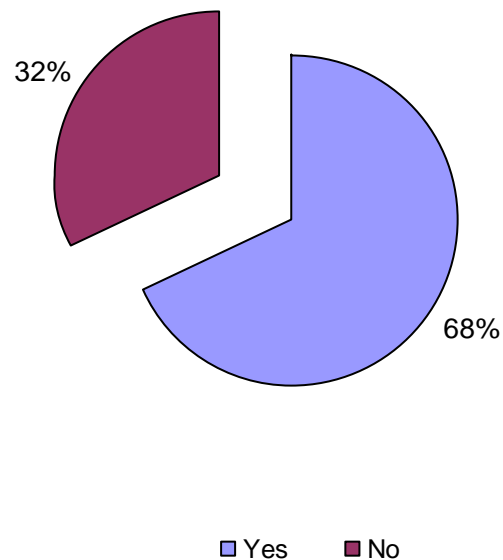


Figure (4.6): distribution of study population by realizing that there are gaps in communication

As depicted in Figure (4.6) about (68%) of PRCS employees realizing that there are gaps in communication, while about (32%) of PRCS employees don't realize that there are gaps in communication.

This result gives us a strong indicator that the PRCS employees are ready to accept any change to bridge these communication gaps because they realize it, also the PRCS employees may support any managerial decision to overcome these communication gaps.

#### 4.7.7. PRCS administration concern to develop the communication process:

Q.98.I think that the PRCS administration gives high concern to develop the communication process.

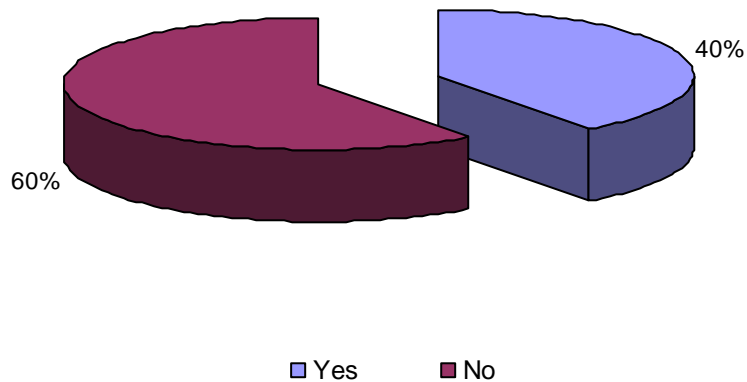


Figure (4.7): distribution of study population by thinking that the PRCS administration gives high concern to develop the communication process.

As depicted in Figure (4.7) about (40%) of PRCS employees are thinking that the PRCS administration gives high concern to develop the communication process, their justification that the PRCS administration offered many training programs regarding communication and the continuous improving and maintenance of communication infrastructure. while about (60%) of PRCS employees are not thinking that the PRCS administration gives high concern to develop the communication process. The researcher think this due to untouchable improvement in communication process particularly the managerial communication.

This indicate that PRCS employees have weak perception that the mangers give high concern to develop the communication process, so they need to take real steps toward improving the work environment to facilitate and improve the communication process.

## **4.8 Finding of open questions**

This part of the questionnaire contains two open ended questions. The PRCS employees were gave large number of answers, and they seriously participated in ideas and opinions that reflect their own perception and experience in communication.

The researcher make ranking of the relevant answers and ranking to most repeated answers to represent the PRCS employees answers honestly.

### **4.8.1.In response to question (99) Mention the most common communication gaps between employees?**

- Differences in age, gender, qualifications among employees
- Weak social and personal relationship, low motivation, unsatisfying communication process.
- Low participation in decision making, low involvement in policy making.
- Absence of PRCS policy regarding improving the internal communication, weak managerial communication and improper upward communication.
- Absence of continuous education as well as communication training.
- The current political division.
- Work overload, rotated shifts, low income and Gaza crisis.

### **4.8.2.In response to question (100) what are your suggestions to improve the communication?**

- Improve the relation ship, social participation and mutual social support
- Holding training programs and workshop related to communication.
- Developing the managers skills, providing written policy and written communication guide.
- Cooperation, effective listening, team work and reduce the political gap.
- Early conflict resolution, clear organizational structure.

#### 4.9 Differences in characteristic personal and organizational

Research objective: To assess differences in communication in relation to individual characteristics and work settings.

The researcher can confirm after this analysis if there are statistical significant differences among the respondents toward the employees perspectives about communication at the PRCS due to personal information "age, gender, residency, marital status, number of family members, monthly salary, education, years of experience, work setting, job as recorded in the society and current position."

##### 4.9.1. Age:

There is a statistical significant difference among the respondents toward the Employees Perspectives about Communication at the PRCS due to Age.

Table (4.16): Kruskal-Wallis test of the fields and their p-values for Age

The employees were divided according to their age to the following groups, less than 25 years, 25-29 years, 30-34 years, 35-39 years, 40- 44 years, 40- 44 years, 45-50 years, 50+ years.

No	Field	Test Value	df	Sig.
1)	Knowledge	1.775	6	0.939
2)	Perception	3.616	6	0.729
3)	Skills and practice	1.919	6	0.927
4)	Communication gaps	15.877	6	0.014*

Table (4.16) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for the other fields, then there is insignificant difference in respondents' answers toward knowledge, perception, skills and practice due to age. The researcher conclude that the PRCS employees age has no effect on these domains knowledge, perception, skills and practice . This result is incongruent with Ramadan and Abu Riala result they found the there is significant differences in perception regarding to age (Ramada, 2010; Abu Riala, 2006).

Table (4.16) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the field “Communication gaps”, then there is significant difference in respondents' answers toward this field due to Age. The result confirmed that the PRCS employees age has an effect on the Communication gaps.

Table (4.17): Mean rank for each field of Age

No	Fields	Mean Rank						
		<25	25-29	30-34	35-39	40-44	45-50	50+
1.	Knowledge	141.20	131.13	135.07	124.62	125.72	136.78	149.15
2.	Perception	132.55	138.81	134.04	136.97	113.82	130.86	122.90
3.	Skills and practice	121.60	134.93	129.91	129.08	124.77	148.69	143.45
4.	Communication gaps	76.35	117.38	130.65	119.65	155.01	156.78	152.25

Table (4.17) shows the mean rank for knowledge, perception, skills and practice and Communication gaps among PRCS employees according to age group .

From table (4.17) we notice the following:

For the field Communication gaps, the mean rank for respondents with age 45-50 is higher than other age groups.

#### 4.9.2. Gender:

Table (4.18): Mann-Whitney test of the fields and their p-values for gender

No	Field	Test value	P-value(Sig.)
1.	Knowledge	0.315	0.753
2.	Perception	0.553	0.580
3.	Skills and practice	0.563	0.574
4.	Communication gaps	1.517	0.129

Table (4.18) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to gender. We verify that the personal traits gender has no effect on the communication among PRCS employees.

This finding support both Ramadan and Abu Riala, finding that there is no differences in communication related to gender (Ramada, R. 2010& Abu Riala, 2006), while this is against the fact that the majority of gender studies shows that female can communicate better than male especially in coding the emotional messages (Riley, 2008).

