

تحليل منهجية الدراسة والأساليب الإحصائية في رسالة دكتوراه

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01



المهمة (3): تحليل المنهجية والأساليب الإحصائية في رسالة دكتوراه بمجال
التخصص، وتقييم مناسبتها للأهداف البحثية



عرض منهجية رسالة بعنوان: دور القادة الاستراتيجيين في تسهيل التحول الرقمي في القطاع العام (دراسة تطبيقية على وزارتي الاتصالات والموارد البشرية السعودية)

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Digitalisation is a product of necessity converting analogue signals to digital ones, replacing paper-based processing with digital (technology) language for effective and timely service delivery (Andersson et al., 2022). Digitalisation is a complementary activity improving customer value intentions, effective interaction, and collaboration in the value-chain delivery processes (Kuhlmann and Bogumil, 2021). Digitalisation enhances the modernisation of better service delivery both in public and private institutions (Kuldosheva, 2021). Digitalisation is using digital technology to alter a business model to enlarge the opening that will further maximise income and value-added activities within public and private institutions (Magnusson et al., 2021). Moreover, digitalisation is seen as electronic interaction between government and citizens and internal government procedures to simplify and improve all aspects of government business (Maxwell et al., 2019).

1.2 Background Information

Digitalisation has been seen from a different viewpoint; Alvarenga et al. (2020) see digitalisation as changes related to the application of arithmetical technology in all facets of human society. Baptista et al. (2020) depict that digitalisation as somewhat "paperless" and applying digital tools to all phases of societal values. Mergel et al. (2019) deduced that virtually all sectors are influenced by digitalisation. Gebre-Mariam and Bygstad (2019) define digitalisation' as an alteration and acceptance of processes through digital technologies for effective service delivery. Past studies argued that digitalisation is the digital governance applying digital tools (such as the internet (IoT), digital platforms, social media, Artificial Intelligence (AI), Machine Learning (ML), and Big Data, among others) to bring quality value services to the public (Hinings et al., 2018). Digitalisation is transforming public services using technology to deliver efficient, transparent, and timely services. Digitalisation originates new ways of creativity, providing quality valued services and, at the same time, ensuring new relationships.

Past studies argued that the effectiveness of digitisation lies in the medium of service delivery and strategic leadership employed by the administration in the operational plan of the

delivery (Sabine and Moritz, 2021). It has been argued that leadership is critical to forming and implementing strategy (Shimengah, 2018). Leadership through delivery must display a level playing ground for competitiveness and balancing. Leadership enhances service delivery, ensuring strict compliance with an organisation's strategic management policy and goal. Moreover, leadership helps an organisation execute its strategies effectively and promptly. Literature depicts how digitalisation adoption has helped leadership achieve its tasks through a medium in attaining organisation/institution service delivery and achieving objectives and goals (Sow and Aborbie, 2018). It has been argued that strategies adopted by the leadership management in its operations go a long way in achieving goals and objectives (Uwanyiligira, 2021).

Strategic management and digitalisation adoption has enhanced the leadership structure to learn, renovate and impart management skills on performance. Evidence has shown how digitalisation through strategic management employed by the leaders helped simplify many organisational complexes and interrelated operations (Wilson, 2022). Nzioki et al. (2018) argued that performance by organisations would be further enhanced where strategic leadership is efficient. Michener and Nichter (2022) contend that strategic leadership explicitly defines the resolve of the organisation by providing a clear trail towards strategy formulation, being responsive to flexibility, and ensuring balanced and competitiveness in a changing environment. This level of quality makes tactical leadership multifunctional as it aligns the organisation's internal competencies with the outer environment.

It has been evidenced how leadership strategically changes public amenity design using digital technology to present responsive, easy-to-use consumer services at a lower cost to the public (Cabral et al., 2019). Leadership aimed to build insight among public officials using the radical impact typical service platforms might have on procedures and administrative models (Gobble, 2018). Literature deduced that public service is the vital machinery of government for implementing public policies and verdicts (Clarke and Craft, 2019). Public service delivery results from the intentions and decisions of the government and public institutions, the actions undertaken, and decisions made by people employed in public establishments. Public service delivery is also commonly understood to mean the setting up of public goods or social (education, health, housing), economic (grants) or infrastructural (water, electricity) services to those who need (or demand) them. Hence, improving this area is equivalent to the growth of the economy. The application of digital governance to the functioning of the government

placed them on the trail of effective public service delivery (Guenduez et al., 2020). Tactical leadership is crucial in establishing growth and advancement of an organisation's philosophy and adopting digitisation have shown tremendous progress in this direction of quality public service delivery.

