

From control to silence: How authoritarian practices reshape social interaction: A field study at the Skikda Hospital Institution

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Abstract---Organisations constitute purposeful social entities that strive to achieve predetermined objectives and strategic plans. In this pursuit, they work relentlessly to preserve their internal environment, maintain organisational stability, and maximise the utilisation of material resources, whose critical importance has been firmly established throughout history. Contemporary management particularly emphasises the paramount importance of the human factor within work organisations, through which competitive advantage is ultimately realised. Accordingly, scientific research in sociology, especially in the sociology of organisations and work, has undergone remarkable development, driven by recent scholarly efforts to address emerging problems within organisations. Among these problems, authoritarian practices play a central role in shaping social interaction dynamics. Within this framework, the latter represents one of the most significant themes in the management and development of institutions, having attracted broad interest from thinkers and researchers across diverse disciplines. This interest stems from both the intrinsic value of power itself and the fact that this field of inquiry is a fertile domain and an essential means for understanding and developing institutions. The practical implementation of authoritarian practices, to a considerable extent, ensures interaction among workers within the institution, thereby contributing to its success, development, and distinction.

Keywords---Authoritarian practices, interaction, social interaction.

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Introduction

Today, institutions of varying sizes and forms confront more challenges than ever before, stemming primarily from the expansion of both the internal and external environments, which are characterised by interpenetration and complexity. These variables determine the status, level, and value of the institution within society at both the national and international levels. Successful institutions rely on the sound management of organisational factors. Undoubtedly, the organisational environment is subject to numerous internal and external factors and influences that shape it, foremost authoritarian practices, a topic that many scholars and researchers have given considerable attention. This is because they have been addressed from diverse perspectives. It is inconceivable to envisage any institution without the presence of authority, for by the very nature of any institution, there exist a superior and subordinates, between whom a relationship is manifested that assumes the character of coercion, domination, or compulsion, as these latter are present in all institutional cultures.

Given that the human element is a fundamental component of the success of any institution, it is imperative to attend to all aspects of it, including its motivations, inclinations, needs, and guidance and evaluation, so that its work may be organised. This is achieved through the decision-making process, which is a principal factor in attaining the institution's objectives by providing results and scientific studies on the activities and problems within institutions and by identifying the most prominent decision-making pattern to which the institution and all organisational levels adhere. Each pattern of leadership exercised over subordinates greatly influences the quality and effectiveness of the decision, as well as the degree of employees' acceptance and commitment to its implementation. This, in turn, is affected by the institution's internal and external environments and is carried out through meetings and administrative sessions, which can only take place through communication. Communication is vital in human life and across institutions of all types, as it constitutes both a reality and a model for ensuring the flow of information among the active parties participating in this process, given its importance in achieving organisational objectives. In light of the transformations contemporary institutions have witnessed and the problems they encounter from time to time, they continually seek optimal performance by monitoring workers' performance and striving to develop it. This cannot be achieved except through continuous supervision that enables the supervisor to identify weaknesses and correct them and that seeks to create an organisational climate characterised by discipline and adherence to laws and regulatory frameworks. It also ensures the determination of roles by considering specialisation and the division of labour, given that supervision plays a fundamental role in assessing supervisors' evaluations of workers' abilities and competencies.

Man is, by nature, a social being born and living within a group, bound to others by relationships. This interaction is directly linked to social skills and is regarded as a fundamental prerequisite for any social activity, regardless of the nature of social processes. It manifests itself in several forms, including cooperation among members of the institution through the exchange of information, ideas, and resources among the various workers within the institution, to achieve its proper course and improve the quality of the services provided, since cooperation constitutes a fundamental approach to the process of success in any setting.

Given that the nature of individuals and organisations necessitates development and change, conflicts often accompany these transformations within the totality of prevailing relations, as conflict is a normal byproduct of social interaction among individuals, representing the fundamental reality of society's existence. The latter cannot exist except when individuals interact regularly and continuously in accordance with behavioural expectations.

On this basis, the present study seeks to identify and clarify the nature of the relationship between authoritarian practices and social interaction within the hospital institution in Skikda, specifically at Abderrazak-Bouhara Hospital. The problem of the study was formulated as "Authoritarian practices

and their relationship to social interaction” by posing the following question: What is the nature of the relationship between authoritarian practices and social interaction?

To encompass all aspects of the problem, the following subsidiary questions were posed:

1. How does participation in decision-making contribute to activating cooperation within the hospital institution?
2. Does the nature of communication relate to the creation of conflicts within the hospital institution?

First: Conceptual and Theoretical Framework

1. Study Hypotheses

General hypothesis:

*-There is a correlational relationship between authoritarian practices and social interaction in the hospital institution.

Subsidiary hypotheses:

1. Participation in decision-making helps activate cooperation within the hospital.
2. The nature of communication is related to the creation of conflicts within the hospital institution.