#### 4.9.3. Residency place:

PRCS employees were divided according to residency place as the following north governorate, Gaza governorate, middle governorate, Khan Younis governorate, Rafah governorate.

Table (4.19): Kruskal-Wallis test of the fields and their p-values for residency

No	Field	Test Value	df	Sig.
1)	Knowledge	3.138	4	0.535
2)	Perception	5.417	4	0.247
3)	Skills and practice	3.460	4	0.484
4)	Communication gaps	7.637	4	0.106

\* The mean difference is significant a 0,05 level

Table (4.19) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to residency. We confirm that the address has no effect on the perception of communication among PRCS employees.

This finding is the same what both Ramadan and Abu Riala findings which showed that there is no differences in communication related to residency (Ramada, R. 2010& Abu Riala, 2006).This mean that the PRCS employee like Gaza nurses and UNRWA primary health care provider have insignificant differences in communication in relation to residency place.



#### 4.9.4. Marital status:

Table (4.20): Mann-Whitney test of the fields and their p-values for Marital Status

No	Field	Test value	P-value(Sig.)
1.	Knowledge	0.398	0.690
2.	Perception	1.366	0.172
3.	Skills and practice	0.016	0.987
4.	Communication gaps	1.338	0.181

\* The mean difference is significant a 0,05 level

Table (4.20) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to Marital status. We conclude that the marital status has no effect on all domains of communication.

#### 4.9.5. Number of family members:

Table (4.21): Kruskal-Wallis test of the fields and their p-values for number of family members

No	Field	Test Value	df	Sig.
1)	Knowledge	1.575	2	0.455
2)	Perception	0.164	2	0.921
3)	Skills and practice	0.390	2	0.823
4)	Communication gaps	0.013	2	0.994

\* The mean difference is significant a 0,05 level

Table (4.21) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to Number of Family members. We conclude that the number of family members has no effect on all domains of communication.

#### 4.9.6.Monthly Salary:

Table (4.22): Kruskal-Wallis test of the fields and their p-values for monthly salary by NIS

No	Field	Test Value	df	Sig.
1)	Knowledge	4.565	4	0.335
2)	Perception	1.191	4	0.880
3)	Skills and practice	10.866	4	0.028*
4)	Communication gaps	21.688	4	0.000*

\* The mean difference is significant a 0,05 level

Table (4.22) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields “skills and practice and communication gaps”, then there is significant difference in respondents' answers toward these fields due to monthly salary. We conclude that the monthly salary has an effect on PRCS employees skills & practice and communication gaps.

Table (4.22) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for the other fields, then there is insignificant difference in respondents' answers toward these fields due to Monthly salary. The researcher conclude that the monthly salary has no effect on knowledge and perception domains.

Table (4.23): Mean rank for each field of monthly salary by NIS

No	Fields	Mean Rank				
		<=1000	1100-1500	1600-2000	2100-3000	> 3000
1.	Knowledge	134.93	116.34	122.44	143.93	140.82
2.	Perception	127.53	122.35	122.89	139.82	127.57
3.	Skills and practice	120.93	105.70	139.20	128.52	136.36
4.	Communication gaps	74.10	108.69	134.67	135.34	162.23

Table (4.23) shows the mean rank for knowledge, perception, skills & practice and Communication gaps among PRCS employees according to monthly salary. From the table it is observable that: The respondents were divided to five groups according to monthly salary NIS, (<=1000),( 1100-1500),( 1600-2000), (2100-3000), and(> 3000) .

For the fields communication gaps, the mean rank for respondents with monthly salary "more than 3000 NIS" is higher than other monthly salary groups. This finding is typical to Abu Riala, finding who showed that the high salary income is related directly to communication (Abu Riala, 2006).

For the field Skills & practice, the mean rank for respondents with monthly salary "more than 1600-2000 NIS" is higher than other monthly salary groups.

The research agree completely with Abu Riala justification of this finding which reflect the social status of the Palestinian community and the pressure on family leader to gain high income.

#### 4.9.7.Education:

Table (4.23): Kruskal-Wallis test of the fields and their p-values for Education

No	Field	Test Value	df	Sig.
1)	Knowledge	23.073	4	0.000*
2)	Perception	3.657	4	0.454
3)	Skills and practice	9.868	4	0.043*
4)	Communication gaps	12.911	4	0.012*

\* The mean difference is significant a 0,05 level

Table (4.23) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields "knowledge, skills and practice and communication gaps", then there is significant difference in respondents' answers toward these fields due to education. The researcher conclude that the personal trait education has an effect on these fields.

Table (4.23) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for the other fields, then there is insignificant difference in respondents answers toward this field due to education. The researcher conclude that the personal traits education has no effect on the perception field.

Table (4.24): Mean rank for each field of Education

No	Fields	Mean Rank				
		Under 3rd Secondary Class	3rd Secondary Class	Post-Secondary Diploma	Bachelor's Degree.	Master Degree/PhD
1	Knowledge	81.20	119.26	135.55	150.27	170.60
2	Perception	129.64	115.33	135.37	137.86	138.50
3	Skills and practice	111.34	116.43	150.40	130.63	159.00
4	Communication gaps	89.53	128.72	139.68	137.90	171.90

Table (4.24) shows the mean rank for each field. We notice the following:

The respondents were divided to five groups according to their education under 3rd Secondary Class, 3rd Secondary Class, Post-Secondary Diploma, Bachelor's Degree, and Master Degree/PhD. For the fields “Knowledge, skills and practice and communication gaps”, the mean rank for respondents with Master Degree/PhD is higher than other education groups. Ramadan, found that master degree holders have highest mean in perception and experience (Ramadan, 2010). On the other hand Abu Riala found that the two years diploma have the highest mean of perception than other participant (Abu Riala, 2006). The researcher think that the respondents with Master Degree/PhD having sufficient about communication, this knowledge reflected in their skills and practicing communication, also they perceiving the communication gaps more than the other because they know how the perfect communication should be.

#### 4.9.8. Years of Experience:

Table (4.25): Kruskal-Wallis test of the fields and their p-values for Years of Experience

No	Field	Test Value	df	Sig.
1)	Knowledge	3.860	3	0.277
2)	Perception	6.379	3	0.095
3)	Skills and practice	6.606	3	0.086
4)	Communication gaps	10.680	3	0.014*

\* The mean difference is significant a 0,05 level

Table (4.25) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the field “Communication gaps”, then there is significant difference in respondents' answers toward this field due to years of experience. The result shows that the years of experience has an effect on the PRCS employees perception of communication gaps.

Table (4.25) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for the other fields, then there is insignificant difference in respondents' answers toward these fields due to years of experience. The result shows that the personal traits years of experience has no effect on PRCS employees knowledge, perception, Skills and practice of communication.

Table (4.26): Mean rank for each field of years of experience

No	Fields	Mean Rank			
		1-<5	5-<10	10-<15	15+
1.	Knowledge	138.76	120.40	128.90	150.42
2.	Perception	147.47	133.61	116.83	143.14
3.	Skills and practice	145.38	123.86	122.28	157.04
4.	Communication gaps	120.53	116.24	134.29	168.74

Table (4.26) shows the mean rank for each field. The result shows the following:

For the fields “Communication gaps”, the mean rank for respondents more than 15 years of experience is higher than other years of experience groups.