Several works on strategic leadership and service delivery cite poor st non-adoption of digitalisation as critical contributors to poor service (Drechsler and Kattel (2020) argued that most organisations the meeting the quality standards of service delivery are non-digitalisation claimed by past studies that to deliver services efficiently and effectively have an inbuilt channel mechanism and be digitalisation compliant (He digitalisation in the operational plan by the leadership enhanced the s be more effective and timelier (OECD, 2016). Strategic Leade digitalisation naturally showcase creativity and innovations, which are service delivery. Xanthopoulou (2021) argues that a well-established citizens with first-class services consistently with their needs. Effecth fulfils the public's needs in a timely and efficient manner, and digita driving force.

Digitisation is a factor to increases in efficiency across the economy. P: the digitalisation of governance is one of many fundamental policies tr. of public service from conventional to modern (Xanthopoulou and Plii times, governments all over the world have adopted the use of digital quality of administration, especially in the public sector. In addition, dig opportunities for more collaborative and participatory relationships : actively shape political urgencies (Yang Li and Zhang Jin, 2012). Digita only involves the transformation of the delivery of quality service but a of the work performed by public administrators. Digitalisation ha progress in the transaction of data and exchange, and it involves replaci technology rather than just supplementing human labour (Wadmann : It is now widely accepted that digital governance offers augmented o service to deliver quality service to the people. Digitalisation is an inttuenial enabling tool that addresses some of the critical barriers and challenges of the traditional approach to striving in the global economy. Digitalisation facilitates meeting the ever-growing demands

CHAPTER THREE: CONCEPTUAL AND THEORETICAL FRAMEWORK

3.1 Introduction

The conceptual framework in this study depicts how digitalisation and other socio-economics as independent variables influence the public service delivery of a strategic leader. The linkages between these variables are described in figure 6.

3.2 Conceptual Framework

Literature deduced that a conceptual framework is a paradigm of exposition where researchers illustrate the relevance between variables in a study and offer graphics or a diagram relationship (Orodho, 2008).

Independent Variables

Strategy Leadership
Delegation
Decision Making
Innovation

Strategy Formulation
Development of Vision
Development of Mission
Setting Objectives

Strategy Implementation

Dependent Variables

Service Delivery
Better Proficiency Service
Quality
Enhanced Accountability for
Results
Revenue Flow Consistency

تابع عرض المنهجية

Allotting Responsibility
Staff Motivation

Strategy Evaluation and
Control
System Assessment
Process Effectiveness
Benchmark

Figure 6: Conceptual Framework

Source: Adapted from the work of Jerono (2016). Effect of tactical change management exercises on service delivery at the Ministry of foreign affairs of Kenya

The figure displays the conceptual framework adapted for this research. It can be deduced from the figure that strategy leadership will directly influence service delivery. In addition, it is also anticipated that strategy formulation will impact service delivery positively. More so, appropriate strategy implementation is expected to have a positive effect about service delivery. At the same time, Strategy evaluation and control are presumed to influence positively quality service delivery in the study area.

The digitalisation model examines whether the transformation of the public sector is internal, without affecting its customers, as the digitalisation process transforms not only the internal working but also the structure of the government (Andrews, 2019). However, if it changes the relationship with its customers, citizens or stakeholders, it can fulfil the people's aspirations (see Figure 7).

Stage	Application Context	CHARACTERISATION		
		Internal government transformation	Transformation affects external relationships	Transformation is context specific
Digitalisation	Technology in government	no	no	no
Transformation	Technology impacting government organisation	yes	no	no
Engagement	Technology impacting government stakeholders	yes	yes	no
Contextualisation	Technology impacting sectors and communities	yes	yes	yes

Figure 7: Digital government evolution model (Source: Janowski, 2015).

The main concern of the digital government model is to reintegrate bureaucratic structures and simultaneously focus on connecting the government departments and levels of the government with their environment (Persson and Goldkuhl, 2010). Such reintegration in the public sector can only be facilitated by using new technology and changing the administrative mechanism (Kosorukov, 2017). The administrative functions of public sector organisations are often complex; digitalising the public sector also helps reduce the complexity of the functions, eliminating duplication in administrative functions and simplifying public administration processes through standardisation (Gray and Rumpe, 2015).