2. Study Concepts

Authoritarian practices:

a. Practices: Practices are defined as “all human activities that are used directly to preserve the human species; they are synonymous with ‘history’, that is, real historical forms of social actions such as the various activities of wage labour and domestic work, as well as general human activities ...” (Ben Om Hani, Nabila, & Issa, Mohamed El Mahdi, 2020, p. 748).

Accordingly, practice is fundamental, as it ensures the survival and development of humankind. The types of practice include wage labour, domestic work, and humanitarian work, that is, humanitarian assistance.

b. Authority:

It is "a set of binding general rules derived from regulations and prescriptive laws, which confer upon its holder the right to issue decisions that possess the character of compulsion and obligation for others. Whoever violates the controls governing it, or exceeds the roles conferred upon him thereby and by virtue of the position he occupies, is considered to have deviated from the rules, standards, and regulatory controls of the group. This justifies his removal from office and warrants holding him accountable and imposing a sanction upon him" (Hussein Abdelhamid Ahmed Rashwan, 2007, p. 76).

This definition situates the concept of authority within the framework of administrative and governmental systems. Authority thus denotes the capacity to issue decisions that others are required to follow, respect, and not reject. These decisions are grounded in laws and regulations, and if any individual exceeds these orders and decisions, they are accountable.

Operational definition of authoritarian practices:

Authoritarian practices refer to the recognised right to exercise control, direction, domination, and influence over individuals' behaviours and decisions and to determine the course of events through the use of various leadership skills. They emanate from specific positions within the organisational or social structure.

3. Social interaction:

The concept of interaction emerged among the pioneers of social psychology, and "Oubenk" made a valuable contribution by defining it as "the force of internal collective action as perceived by those who participate in it" (Jean Maisonneuve, 1983, p. 69).

This definition focuses on social interaction by emphasising the dimension of cooperation: it is a process in which a group of individuals contributes ideas and skills.

“Social interaction is also understood as the various means of consultation, competition, and integration that arise as a result of individuals coming together” (Kamel Mohamed Oweida, 1996, p. 137).

This definition specifies certain forms of interaction: consultation, which refers to individuals seeking the advice and opinions of others on a given matter; competition, which refers to rivalry among individuals over something such as work; and integration, which denotes entering into social relationships.

Operational definition of social interaction:

Social interaction is the process by which individuals or groups exchange information, ideas, and emotions with one another, influencing their behaviour, social formation, and work.

3. Theoretical Heritage of Authoritarian Practices:

Authoritarian practices within institutions are among the phenomena that significantly affect the work environment and organisational relationships. These practices manifest in the decisions, policies, and procedures adopted by leaders and managers to impose control and achieve organisational objectives. They also include unilateral decision-making and excessive supervision.

Characteristics of Authority:

The purpose of dividing an organisational structure is to achieve its characteristics, which are determined by the extent to which the tasks entrusted to the holder of authority are carried out, thereby granting him the power of administrative supervision. Thus, characteristics that are related to the organisation and others that are related to the individual emerge.

Characteristics Related to the Organisation:

Providing workers with all the necessary information to improve their performance, that is, enabling those in authority to identify the demands, needs, and complaints of workers while at the same time communicating the directions and orders of those in authority through effective communication within the institution (Kheiri Khalil Al-Hamili, n.d., p. 122). This achieves the following objectives and benefits for the holders of authority:

- Identifying facts, information, and accurate data.
- Identifying the reality of what is taking place within the institution in an honest manner.
- Enabling the holder of authority to guide, supervise, and influence workers.
- Achieving full coordination among the activities of the various departments within the institution.
- The holder of authority provides workers with positive work values: diligence at work, excellence, accuracy, commitment, justice, equality, etc., which contribute to encouraging them to obey orders and to demonstrate positive participation in the field of work (Crozier, 1963, p. 31).

Patient characteristics:

Authority is not related to the functional position occupied by the manager; rather, it is about the relationship with workers through his ability to influence, persuade, and instill a spirit of cooperation among them, which encourages them to work and achieve objectives. All of these factors increase their satisfaction with the manager's leadership style. Workers' satisfaction with the leadership style of the holder of authority allows for the stimulation of processes of exchange of interests and privileges, whereby each party uses its elements of power to achieve a strategy and to transform the organisation, or part of it, or its actors, to serve its objectives (Crozier, 1977, p. 26).

- Occupying administrative positions allows for an increase in the efficiency of subordinates by enhancing their abilities and skills in accordance with job requirements through revealing aspects of weakness and deficiency within the organisation. This drives the holder of authority to undertake training programmes and anticipate future growth, especially compared with what is currently available, to preserve the holder's status within the organisation (Abdelghafar Hanfi, 2002, p. 206).