The highest mean rank in Knowledge, Skills and practice with the employees having years of experience more than 15 years.

#### 4.9.9. Work Setting:

Table (4.27): Kruskal-Wallis test of the fields and their p-values for Work Setting

No	Field	Test Value	df	Sig.
1)	Knowledge	2.020	7	0.959
2)	Perception	10.043	7	0.186
3)	Skills and practice	12.537	7	0.084
4)	Communication gaps	13.959	7	0.052

\* The mean difference is significant a 0,05 level

Table (4.27) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to work setting. The result shows that the personal traits work setting has no effect on the PRCS employees perception of communication.

#### 4.9.10. Job classification:

Table (4.28): Kruskal-Wallis test of the fields and their p-values for Job Classification

No	Field	Test Value	df	Sig.
1)	Knowledge	15.007	5	0.010*
2)	Perception	6.056	5	0.301
3)	Skills and practice	13.101	5	0.022*
4)	Communication gaps	22.033	5	0.001*

\* The mean difference is significant a 0,05 level

Table (4.28) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for the other fields, then there is insignificant difference in respondents' answers toward these fields due to Job classification. The researcher conclude that the personal traits job classification has no effect on perception of communication among PRCS employees.

Table (4.28) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields “Knowledge, Skills and practice, and Communication gaps”, then there is significant difference in respondents' answers toward these fields due to job classification.

The researcher conclude that the personal trait job classification has an effect on perception of communication among PRCS employees.

Table (4.29): Mean rank for each field of Job classification

Dimension	Mean Rank					
	Physician	Nurses	Paramedic	EMT	Administrators	Workers
Knowledge	149.68	141.35	137.01	130.06	148.81	103.08
Perception	134.53	133.27	116.15	131.44	148.95	121.86
Skills and practice	141.48	132.28	129.04	131.56	154.91	107.76
Communication gaps	175.28	146.85	151.31	142.84	114.85	106.86

Table (2.29) shows the mean rank for each field. The result confirmed the following:

For the fields “Knowledge, and Communication gaps”, the mean rank for " Physician" respondents is higher than other job classification groups.

For the field “Skills and practice ", the mean rank for Administrators is higher than other job classification groups. Ramadan found that nurses have higher mean of perception and experience, while paramedic staff have the highest mean of knowledge among UNRWA health care providers(Ramadan, 2010).

#### 4.9.11.Job Description:

Table (4.30): Kruskal-Wallis test of the fields and their p-values for Job Description

No	Field	Test Value	df	Sig.
1)	Knowledge	3.459	4	0.484
2)	Perception	14.167	4	0.007*
3)	Skills and practice	6.710	4	0.152
4)	Communication gaps	3.969	4	0.410

\* The mean difference is significant a 0,05 level

Table (4.30) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the field “Perception”, then there is significant difference in respondents' answers

toward these fields due to job description. The researcher conclude that the job description has an effect on Perception.

Table (4.30) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for the other fields, then there is insignificant difference in respondents' answers toward these fields due to Job description. The researcher conclude that the personal traits Job description has no effect on these fields.

Table (4.31): Mean rank for each field of Job Description

No	Fields	Mean Rank				
		staff	Chief of Division	Head of Department	Supervisor	Manager
1	Knowledge	128.29	150.81	132.84	164.28	180.25
2	Perception	129.08	105.44	119.34	214.50	197.00
3	Skills and practice	128.69	144.19	121.70	188.44	175.75
4	Communication gaps	127.37	161.75	151.50	133.94	168.50

Table (4.31) shows the mean rank for knowledge, perception, skills & practice and Communication gaps among PRCS employees according to job description.

From table it is clear that for the fields perception, the mean rank for supervisor is higher than other job groups. The researcher think that the supervisors with direct contact with employees due to the natural of their work so they perceiving the communication process more better than others.



**Chapter five**  
**Conclusion & recommendation**

## 5.1 Conclusion

The study of employees perception about communication at PRCS was the first study that conducted in PRCS. This study was conducted in the period between May to October 2010. In all PRCS setting, the sample was 300 PRCS employees with 87% response rate, the employees were divided according to their job physician, nurses, paramedic, EMT, administrators and workers. The majority of employees were male 69.3% , married 85%, the highest percentage of the employees lives in Khan Younis governorate 39.5%, the mean age of the PRCS employees was 35.39 years. The most academic qualification was Bachelor's Degree 35.2%, monthly salary ranges between 900 and 4,500 NIS, with mean 1830 NIS, mean of years of experience 9.37 years, the highest percentage of PRCS employees are working in Al-Amal hospital 28.4%.

The result showed that the mean of the dimension of knowledge equals 3.97 (79.3%), the mean of the perception dimension equals 4.01 (80.2%), the mean of the filed “Skills and practice” equals 4.03 (80.5% ), the mean of the filed communication gaps equals 2.96 (59.2%),

In addition the study showed that the most communication tool that preferred to use during emergency is the mobile 47%, The most communication tool that preferred to use during routine work is face to face 61.7%. The available communication tools are face to face, telephone, written message and mobile 34.9%, 54% of employees are satisfying of the current communication level, 62% of employees were not getting training course regarding communication skills.

PRCS employees without written guideline for communication process in their department 75%, about 50.2% of PRCS employees are facing a conflict between the employee and an other colleague, about 79% of PRCS employees are witnessing an altercation that occurred between colleagues, about 68% of PRCS employees realizing that there are big gaps in communication and 60% of PRCS employees are not thinking that the PRCS administration gives high concern to develop the communication process.

The study revealed that age group 45-50 having the highest mean of skills and practice and they having the highest mean of communication gaps with statistically significant differences than other age groups.

The study revealed that the respondents with monthly salary "more than 3000 NIS" elicited higher scores than other monthly salary groups for the fields “Skills & practice and

communication gaps”, then there is statistical significant difference in respondents' answers toward these fields due to monthly salary, the mean rank for respondents with Master Degree/PhD is higher than other education groups for the fields “knowledge, skills and practice and communication gaps”.The highest mean rank in knowledge, skills and practice with the employees having years of experience more than 15 years with statistically significant differences.

The study revealed that for the fields knowledge, and communication gaps, the mean rank for " Physician" respondents is higher than other job classification groups with statistically significant differences, for the field skills and practice , the mean rank for administrators is higher than other job classification groups, for the fields perception, the mean rank for supervisors is higher than other job groups. In contrary, gender, number of family members, work setting and address didn't statistically significantly affect the perception of communication among PRCS employees (P value is higher than 0.05).

Furthermore the open ended questions about the most common communication gaps between employees were differences in age, gender, qualifications among employees. While the least were work overload, rotated shifts, low income and Gaza crisis.

The most important suggestions to improve the communication were improve the relationship, social participation and mutual social support, while the least frequent suggestions were early conflict resolution and clear organizational structure.

## **5.2 Recommendations**

- Establishing in service education, holding training programs and workshop in order to improve the communication process.
- providing written policy and written communication guide in all PRCS department.
- Improve the relationship, increase social participation and mutual social support and early conflict resolution
- Confronting and balancing the PRCS employees salaries with the Palestinian consumer price index.
- The PRCS policy maker may think to provide motivation to the employees toward getting master and PhD.
- Improve employees participation in decision making and policy formulation.
- Developing the managers skills to improve the interpersonal relationship with the PRCS employees and reduce the political gap.

## **5.3 Recommendations for further researches.**

Other study concerning managerial and employees communication.

Other study concerning clients and health care providers communication. Gender communication, therapeutic communication with clients need further studies.

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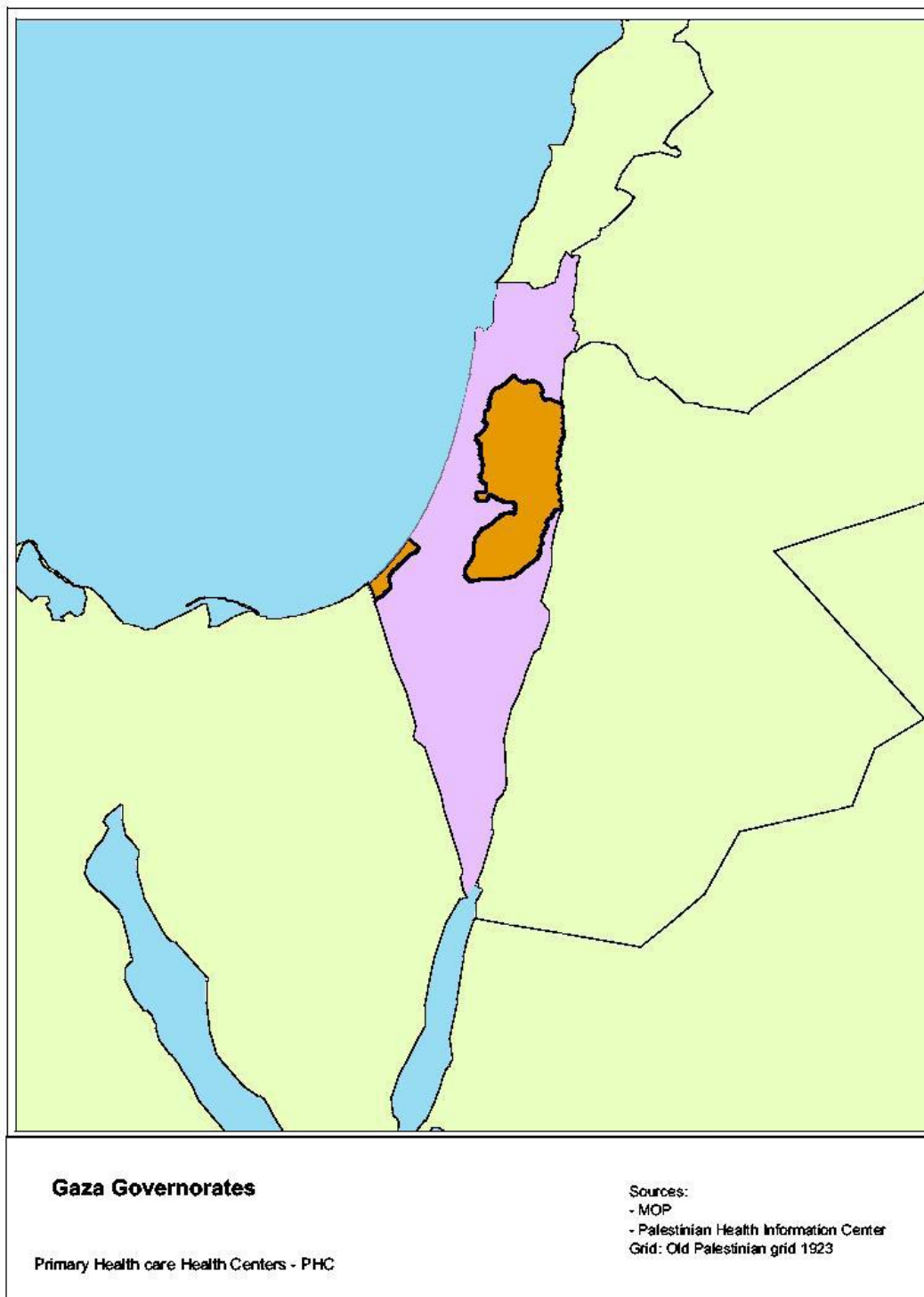
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## Annexes

### Annex (1).

#### Map of Palestine



**Annex (2).**

Location of al-quds hospital and al-noor city



## Annex (3): Arabic questionnaire.

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

استبيان

إدراك الاتصال و التواصل لدى موظفي جمعية الهلال الأحمر الفلسطيني - محافظات غزة

الإخوة و الأخوات الزملاء الأعزاء:

هذه الدراسة يقوم بها الباحث كمتطلب للحصول على درجة الماجستير إدارة صحية بجامعة القدس أبو ديس كلية الصحة العامة

يشكر الباحث لكم حسن المشاركة في هذه الدراسة من خلال الإجابة على أسئلة الاستبيان والتي لا تستغرق أكثر من 25 دقيقة من وقتكم الثمين وان مشاركتكم تسهم في إنجاح الدراسة التي تهدف للتعرف على وجهة نظركم في الاتصال و التواصل بين الموظفين داخل الجمعية بغض النظر عن فئة الموظف أو مكانته الإدارية.

يود الباحث التأكيد على أن المعلومات ستبقى سرية و لهدف البحث العلمي لذلك لا داعي لذكر الأسماء علما بأنه من حق الموظف الامتناع عن إجابة أي سؤال أو رفض المشاركة.

شكرا لكم على المشاركة

الباحث حلمي جميل أبو دلال

مستشفى القدس-العناية المركزة

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الإخوة الزملاء الأعزاء:

يشكر لكم الباحث موافقتكم على المشاركة ويود الباحث أن يوضح ما يلي :-

1. الأسئلة من 1-11 هي المعلومات والبيانات الشخصية يتم الإجابة بوضع علامة على المربع المناسب.
2. الأسئلة من 12-88 صممت لقياس المعرفة والإدراك والمهارات و الممارسة و فجوات الاتصال. يوجد مقابل كل سؤال خمس خيارات يتم وضع العلامة داخل المربع المناسب للموظف.
3. الأسئلة من 89-91 صممت للتعرف على وسائل الاتصال وهي اختيار من متعدد يتم وضع علامة على المربع المناسب
4. الأسئلة من 92-98 يتم الإجابة عليها بنعم أو لا وذلك بوضع علامة تحت الخيار المناسب
5. السؤال 99 و السؤال 100 أسئلة مقالیه يتم الإجابة عليها بما يناسب الموظف

يتم تسليم الاستبيان فور الانتهاء منه إلى الباحث أو المساعدين

أخي الموظف أختي الموظفة في حال الاستعلام يرجوا الباحث منكم الاتصال على رقم جوال

0599352090 أو المراسلة على الايميل التالي E-mail: icu771@hotmail.com

التاريخ: / / 2010

الرقم -----  
(خاص بالباحث)

البيانات الشخصية

من فضلك ضع إشارة × في المربع المناسب لك

1-العمر.....سنة

2-الجنس:  ذكر  أنثى

3-العنوان

محافظة الشمال  محافظة غزة  محافظة الوسطى

محافظة خان يونس  محافظة رفح

4-الحالة الاجتماعية:

أعزب/ أنسة  متزوج/ة

أرمل/ة  مطلق/ة

5-عدد أفراد الأسرة:.....