- Enjoyment of expertise by the holder of authority grants him influence over workers by providing them with directives that they follow as a result of their belief in the importance of his expertise and their need for it (Mahdi Zoulif & Ali Al-Adhayleh, 1996, p. 174).

Characteristics of Social Interaction:

- Social interaction constitutes a means of communication and mutual understanding among members of a group. It is inconceivable for group members to exchange ideas without social interaction.
- Every action generates a reaction, which leads to the emergence of social interaction among individuals.
- When an individual within a group performs specific behaviours and actions, he expects a particular response from the members of the group to which he or she belongs, which may be either negative or positive.
- The interaction of the group as a whole with one another gives it a greater magnitude than the interaction of individuals alone outside the collective.
- The tension of relationships between individuals and groups undoubtedly results in a set of social expectations associated with a particular situation (Sami Mahdi Al-Gharbawi & Wafaa Qais Kareem, 2012, p. 53).

3.3. Objectives of Social Interaction:

Social interaction among individuals achieves a set of objectives, among which are the following:

- It enables the individual and the group to learn diverse patterns of behaviour and attitudes that regulate relationships among individuals and groups within society within the framework of prevailing values, culture, and established social traditions.
- It assists in the realisation of the self and in alleviating feelings of distress, which often lead to isolation and the development of psychological disorders.
- It contributes to socialisation and to the instilling of shared characteristics among individuals (Hanaa Qattousha, 2015, p. 70).

Second: The Field Framework of the Relationship between Authoritarian Practices and Social Interaction Among the Employees of Abderrazak-Bouhara Hospital, Skikda:

1. Limitations of the Study:

The study included three delimitations:

- **Geographical delimitations:** This study was conducted at Abderrazak-Bouhara Hospital in Skikda.
- **Human delimitations:** This study focused on medical and paramedical staff, administrative personnel, and skilled workers, for a total of 755 individuals.
- **Temporal delimitations:** This study was conducted in 2025, specifically during the second semester, from 1 February to 30 May 2025.

2. Methodology Adopted

To achieve its objectives, this study relies on a descriptive method, which involves a precise, objective description of the phenomenon under investigation. This method involves identifying the characteristics and dimensions of the phenomenon within a specific framework, analysing it via the collected data, attempting to determine its causes and the factors that control it, and subsequently analysing it again via the collected data.

3. Sample and Method of Its Selection:

Since our study includes a research population of 755 workers, to investigate field validity, achieve the objectives, and verify the study's questions and hypotheses, given that the study population is divided into professional or educational categories, etc., the sample was determined for each category. Accordingly, the selected sample type was a quota sample, also known as a proportional sample. In view of the difficulty of collecting data (a large and heterogeneous population), such as individuals who are difficult to contact, in addition to the difficulty of obtaining the complete list of the names of all workers, the quota sample was determined on the basis of specific characteristics of the research population that were sought to be reproduced in the form of the sample, according to the official

division of the aforementioned ranks (skilled workers, paramedical staff, medical staff, and administrative staff), in consideration of the potential differences in opinions among these categories.

Accordingly, the sample was selected as follows:

The study population under investigation consisted of 755 workers. Given the large size of the research population, the study was conducted on a proportion of 10%, which means that the sample size was calculated as follows:

$$(10 \times 755) / 100 = 75.5 \cong 76.$$

Accordingly, the study sample consists of 76 workers. In light of the characteristics of the population, which consists of professional categories, and given that the adopted sample is the quota sample specified in this study, it was calculated as follows:

Calculation of the number of individuals representing the sample:

Administrative staff category:

$$(100 \times 143) / 755 = 18.94$$

$$(18.94 \times 76) / 100 = 14.39 \cong 14$$

Physicians' category:

$$(100 \times 134) / 755 = 17.34$$

$$(17.34 \times 76) / 100 = 13.48 \cong 13$$

Paramedical staff category:

$$(100 \times 194) / 755 = 29.69$$

$$(29.69 \times 76) / 100 = 19.52 \cong 20$$

Skilled workers' category:

$$(100 \times 284) / 755 = 37.61$$

$$(37.61 \times 76) / 100 = 28.58 \cong 29$$

After rounding and summing these proportions, we obtain:

$$14 + 13 + 20 + 29 = 76 \text{ individuals.}$$

Psychometric characteristics of the study instrument:

The questionnaire was designed according to a five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree). It was divided into three axes:

- The sociodemographic data axis.
- An axis specific to authoritarian practices.
- An axis related to social interaction.

The Sociodemographic Data Axis:

Table 1
Distribution of the study sample by gender

Gender	Frequencies	Percentage
Male	33	43.4%
Female	43	56.6%
Total	76	100%

Source: Prepared by the researchers via the SPSS program.

Table 1, which presents the distribution of the study sample according to gender, reveals the following:

- The percentage of females is estimated at 56.6%, which represents the highest percentage.