6-الدخل الشهري بالشيكل:.....

7- المستوى العلمي:

أقل من ثانوية عامة  ثانوية عامة  دبلوم سنتين بعد الثانوية العامة

بكالوريوس  ماجستير  دكتوراه

8- عدد سنوات الخبرة:.....

9-مكان العمل:

مستشفى القدس  مستشفى الأمل  الإسعاف و الطوارئ  مدينة النور

مدينة الأمل  التأهيل وكلية تنمية القدرات  الصحة النفسية  الرعاية الأولية

10-المهنة (حسب المسمى الوظيفي لدى الجمعية).....

11-الوصف الوظيفي

موظف  رئيس شعبة  رئيس قسم  مشرف  مدير



الرقم	العبارة	موافق بشدة	موافق	متردد	غير موافق	غير موافق بشدة
	<u>المعرفة</u>					
12	اعتقد أن لدى المعرفة الكافية عن موضوع الاتصال					
13	اعرف أهمية الاتصال بين موظفي الجمعية					
14	استطيع التمييز بين الاتصال اللفظي والغير لفظي					
15	أفرق بين الاتصال الرسمي و الغير رسمي					
16	اعرف أنواع المراسلات حسب التسلسل الإداري للجمعية					
17	اعلم أن التواصل الناجح بين الموظفين يعقد العمل					
18	اعرف أسباب نجاح التواصل بين الزملاء					
19	اعرف أسباب فشل التواصل بين الزملاء					
20	اعلم جيدا خطوات الاتصال الناجح					
21	اعتقد أنني بحاجة إلى دورة تدريبية على الاتصال و التواصل					
22	أحاول التعرف على كل جديد في مجال الاتصال و التواصل					
23	الحركة المناسبة مع طريقة الجلوس تعطي انطباعا جيدا للزملاء					
24	اعلم أن المظهر العام للموظف يؤثر على التواصل					
25	الاستماع الجيد مهارة أساسية للحديث مع الآخرين					
26	اعرف كيف اكتب تقارير العمل بشكل واضح يفهمه الزملاء					
27	كتابة التقارير ليس لها علاقة بالتواصل مع الزملاء					
28	الاتصال الغير لفظي مهم في التواصل مع الزملاء					
	<u>الإدراك</u>					
29	أميل إلى تحفيز الزملاء من خلال التحدث معهم					
30	ارغب بالعمل ضمن فريق يجيد أفراده التعامل فيما بينهم					
31	أوافق على أي مقترح يحسن الاتصال بين الزملاء					
32	ابحث عن أفكار خلاقه لدفع العلاقة بين الزملاء					

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					أضع أهداف للتواصل مع الزملاء	52
					أوفر أجواء ايجابية للزملاء للتعبير عن آرائهم	53
					أحاول أن أتجاوز معوقات الاتصال	54
					اعتمد على المراسلات المكتوبة في الأمور القانونية	55

الرقم	العبارة	موافق بشدة	موافق	متردد	غير موافق	غير موافق بشدة
56	أجيد استعمال أدوات الاتصال (هاتف, فاكس, غير ذلك)					
57	أحافظ على استعمال الاتصال الغير لفظي مثل لغة الجسد و الإشارة و الإيماء					
58	استطيع تفسير الاتصال الغير لفظي مثل لغة الجسد و الإشارة و الإيماء					
59	الترم بالتسلسل الإداري في المراسلات القانونية					
60	أحافظ على مسافة كافية عند الحديث مع الزملاء					
61	اختر الأجواء المناسبة عند الحديث بأمر خاصة					
62	أتجنب الحديث بصوت مرتفع مع الزملاء					
63	أتوقف عن النقاش عندما يتحول الأمر إلى مشادة كلامية					
64	أفضل الحل الوسط لفض النزاع بين الزملاء					
65	أخذ وقتا محددًا للحديث مع مسئولتي					
66	أطلب استشارة مديري دون تردد					
67	أطلب اجتماعات دورية مع الإدارة لمناقشة أمور العمل					
	<b>فجوات الاتصال</b>					
68	أتنازل عن بعض حقوقي حتى لا اغضب مسئولتي					
69	أشعر بالإحباط بعد الحديث مع مسئولتي					
70	جنس مسئولتي يؤثر على طريقة الحديث معه					
71	الانتماء الحزبي لمسئولي يؤثر على علاقتي معه					
72	أجد صعوبة في إقناع مسئولتي بوجهة نظري					
73	أشعر بالقلق و التوتر عندما أتحدث مع مسئولتي					
74	لا استعمل البريد الإلكتروني في أمور تخص العمل					
75	الهاتف يستعمل بصورة سيئة تتسبب في إعاقة التواصل					
76	أوجه انتقاد مباشر للزملاء					
77	اعتقد أن أدوات الاتصال الموجودة بحاجة لتطوير					

الرقم	العبارة	موافق بشدة	موافق	متردد	غير موافق	غير موافق بشدة
78	علاقتي مع الزملاء فقط في حدود العمل					
79	اشعر بالحرج عندما أوجه أوامر لزميل اكبر مني سنا					
80	أفضل العمل وحيدا					
81	أواجه مشكلة في التعامل مع الجنس الآخر					
82	أجد حرج في التعامل مع الجنس الآخر					
83	عمر مسؤولي يؤثر على طريقة الحديث معه					
84	علاقتي مع مسؤولي علاقة عمل ولا توجد علاقة اجتماعية					
85	أتحدث مع الزملاء أكثر مما استمع إليهم					
86	أحيانا افهم قصد الزملاء بشكل خاطئ					
87	تعدد الثقافات سبب في إعاقة الاتصال					
88	اعتقد أن أدوات الاتصال بالجمعية غير كافية					

89- ما هي وسائل الاتصال الموجودة في مكان عملك؟ (ممكن تحديد أكثر من وسيلة)؟

وجها لوجه     الهاتف     النداء اللاسلكي     جهاز التعميم الداخلي  
 الجوال     الرسائل المكتوبة     الفاكس     البريد الإلكتروني

90- ما هي أكثر وسيلة اتصال تستعملها خلال العمل اليومي بين الزملاء؟ (حدد اجابة واحدة)

وجها لوجه     الهاتف     النداء اللاسلكي     جهاز التعميم الداخلي  
 الجوال     الرسائل المكتوبة     الفاكس     البريد الإلكتروني

91- ما هي أكثر وسيلة اتصال تستعملها خلال الطوارئ؟ (حدد اجابة واحدة)

وجها لوجه     الهاتف     النداء اللاسلكي     جهاز التعميم الداخلي  
 الجوال     الرسائل المكتوبة     الفاكس     البريد الإلكتروني

من فضلك اجب بنعم أو لا .

الرقم	السؤال	نعم	لا
92-	هل أنت راضي عن مستوى التواصل بين الزملاء؟		
93-	سبق وان تلقيت دورة في موضوع الاتصال و التواصل		
94-	توفر الجمعية دليل مكتوب للموظفين يشرح آلية الاتصال والتواصل.		
95-	سبق وان حدث نزاع بيني وبين الزملاء		
96-	سبق وان حدث شجار بين الزملاء أمامي		
97-	اقر بوجود فجوات كبيرة بالتواصل بين الزملاء		
98-	اعتقد أن إدارة الجمعية مهمة بتطوير التواصل بين الزملاء.		