– This is followed by the proportion of males, estimated at 43.4%.

The percentage of females (56.6%) was greater than that of males (43.4%). This is attributed to several factors, including the demographic imbalance between females and males, as females constitute a greater proportion of the population in Algeria. In addition, most graduates of Algerian universities are female. The field study also demonstrated that the majority of skilled workers and administrative staff are female, reflecting the nature of their work within the institution (cleaning, healthcare, nursing), which is more attractive to women. Furthermore, the emergence of feminist thought advocating equality between men and women in most areas of life has influenced Algeria, particularly in the field of employment, where women have increasingly entered the workforce across many institutions.

Table 2
Distribution of the study sample by educational level

Educational Level	Frequencies	Percentage
Primary	4	5.3%
Middle	9	11.8%
Secondary	20	26.3%
University	43	56.6%
Total	76	100%

Source: Prepared by the researchers via the SPSS program.

From Table 2, which relates to the educational level of the research sample, 43 respondents have a university level of education, representing the highest percentage at 56.6%. This is followed by those with a secondary level of education, estimated at 20 individuals, accounting for 26.3% of the sample. Next are those with a middle level of education, with nine individuals accounting for 11.8% of the sample. Finally, respondents with a primary level of education are the least numerous, with only four individuals, representing 5.3%.

Given that professional status is divided into physicians, administrative staff, and paramedical staff, higher university qualifications and advanced training are necessary than in the 1980s and 1990s to keep pace with the development of this sector. The number of individuals holding university degrees is estimated at 43 out of the total sample, representing 56.6%. Individuals with educational levels below primary, middle, or secondary education do not constitute a large proportion of the selected sample. Specifically, four individuals had a primary level of education, 9 had a middle level, and 20 had a secondary level. All of them work in the cleaning and security sectors, and these occupations do not require high academic qualifications.

Table 3
Distribution of the study sample by professional category

Professional Category	Frequencies	Percentages
Skilled workers	29	38.2%
Paramedical staff	20	26.3%
Physicians	13	17.1%
Administrative staff	14	18.4%
Total	76	100%

Source: Prepared by the researchers via the SPSS program.

On the basis of the statistical data presented in the Table above, which represent the distribution of respondents according to profession, the highest proportion is that of skilled workers, estimated at 38.2%, followed by paramedical staff at 26.3%, administrative staff at 18.4%, and finally physicians at 17.1%.

This increase in the proportion of skilled workers is attributed to the nature of the institution's activities and its large size, which require a substantial number of security guards and cleaners to ensure safety and cleanliness, build a good reputation, and safeguard patients. Paramedical staff also constitute a proportion close to that of the first category, as they represent the core of healthcare provision within the institution and cannot be dispensed with. The number of physicians at this institution is relatively small, as each department has only one physician. Administrative staff are also few in number, as the nature of the institution's work does not require a large number of administrative personnel compared with other professions.

The axis related to authoritarian practices:

Table 4
Results of Participation in Decision-Making at Abderrazak-Bouhara Hospital

Statements	Total Frequencies	Mean (M)	Standard Deviation	Result: According to Total Frequencies
Participation in decision-making 01	287.00	3.7763	1.15006	+
Participation in decision-making 02	273.00	3.5921	1.10969	+
Participation in decision-making 03	311.00	4.0921	0.78617	+
Participation in decision-making 04	218.00	2.8684	1.34007	–
Participation in decision-making 05	333.00	4.3816	0.84801	+
Participation in decision-making 06	222.00	2.9211	1.08029	–
Participation in decision-making 07	217.00	2.8553	1.44871	–

Source: Prepared by the researchers via the SPSS program.

Table 4 shows the results of participation in decision-making at Abderrazak-Bouhara Hospital, and the statements yielded the following results:

Statement No. 01: “The immediate supervisor allows me to put forward ideas in the field of work.” Its results are positive.

This indicates that the manager has granted authority to the immediate supervisor and that the latter, in turn, provides workers with opportunities to propose ideas, listen to them, and receive suggestions in the field of work. This reflects an awareness of the importance of workers' opinions in decision-making, through which the alternative proposed by the immediate supervisor, which is deemed the best and most appropriate for solving a problem or addressing a given issue, is selected from among all the solutions put forward by them. Consequently, this process reinforces teamwork and leads to better outcomes. This was affirmed by some heads of departments, whose responses indicated that they always listen to workers and consider their ideas because they value their experience and intelligence in the workplace.

Statement No. 02: “The decisions taken by the supervisor are effective.” Its results are positive.

This demonstrates that the manager has placed trust in the immediate supervisor to direct workers, manage work, and make appropriate decisions on the basis of his vision and experience. It is also evident that his decisions are rational and planned in an organised and coordinated manner to achieve efficiency, organisation, and development within the institution. This further indicates that his objectives and vision are aligned with the institution's strategic goals. Since their decisions are linked to cooperation and worker participation, they become more effective. Good listening by the team leads to selecting the optimal, most appropriate option for any problem or task. This is also due to the precise role distribution, the specification of responsibilities for each team member, the regular monitoring of their workflow, the evaluation of their work results, and the performance analysis. This is indeed what was observed, as the immediate supervisor records daily evaluative notes for each worker in a file.

Statement No. 03: “The decision-making process within the institution takes place between the manager and his deputies.” Its results are positive.

This means that the decision-making process within the institution is carried out through cooperation and coordination between the manager and his deputies. This confirms the existence of vertical communication, in which information and ideas flow from the top to the bottom and vice versa, as well as horizontal communication among the deputies themselves. This structure is based on functional distribution, whereby the manager relies on his deputies to manage specific sectors or defined functions. This organisation is often characterised by a hierarchical structure in which the manager occupies the apex and holds the highest authority in decision-making. At the same time, his deputies are distributed across lower levels. This reflects the distribution and delegation of authority. Consequently, the manager and his deputies are the bodies responsible for this aspect.

Statement No. 04: “The administration discusses problems with workers before making any decision.” Its results are negative.

This means that the administration prefers to discuss matters with supervisors before making a decision without involving workers in the administration's discussions or consultations. This is attributed to the administration's limited confidence in workers' expertise. Moreover, prolonged discussions with workers may lead to undesirable complications. The manager and his supervisors also consider decision-making as part of their principal duties, without involving others in this process, to preserve the institution's organisational structure, which relies on limited delegation, whereby decisions remain confined to higher levels of management.

Statement No. 05: “I believe that the participation of all workers in decision-making leads to improvement in work.” Its results are positive.

The participation of workers in the institution in any decision encourages them to exert greater effort and makes them feel valued and recognised for their ideas. This strengthens team spirit and active participation, enhances their sense of empowerment and belonging, and increases their commitment to the institution. This approach also reflects the values of justice and equality, as all voices are given equal weight, thereby reinforcing a sense of fairness within the institution. When workers participate in decision-making, a diverse range of ideas and experiences is introduced, which may lead to more creative and comprehensive solutions to problems. It also encourages greater communication across organisational levels, improving the flow of information and enhancing mutual understanding. All of these factors have positive impacts on institutions, creating flexibility and adaptability to potential changes. This is consistent with the theory of management by consensus, which holds that decisions should be made with the agreement of all parties concerned within the institution, thereby enhancing employees' commitment and motivation and fostering creativity and innovation by enabling all members of the institution to contribute their opinions and expertise in generating creative and innovative solutions to the problems presented within the institution, thus achieving its objectives effectively.

Statement No. 06: “My administration does not act upon the submitted proposals.” Its results are negative.

This reflects the institution's commitment to benefiting from workers' opinions and enhancing a culture of cooperation within the institution, as well as their sense of belonging and responsibility, through granting them opportunities to make certain decisions related solely to their work. The administration also considers proposals a tool for gathering diverse opinions on their field of work. This was confirmed by the workers, who stated that the manager or the immediate supervisor sometimes visits them and asks about matters related to their work, such as tools and supplies, and the types most suitable for them.

Statement No. 07: “I am consulted by the manager when he intends to change the work.” Its results are negative.

This finding indicates that decisions fall exclusively within the manager's jurisdiction. This reflects an organisational culture that lacks transparency and is dominated by fear or mistrust, as changing work without involving all members of the institution may disrupt workflow and lead to role overlap. This, in turn, creates challenges and conflicts that negatively affect institutions' success.

On the basis of the results in Table 4 and the statements regarding participation in decision-making within the research population, the majority of the results are positive. This means that the institution involves immediate supervisors in the decision-making process and even workers but only in specific tasks that concern the institution. This enhances teamwork; the sense of belonging, responsibility, and trust; and participation in the workplace, communication, and consultation before making any decisions. This indicates that the institution adopts a hierarchical administrative style in which the manager relies on collecting as much information as possible about the issue to be decided. He therefore seeks to involve others at the hierarchical levels below him to obtain information before making the decision.

Table 5
Results of Cooperation at Abderrazak-Bouhara Hospital

Questionnaire Statements	Total Frequencies	Mean	Standard Deviation	Result: According to Total Frequencies
Cooperation 01	345.00	4.5395	0.70125	+
Cooperation 02	343.00	4.5132	0.77448	+
Cooperation 03	345.00	4.5395	0.73830	+
Cooperation 04	303.00	3.9868	1.03915	+
Cooperation 05	197.00	2.5921	1.16822	–
Cooperation 06	339.00	4.4605	0.66213	+
Cooperation 07	341.00	4.4868	0.59985	+

Source: Prepared by the researchers via the SPSS program.