99- أذكر/ي أهم العقبات التي تواجهك في التواصل بين الزملاء؟

1. -----
2. -----
3. -----

100- ما هي مقترحاتك لتحسين التواصل بين الزملاء؟

4. -----
5. -----
6. -----

#### **Annex (4): English questionnaire**

### **Employees Perspectives about Communication at the Palestinian Red Crescent Society**

Dear colleagues,

This study is carried out by the researcher, as a requirement for the Master Degree in Public Health Administration, at Al-Quds Abu-Dees University, Faculty of Public Health.

In this regard, the researcher, thankfully, appreciates your effective participation in this study, through answering the questions of the questionnaire taking no more than 25 minutes of your valuable time. Actually, your participation contributes to the success of the study that aims at identifying Employees perspectives about Communication at PRCS, regardless of their categories or admin positions.

Researcher would like to emphasize that the information will remain confidential and only for the purpose of scientific research.

Accordingly, there is no need to mention names, tacking into account that a staff-member has the right to refrain from answering any question, or to refuse participation

Thanks for your kind participation

Best Regards

The researcher

Helmy Jameel Abu-Dalal,.

Mobile: 0599352090

The researcher thankfully your effective participation and the researcher would like to clarify the following:

Questions 1-11 are personal information and answered by checking the appropriate box.

Questions 12-88 are designed to measure knowledge, perception, skills & practice and communication gaps. There are five options for every question select the appropriate box.

Questions 89-91 are designed to identify the communication tools which are multiple-choice please select the appropriate box

Questions 92-98 are answered by yes or no please select the appropriate option

Question 99 and Question 100 essay questions are answered according to your view.

the questionnaire should delivered immediately after completion to the researcher or assistants.

Dear colleagues, in case of any query, researcher hopes for you to contact the mobile number 0599352090 or the following E-mail: [icu771@hotmail.com](mailto:icu771@hotmail.com)

Thank you

Date: ..../..../2010

No.: -----

(for Researcher's use)

**Personal Information:**

Please, put × mark in the appropriate box.

1. Age: ..... years.
2. Sex:  Male.  Female.
3. residency:  
 North Governorate  Gaza Governorate  Middle Governorate  
 Khanyounis Governorate  Rafah Governorate
4. Marital Status:  
 Single  Married  
 Widower  Divorced
5. Number of Family Members: .....
6. Monthly Salary (NIS): .....
7. Education:  
 Under 3<sup>rd</sup> Secondary Class.  3<sup>rd</sup> Secondary Class.  
 Two-Years Post-Secondary Diploma.  Bachelor's Degree.  
 Master Degree.  PhD
8. Years of Experience: .....
9. Work Setting:  
 Al-Quds Hospital  Al-Amal Hospital.  Al-Amal city.  
 Ambulance & Emergency  Al- Noor city.  
 Rehabilitation & College of Ability development.  
 Psychology center  primary health care
10. Job: as recorded in the society.  
.....
11. Job Description:  
 staff  Chief of Division.  Head of Department.  Supervisor  
 Manager.



No.	Item	Strongly Agree	Agree	Hesitant	Disagree	Strongly Disagree
	Knowledge					
12	I think I have sufficient knowledge about communication.					
13	I recognize the importance of communication among the society employees.					
14	I can distinguish between verbal and nonverbal communication.					
15	I differentiate between formal & informal communication.					
16	I know the communication forms and their relationship to the organizational structure of the society.					
17	I understand that successful communication between employees complicate the work.					
18	I know the reasons for communication success among colleagues.					
19	I know the reasons of failure communication among colleagues.					
20	I know well the stages of successful communication.					
21	I think that I need to get a course in communication.					
22	I try to follow-up what is update in the field of communication.					
23	The congruent between movement and sitting give good impression for colleagues.					
24	The general appearance of an employee affect communication.					
25	Careful listening is a basic skill for talking with others.					
26	I know how to write work reports clearly which understood by colleagues.					
27	Writing report is not related to communication with colleagues.					
28	Nonverbal communication is important during communication with colleagues.					
	Perception					
29	talking with colleagues tend to motivate them.					

30	I wish to work within a team their members skillfully deal with each other.					
31	I agree upon any proposal improves communication among colleagues.					
32	I look for creative ideas to motivate the relationship between colleagues.					
33	I wish communication mechanisms to be clearly identified.					
34	I appreciate all efforts exerted by the society for increasing communication & for Improving personal relationships.					
35	I feel happy upon talking with colleagues.					
36	I distinguish between professional and interpersonal relationships.					
37	I always try to develop my relationships with colleagues.					
38	I prefer dealing with colleagues of the same age.					
39	I have the desire to deal with the opposite sex.					
40	I prefer team-work with colleagues.					
41	I interact more closely with colleagues from the same job title.					
42	I interact more closely with colleagues of the same qualification level.					
43	I communicate better with those whith the same politically affiliation					
44	My manager's way of communication affects my performance.					
45	Communication tools facilitate working between the society dempartments.					
	<b>Skills and practice</b>					
46	I prepare a good plan before the process of communication.					
47	I specify the time-limit needed for communication					
48	I choose the proper means of communication, oral or written.					
49	I get the feedback after communicating with colleagues					
50	I give the feedback in proper time.					
51	I set priorities to communicate with colleagues.					

52	I set objectives to communicate with colleagues.					
53	I provide positive atmospheres for colleagues to express their opinions.					
54	I try to overcome communication barriers .					
55	I depend on written communication in legal matters.					
56	I use all communication tools (telephone, fax, e-mail, etc...)					
57	I keep the use of non verbal communication as body language.					
58	I can interpret non verbal communication as body language.					
59	I commit to the administration organizational structure in the legal correspondence.					
60	I keep a sufficient distance when talking with colleagues.					
61	I choose the proper time & place to discuss private matters.					
62	I avoid speaking loudly with colleagues.					
63	I avoid discussion when it turns to be verbal argument.					
64	I prefer compromises for resolving conflicts between colleagues.					
65	I take enough time to talk with my manager.					
66	I do not hesitate to ask for my manager's advice.					
67	There are regular meetings with the manager for discussing work Issues.					
	Communication gaps					
68	I give up some of my rights in order not to anger my manager.					
69	I feel frustrated after talking with my manager.					
70	My manager gender affects the way of talking with him.					
71	My manager's partisanship affects my relationship with him.					
72	I find difficulty in convincing my manager of my point of view.					
73	I feel anxious when I talk with my manager.					
74	I do not use E-Mail in Work-related Matters.					
75	Phone is being used in negative way that delays the work.					
76	I criticize colleagues directly.					
77	I think the available communication tools need to be developed.					

78	My relationship with colleagues is only within the frame of work.					
79	I feel blame for giving orders to an elder colleague.					
80	I prefer to work lonely.					
81	I face a problem in dealing with opposite sex..					
82	I feel shamed to deal with the opposite sex.					
83	The age of my manager affects the way of talking with him.					
84	My relationship with my manager is a business relationship&there is no social relationship between us.					
85	I talke with colleagues more than I listen to them					
86	Sometimes I misunderstand my colleagues.					
87	Multiculturalism cause communication breakdown					
88	I think the communication tools in the society are not sufficient.					