Table 5 presents the results of cooperation at Abderrazak-Bouhara Hospital, and the statements yielded the following results:

Statement No. 01: “I cooperate with my colleagues in their work within the institution where I work whenever the need arises.” Its results are positive.

This means that workers work closely together, sharing responsibility and effort to achieve common goals. The workers confirmed this during interviews, stating that they cooperate at different levels; exchange information, skills, and expertise; and provide mutual assistance and support. This cooperation has a positive effect on institutions' success. This is indeed what was observed, as they share tasks and work in teams, and when one person becomes fatigued, they assume responsibility for the daily tasks assigned to them.

Statement No. 02: “I exchange purposeful advice and guidance with my colleagues.” Its results are positive.

This indicates that the institution is founded upon a culture that encourages the exchange of knowledge and guidance among colleagues, cooperation, and the creation of a collaborative and motivating work environment. It also reflects the sharing of each worker's knowledge and experience with colleagues and mutual assistance to achieve professional objectives. This means that, through such practices, they demonstrate concern for the institution's general objective rather than solely their personal goals.

Statement No. 03: “Cooperation at work within the institution helps me to increase the effort expended.” Its results are positive.

This confirms that when workers cooperate, they share responsibilities and workloads more evenly, reducing pressure on each individual. Through cooperation, individuals can also exchange knowledge and experience more effectively, helping them overcome challenges collectively and reducing tension and fatigue.

Statement No. 04: “There is a spirit of cooperation within the institution during the performance of duties.” Its results are positive.

This means that the institution encourages a spirit of cooperation in the performance of duties, strengthening team spirit and enabling workers to perform more effectively. This contributes to achieving individual and collective objectives more efficiently and to building a positive and encouraging work environment. This was evident in the field study, where workers were observed assisting one another whenever needed.

Statement No. 05: “I cannot easily obtain the information I need in my work from my colleagues.” Its results are negative.

This indicates that any worker within the institution can obtain any information from a colleague. This confirms the existence of a strong cooperative spirit among them, as it is easy for workers to share information and assistance and to obtain any information or seek clarification on a specific matter. It also reflects open communication among them.

Statement No. 06: “I work to transfer my work experience to my colleagues in the institution.” Its results are positive.

The transfer of experience reflects synergy, cooperation, and cohesion among individuals within the institution, their concern for its success, and their desire to develop the skills of the new generation and ensure the continuity of work with quality and effectiveness. Some workers acknowledged that this matter is considered part of their duty towards the institution.

Statement No. 07: “If one of my colleagues encounters a problem at work, I provide assistance in resolving it.” Its results are positive.

Workers' mutual assistance in solving problems within the institution is evidence of cooperation and solidarity within the team and of their concern for the institution's collective interests rather than their personal interests, which contributes to the institution's overall success.

According to the results of Table 5 on cooperation within the study population, the majority of the total frequencies were positive. This confirms that the institution relies on cooperation and coordination among its members' efforts to achieve shared objectives. Employees cooperate and share knowledge and skills to achieve success and to promote effective communication and continuous interaction among individuals. They work as a single team to achieve the institution's desired outcomes, build a positive work environment, and enhance interaction and continuous learning among themselves. This is consistent with the team role theory developed by Meredith Belbin and Mary Roul, which emphasises the importance of work teams in achieving institutional objectives and that effective work teams require cooperation among their members through clear role and responsibility distributions, open communication, and mutual trust.

Table 6

Pearson bivariate correlation coefficient between the dimension of participation in decision-making and the dimension of cooperation

Correlations	Total Participation in Decision-Making	Total Cooperation
Total Participation in Decision-Making	Pearson Correlation	1
	Sig. (Two-tailed)	
	N	76
Total Cooperation	Pearson Correlation	.318**

Correlations	Total Participation in Decision-Making	Total Cooperation
	Sig. (Two-tailed)	.005
	N	76

The correlation is significant at the 0.01 level (two-tailed).

Since the data are quantitative, the Pearson correlation coefficient was used. The above table illustrates the bivariate correlation coefficient between participation in decision-making and cooperation.

Thus, on the basis of the outputs of Table 6, which present the Pearson bivariate correlation coefficient between the dimension of participation in decision-making and cooperation, the Pearson correlation coefficient is 0.318. This finding indicates a strong positive direct correlation between participation in decision-making within the hospital and cooperation at the $\alpha = 0.05$ significance level.

Table 7

The results of communication at Abderrazak-Bouhara Hospital

Questionnaire Statements	Total Frequencies	Mean	Standard Deviation	Result: According to Total Frequencies
Communication 01	295.00	3.8816	1.27506	+
Communication 02	321.00	4.2237	0.90331	+
Communication 03	222.00	2.9211	1.26241	–
Communication 04	254.00	3.3421	1.26019	+
Communication 05	279.00	3.6711	1.20431	+
Communication 06	267.00	3.5132	1.28056	+
Communication 07	317.00	4.1711	0.82281	+

Source: Prepared by the researchers via the SPSS program.

Table 7 shows the results of the communication at Abderrazak-Bouhara Hospital, and the statements yielded the following results:

Statement No. (1): “Communication within the institution is conducted in a formal manner.” Its results are positive.

This means that the institution prefers and encourages the use of communication channels that are consistent with approved procedures and policies, such as formal conversations and prescheduled meetings. This is intended to achieve harmony and organisation in communication within the institution and to ensure that the exchange of information and decision-making takes place in an effective and orderly manner. This type of communication is considered a tool for reinforcing managerial authority and affirming its dominance within the institution, and it often reflects a rigid organisational structure.

Statement No. (2): “The messages that reach me from the administration are in the form of orders.” Its results are positive.

This indicates that the purpose of these messages is to provide the necessary direction to ensure the effective and timely execution of tasks. It also indicates the presence of an authoritarian administrative pattern, whereby orders are issued without flexibility.

Statement No. (3): “The supervisor does not facilitate means of communication with him.” Its results are negative.

This finding shows that the immediate supervisor considers open and transparent communication an important means of ensuring proper understanding and the effective exchange of information between the two parties, as well as of building strong relationships with the work team to motivate them to achieve the intended objectives.

Statement No. (4): “New work-related information reaches me through colleagues.” Its results are positive.

This confirms the existence of strong, open communication among colleagues, who consider one another trustworthy sources in the workplace. This reflects a high level of cooperation among the institution's members and improves the flow of information.

Statement No. (5): “The information that reaches me from the supervisor consists of enquiries.” Its results are positive.

This indicates that workers receive enquiries from their immediate supervisor, who is in direct contact with them in the workplace and is responsible for guiding and providing the necessary directions to ensure that work is carried out effectively. This contributes to improving task performance and increasing team productivity.

Statement No. (6): “Information from the administration reaches me at the appropriate time.” Its results are positive.

This confirms that the administration ensures the timely provision of information to workers, enabling them to perform their duties more effectively within the specified time frame. This strengthens communication and coordination within the institution and improves the achievement of better results.

Statement No. (7): “The administration communicates with you through your immediate supervisor.” Its results are positive.

This indicates that the institution relies on a transparent chain of authority, with communication flowing from top to bottom to ensure that messages reach all workers and avoid the distortion of information through addition or omission.

According to the results of Table 7 and the statements related to communication, the majority of the total frequencies are positive. Accordingly, the institution encourages formal, open communication across all departments. It fosters a spirit of trust among workers by conveying all the information related to their field of work, which enhances the sense of belonging and collective communication and, consequently, the achievement of their objectives and those of the institution. The institution also pays attention to all workers' needs. The theory of administrative communication, to whose development Marius Neumann, Max Weber, George Simmel, and Henry Mintzberg contributed, emphasises the role of communication in achieving organisational objectives and proposes that open communication fosters effective interaction across all levels of the institution and increases the understanding of goals and directives.

Table 8
Conflict results at Abderrazak-Bouhara Hospital

Questionnaire Statements	Total Frequencies	Mean	Standard Deviation	Result: According to Total Frequencies
Conflict 01	292.00	3.8421	1.09609	+
Conflict 02	254.00	3.3421	1.10215	+
Conflict 03	249.00	3.2763	1.12663	+
Conflict 04	269.00	3.5395	1.10080	+
Conflict 05	262.00	3.4474	1.17069	+
Conflict 06	270.00	3.5526	1.13601	+
Conflict 07	221.00	2.9079	1.37770	–

Source: Prepared by the researchers via the SPSS program.

Table 8 illustrates the results of the conflict at Abderrazak-Bouhara Hospital, and the statements yielded the following results:

Statement No. (1): “Tension arises among workers who have disagreements over work.” Its results are positive.

From this perspective, the tension that arises among workers may stem from differences in viewpoints or work methods or from differing interpretations of tasks. It may also stem from work pressures and an imbalance between personal and professional life, as well as from ineffective communication within the institution.

Statement No. (2): “A lack of compatibility appears between the supervisor and the workers regarding the performance of job tasks.” Its results are positive.

This may be attributed to a lack of guidance and mutual understanding, which creates tension and deteriorates the relationships among them. Moreover, the supervisor may rely on a style of domination and coercion in communicating with workers, thereby creating disturbances among them.

Statement No. (3): “Workers do not understand one another’s positions and viewpoints.” Its results are positive.

This may be due to differences in cultural or educational backgrounds, experience, or personal life experiences, as each individual has a distinct way of thinking and expressing ideas. Consequently, each person interprets the information received according to his or her own understanding.

Statement No. (4): “Workers conceal their discomfort with one another.” Its results are positive.