89-What are the communication tools in your departement?

- Face to face     telephone     mobile     wireless     intercom  
 E-mail     written messages

90-What is the most common communication tool you prefer to use in routaine work?

- Face to face     telephone     mobile     wireless     intercom  
 E-mail     written messages

91-What is the most common communication tool you prefer to use in emergancy?

- Face to face     telephone     mobile     wireless     intercom  
 E-mail     written messages

Please answer by Yes or No

No	Question	Yes	No
92-	Dose the current communication level satisfying you?		
93-	I previously get training course regarding communication skills		
94-	The society provide written guideline for communication process.		
95-	There was conflict between me and an other colleague		
96-	I have witnessed the altercation occurred between colleagues		
97-	I realize that there are gaps in communication		
98-	I think that the PRCS administration give high concern to develop the communication process		

99- mention the most common communication gaps between employees?

1. -----
2. -----
3. -----

100-what are your suggestions to improve the communication?

1. -----
2. -----
3. -----

Annex (5):Approval from Helsinki committee –Gaza governorate

14

Palestinian National Authority  
Ministry of Health  
Helsinki Committee



السلطة الوطنية الفلسطينية  
وزارة الصحة  
لجنة هلسنكي

التاريخ 7/6/2010

Name:

الاسم: حلمي جميل أبو دلال

I would like to inform you that the committee  
has discussed your application about:

نفيدكم علماً بأن اللجنة قد ناقشت مقترح دراستكم

حول:-

**Employees Perspectives about communication  
at the Palestinian Red Crescent Society.**

In its meeting on June 2010  
and decided the Following:-

و ذلك في جلستها المنعقدة لشهر 6 2010

و قد قررت ما يلي:-

To approve the above mention research study.

الموافقة على البحث المذكور عالياه.



Signature

توقيع

Member

Member

Chairperson

عضو

عضو

Conditions:-

- ❖ Valid for 2 years from the date of approval to start.
- ❖ It is necessary to notify the committee in any change in the admitted study protocol.
- ❖ The committee appreciate receiving one copy of your final research when it is completed.

Annex (6):Approval from PRCS –Gaza governorate.

Al-Quds University

Jerusalem

School of Public Health

2010/7/13



جامعة القدس  
القدس  
كلية الصحة العامة

الأخ/د. خالد جودة المحترم  
مدير عام جمعية الهلال الأحمر -قطاع غزة  
تحية طيبة وبعد،،،

الموضوع: مساعدة الطالب حلمي جميل أبو دلال

يقوم الطالب المذكور أعلاه بإجراء بحث بعنوان:

**"Employees Perspectives about Communication at the Palestinian Red Crescent Society"**

كمطلب للحصول على درجة الماجستير في الصحة العامة-مسار إدارة صحية و عليه نرجو التكرم للإيعاز لمن ترونه مناسب لتسهيل مهمة الطالب في جمع البيانات اللازمة من جميع مرافق الهلال الأحمر الفلسطيني. علماً بأن المعلومات ستكون متوفرة لدى الباحث و الجامعة فقط.

و اقبلوا فائق التحية و الاحترام،،،



الأضواء زودها والهدايات والكشفيات  
رأيا لونه الماسية وتفتح المطوب

15-7-2010

الأخ/د. خالد جودة  
مدير عام جمعية الهلال الأحمر -قطاع غزة  
تحية طيبة وبعد،،،

نسخة:

- الملف

**Annex (7):** list of control names (alphabetically)

Dr. Ashraf El Jedi

Dr. Atef El Agha

Dr. Ahmed Abu Tawahina

Mr. Ali Abu Riala

Dr. Bassam Abu Hammad

Dr. Khalil Abu Fool

Dr. Motassem Salah

Dr. Samir Quota

Dr. Wael Meky

Dr. Yehia Abed



**Annex (8): Correlation coefficient of each item of field and the total of this field**

<b>No.</b>	<b>Knowledge items</b>	<b>Spearman Correlation Coefficient</b>	<b>P-Value (Sig.)</b>
1.	I think I have sufficient knowledge about communication.	0.491	0.000*
2.	I recognize the importance of communication among the society employees.	0.434	0.000*
3.	I can distinguish between verbal and nonverbal communication.	0.528	0.000*
4.	I differentiate between formal & informal communication.	0.509	0.000*
5.	I know the communication forms and their relationship to the organizational structure of the society.	0.480	0.000*
6.	I understand that successful communication between employees improve the work	0.256	0.000*
7.	I know the reasons for communication success among colleagues.	0.429	0.000*
8.	I know the reasons for communication failure among colleagues.	0.473	0.000*
9.	I know well the stages of successful communication.	0.606	0.000*
10.	I think that I need to get a course in communication.	0.118	0.030*
11.	I try to follow-up what is update in the field of communication.	0.517	0.000*
12.	The congruent between movement & sitting give a good impression.	0.513	0.000*

13.	The general appearance of an employee affect commuication.	0.470	0.000*
14.	Carefull listening is a basic skill for talking with others.	0.450	0.000*
15.	I know how to write work reports clearly which understood by colleagues.	0.500	0.000*
16.	Writing report is directly related to communication with colleagues.	0.353	0.000*
17.	Nonverbal communication is important during communication with colleagues.	0.349	0.000*
<b>No.</b>	<b>Perception items</b>	<b>Spearman Correlation Coefficient</b>	<b>P-Value (Sig.)</b>
1.	Talking with colleagues tend to motivate them.	0.477	0.000*
2.	I wish to work within a team their members skillflully deal with each other.	0.448	0.000*
3.	I agree upon any proposal improves communication among colleagues.	0.488	0.000*
4.	I look for creative ideas to motivate the relationship between colleagues.	0.452	0.000*
5.	I wish communication mechanisms to be clearly identified.	0.449	0.000*
6.	I appreciate all efforts exerted by the socity for increasing communication & for imporving personal relationships.	0.445	0.000*
7.	I feel happy upon talking with colleagues.	0.522	0.000*
8.	I distinguish between professional and interpersonal relationships.	0.413	0.000*

9.	I always try to develop my relationships with colleagues.	0.498	0.000*
10.	I prefer dealing with colleagues of the same age.	0.408	0.000*
11.	I have the desire to deal with the opposite sex.	0.446	0.000*
12.	I prefer team-work with colleagues.	0.474	0.000*
13.	I interact more closely with colleagues from the same job title.	0.593	0.000*
14.	I interact more closely with colleagues of the same qualification level.	0.655	0.000*
15.	I don't communicate better with those of the same political affiliation.	0.497	0.000*
16.	My manager's way of communication affects my performance.	0.359	0.000*
17.	Communication tools facilitate working between the society dempartments.	0.464	0.000*
<b>No.</b>	<b>Skills&amp; practice items</b>	<b>Spearman Correlation Coefficient</b>	<b>P-Value (Sig.)</b>
1.	I prepare a good plan before the process of communication.	0.485	0.000*
2.	I specify the time-limit needed for communication	0.513	0.000*
3.	I choose the proper means of communication, oral or written.	0.442	0.000*
4.	I get the feedback after communicating with colleagues	0.579	0.000*
5.	I give the feedback in proper time.	0.574	0.000*
6.	I set priorities to communicate with colleagues.	0.565	0.000*