Workers conceal their discomfort from one another for several reasons, including fear of negative consequences that may affect their personal or professional relationships, a desire to maintain a positive image before the administration, and a need to ensure respect and appreciation within the institution. It may also be intended to prevent the escalation of conflicts, aiming to preserve psychological well-being and professional relations.

Statement No. (5): “I have previously experienced a conflict with colleagues over proposing a solution to a problem.” Its results are positive.

This is attributed to differences in opinion or a lack of clarity in communication among them, as well as to differences in age and experience and, to a certain degree, to envy and competition. Each person seeks to impose their own viewpoint on solving the problem on the basis of their specialisation, which gives rise to conflicts among them.

Statement No. (6): “Conflicts often arise within the institution regarding the performance of roles.” Its results are positive.

This may be due to a mismatch between the roles assigned to individuals and their areas of specialisation. There may also be problems in communication or organisation that lead to tension among the working teams.

Statement No. (7): “Conflicts arise between the administration and me due to the failure to provide me with information.” Its results are negative.

Since the administration is effective, encourages open communication, and provides workers with clear, timely information, this can reduce conflicts and enhance mutual understanding between the two parties.

According to the results of Table 8 and the statements related to conflict, the majority of the total frequencies were positive. Accordingly, it is concluded that there is a degree of conflict among workers within the institution. This is attributed to ineffective communication among workers, differences in mentalities and cultures, and competition among them. Furthermore, the lack of clarity in defining roles and responsibilities may lead to interference and conflict, thereby increasing the likelihood of conflict.

Table 9

The Pearson bivariate correlation coefficient between the communication dimension and the conflict dimension

	Total Communication	Total Conflict
Total Communication	Pearson Correlation	1
	Sig. (Two-tailed)	
	N	76
Total Conflict	Pearson Correlation	.322**
	Sig. (Two-tailed)	.005
	N	76

The correlation is significant at the 0.01 level (two-tailed).

Thus, on the basis of the outputs in Table 9, which present the Pearson correlation coefficient between the communication and conflict dimensions, the coefficient is 0.322. This finding indicates a strong positive direct correlation between communication within the hospital institution and conflict at the 0.05 significance level, and the relationship is statistically significant.

General Results of the Study

✓ Through the empirical examination of the subsidiary hypotheses and the general hypothesis of our study at Abderrazak-Bouhara Hospital, a set of results was reached, namely:

✓ The institution under study is characterised by authoritarian practices based on a hierarchical structure.

✓ The institution possesses a culture that encourages cooperation and communication among departments and teams, as the hierarchical organisation is characterised by flexibility.

✓ Encouraging employees to work together on joint projects and within work teams contributes to enhancing social interaction.

✓ Participation in decision-making constitutes an essential part of the work culture within the institution for building a positive work environment and fostering interaction among employees.

✓ The nature of the effective communication process contributes to creating a cooperative climate and a collective spirit; that is, it instils workers a sense of belonging and significance and affirms their role in achieving the institution's objectives. Thus, the rationality of rules and their role in rationalising authority are determined by effective communication.

✓ Avoiding conflict within institutions requires officials to focus on effective communication, clarify roles and responsibilities, promote mutual respect, develop conflict-resolution skills, and create a positive work environment that encourages cooperation and constructive interaction.

✓ The existence of an effective trade union at any institution is necessary to guarantee workers' rights and to advocate on their behalf.

✓ The presence of regulatory and supervisory mechanisms within the institution is essential for maintaining integrity and credibility and for ensuring its continuity and success.

✓ Participation in decision-making leads to the activation of cooperation within the institution.

✓ Ineffective communication leads to the emergence of conflicts.

✓ Based on all the above, we arrive at the conviction that the general hypothesis of the study has been confirmed: "There is a correlational relationship between authoritarian practices and social interaction," in light of the two subsidiary hypotheses.

Conclusion

In conclusion, authority, in both its formal and informal forms, profoundly influences the dynamics of professional relationships among the various actors within the hospital institution. The field data revealed that patterns of authoritarian practices, whether manifested in hierarchical communication styles, participation in decision-making, or the imposition of orders with actual involvement, often produce a climate characterised by integration and encouragement of initiative. The findings also show that some users and workers adapt to this reality in different ways, ranging from compliance to avoid conflict to reliance on informal channels to facilitate work or the pursuit of professional alliances to preserve the balance of relationships. The study further revealed that it is possible to mitigate the effects of specific practices by adopting a participatory approach that ensures mutual recognition and a more equitable distribution of responsibilities. Accordingly, strengthening an organisational culture on the basis of respect, dialogue, and transparency within the hospital can improve the quality of social interaction among workers and positively affect the institution's overall performance and the services provided to patients. It thus becomes clear that addressing authoritarian practices is not merely an organisational matter but rather a fundamental necessity for building a healthy and effective professional environment.

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