7.	I set objectives to communicate with colleagues.	0.512	0.000*
8.	I provide positive atmospheres for colleagues to express their opinions.	0.306	0.000*
9.	I try to overcome communication barriers .	0.498	0.000*
10.	I depend on written correspondance in legal matters.	0.373	0.000*
11.	I can use all communication tools (telephone, fax, e-mail, etc...)	0.371	0.000*
12.	I keep the use of non verbal communication as body language.	0.458	0.000*
13.	I can interpret non verbal communication as body language.	0.410	0.000*
14.	I commit to the administration organizational structure in the legal communication.	0.386	0.000*
15.	I keep a sufficient distance when talking with colleagues.	0.406	0.000*
16.	I choose the proper time & place to discuss private matters.	0.422	0.000*
17.	I avoid speaking loudly with colleagues.	0.492	0.000*
18.	I avoid discussion when it turns to be verbal argument.	0.570	0.000*
19.	I prefer compromises for resolving conflicts between colleagues.	0.557	0.000*
20.	I take enough time to talk with my manager.	0.394	0.000*
21.	I do not hesitate to ask for manager's advice	0.485	0.000*
22.	There are regular meetings with the manager for discussing work issues.	0.513	0.000*

No.	Communication gaps items	Spearman Correlation Coefficient	P-Value (Sig.)
1.	I give up some of my rights in order not to anger my manager.	0.463	0.000*
2.	I feel frustrated after talking with my manager.	0.531	0.000*
3.	My manager gender affects the way of talking with him.	0.543	0.000*
4.	My Manager's Partisanship affects my relationship with him.	0.585	0.000*
5.	I find difficulty in convincing my manager of my point of view.	0.659	0.000*
6.	I feel anxious when I talk with my manager.	0.541	0.000*
7.	I do not use E-Mail in Work-related Matters.	0.337	0.000*
8.	Phone is beaing used in negative way that dealy the work.	0.415	0.000*
9.	I criticize colleagues directly.	0.271	0.000*
10.	I think the available communication tools need to be developed.	0.252	0.000*
11.	My relationship with colleagues is only within the frame of work.	0.481	0.000*
12.	I feel blame for giving orders to an elder colleague.	0.350	0.000*
13.	I prefer to work lonely.	0.479	0.000*
14.	I face a problem in dealing with opposite sex.	0.616	0.000*
15.	I feel shamed to deal with the opposite sex.	0.551	0.000*
16.	The Age of my manager affects the way of talking with him.	0.473	0.000*

17.	My relationship with my manager is a business relationship&there is no social relationship between us.	0.520	0.000*
18.	I talke with colleagues more than I listen to them	0.436	0.000*
19.	Sometimes I misunderstand my colleagues.	0.467	0.000*
20.	Multiculturalism cause communication breakdown	0.382	0.000*
21.	I think the communication tools in the society are not sufficient.	0.296	0.000*

**Annex (9): Split Half Method:**

No.	Field	Correlation Coefficient	Spearman-Brown Correlation Coefficient
1.	Knowledge	0.578	0.733
2.	Perception	0.708	0.830
3.	Skills and practice	0.740	0.851
4.	Communication gaps	0.779	0.876
5.	Total paragraphs of the questionnaire	0.578	0.733

## ملخص الدراسة

### إدراك الاتصال والتواصل لدى موظفي جمعية الهلال الأحمر الفلسطيني

إن التواصل عامل أساسي في نجاح أي مؤسسة, حيث انه يعطي مظهر تلك المؤسسة ويسهم في أربع وظائف رئيسية داخل المؤسسة ألا وهي التحكم و التحفيز و تبادل المعلومات و التعبير العاطفي.

تهدف هذه الدراسة لتقييم توجهات موظفي جمعية الهلال الأحمر الفلسطيني نحو الاتصال و التواصل.

هذه الدراسة هي وصفية تحليلية اختار الباحث عينة تمثيلية طبقية عشوائية لتمثيل جميع فئات الموظفين, و صمم الباحث استبانته باللغة العربية صودقت من قبل عشرة خبراء و كان معامل ألفا يساوي 0.864 و قام الباحث بتحليل المعلومات مستخدماً برنامج التحليل الإحصائي SPSS و تكونت عينة الدراسة من 300 موظف في جمعية الهلال الأحمر الفلسطيني (كادر الهلال, المنتدبين, العقود) في جميع محافظات قطاع غزة و من كافة الأقسام و الدوائر و الفروع.

لقد سجلت الدراسة أن هناك مفاهيم متباينة بخصوص الاتصال و التواصل و لقد دلت الدراسة أن 69.3% من العينة ذكور و 85% منهم متزوجون وأكثرهم من محافظة خان يونس بنسبة 39.5% و ان 35% منهم يحملون شهادة البكالوريوس و متوسط الدخل الشهري لهم 1830 شيكل إسرائيلي

وأظهرت الدراسة أن أكثر طرق الاتصال خلال الطوارئ هي الجوال بواقع 47% بينما خلال العمل اليومي عن طريق التواصل وجها لوجه بواقع 61% و اظهر 54% من الموظفين رضاهم عن الوضع الحالي لعملية التواصل و بينت الدراسة أن 62% من الموظفين لم يحصلوا على دورات تدريبية في الاتصال و التواصل و ان 68% يقرون بوجود فجوات في التواصل فيما بينهم و اعتقد 60% منهم أن الجمعية غير معنية بتطوير الاتصال و التواصل و أثبتت الدراسة أن الفئة العمرية بين 40-50 سنة هم الأفضل في المهارات و الممارسة, كما أن الدراسة أثبتت انه لا توجد علاقة ذات دلالة إحصائية بين متغير العمر و حجم الأسرة و مكان العمل على إدراك الاتصال و التواصل لدى موظفي جمعية الهلال الأحمر الفلسطيني.

و بينت الدراسة أن الذين يتقاضون راتب 3000 شيكل فما فوق هم الأكثر مهارة و ممارسة و ان حملة شهادة الماجستير و الدكتوراه هم أعلى من غيرهم في المهارات و الممارسة, بينما يعانون من فجوات في الاتصال أكثر من غيرهم من حيث الشهادة, و بخصوص سنوات الخبرة فقد أثبتت النتائج أن من لديهم سنوات خبرة 15 سنة فما فوق أفضل في ناحية المعرفة و المهارات و الممارسة, و بالنظر إلى الوظيفة, فان الإداريين هم الأكثر اداركا للاتصال و التواصل, بينما الأطباء هم الأكثر معرفة. و سجلت الدراسة متوسط المعرفة (3.97) و متوسط الادراك (4.01) و أما فجوات الاتصال فكانت بمتوسط حسابي (2.96) و بالنسبة للسلوك و الممارسة فكان متوسطها الحسابي (4.03).

و أوصت الدراسة ضرورة مباشرة التعليم الداخلي و عمل دورات و ورش عمل من اجل تحسين الاتصال و التواصل لموظفي جمعية الهلال الأحمر الفلسطيني.