3.3 Theoretical framework

"There is nothing so practical as a good theory" (Lewin, 1943:1)

Literature argued that the place of the theoretical framework is to present a set of thoughts drawn from one related notion to the other and the application of the same theory to explain an event or shine some light on certain research problems (Al-Debei and Avison, 2010). Scientists believe that there is no action without theory. Several theories have been presented to explain the link between tactical management exercises and quality service delivery. These ideas describe the advantages of strategic management to a variety of stakeholders, spanning from the public sector to the economy. It also demonstrates how this type of tactical management philosophy helps diverse organisations inside a public organisation. According to Swanson (2001:299), "a good theory is something detailed, and that has been tested both intellectually and in practice". To assess the role of tactical leadership in the digitalisation of Saudi public sector organisations, the researcher needs to evaluate theories that are likely to have an impact on the issue. The theories that expanded this study and improved public service knowledge were resource-based perspective theory, strategic fit theory, SWOT analysis theory, and public value theory.

Despite leadership being a key determinant of organisational performance at the global level, leadership styles play a critical role. Elliott and Stead (2017:19) report that, over the years, leadership styles have largely remained masculinist, which could be attributable to worldwide organisational inefficiencies. Therefore, as organisations strive to improve their performance, leadership forms a strategic vehicle to implement operational performance and effectiveness

CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 Introduction

The past study figured interpretative methods are action research where the scientist begins with data and attempts to construct an opinion about the fact of interest from the revealed data (Aziz & Khan 2020). According to Pervin and Mokhtar (2022), the explanatory investigation is a research paradigm founded on the concept that social reality is not unique or objective but is somewhat influenced by the experiences of individuals and social situations (ontology). As a result, it is best understood in its sociohistoric context, including the subjective perceptions of its diverse participants (epistemology) (Chipindi et al., 2020). The interpretive study aims to comprehend social reality via the personal perspectives of the persons who surround fact.

The case study method is widely used in entrepreneurship and information systems research as part of interpretative methods. It contributed to the advancement of fresh conceptual and theoretical models that had become locked in the literature. Thus, strategies that emphasise the relevance of people's personalities and engagement in social and cultural life are referred to. (Lowe 2019). This knowledge is theoretically related to a researcher's worldview (Berryman 2019) by choosing a paradigmatic camp that entails a slew of underlying expectations about reality (Dzwigol 2020). This interpretive method of research allows the researchers to take position that people's knowledge of reality is socially constructed. This paradigm help research to identify a depth life experiences research through data focus on objective attainment.

Through the analysis of the data, this study deduced that participant's vision or thinking design helped to reconstruct the text's intended meaning (Odigwe et al, 2020). The interpretive case study adopted in this research helped the case study to dig deeply into the societal fact via the testimonies of the evidenced relayed and "their lived situations (Muresherwa and Jita 2022). Hence, the case method described efforts gathered via narrative interviews, through an extra or much less biased, thus enable the research to interpret individuals' performance in the case study through their accrued experiences, beliefs, and views inside optimistic contexts. Thus, encouraged simulation of ideas through sure price structures of their tradition and society (Pervin and Mokhtar 2022). As such, this research

interprets the fact which are built outstandingly with the aid of exploring people however additionally fashioned through contending values in society (Peterson & Panofsky 2020).

Thus, articulation of the understanding of interpretivism and associated methods in research method as applied to this research has brought out succinctly, the relevance of data analysis drive by theory which are explained by the incident of interest from the observed data. The research deduced that the Interpretive research is a research model that is based on the postulation that social reality and it is best studied within its socio-historic setting. The case study adopted in this research attempts to interpret social reality through the independent viewpoints of the embedded participants within the context where the reality is situated. Hence, cases study adopted in this research were subjugated through qualitative data that were driven by sound and relevance theory.

The research engages a specific methodology in the realisation of the study objectives. The data collection method was made in phases to elucidate steps taken in addressing how the research gaps identified were addressed. The study engages a variant of designed steps to answer the research question articulated in the introduction part of the research. A past study argued that a research methodology critically illuminates steps to address the identified research gaps. Moreover, this section evaluates appropriate methods that elucidate the focus of the research to find a bearing on a formulated research question (Al-Mushayt 2019). The methodology section describes the type of information needed to help achieve the research focus and gives greater clarity about the expressions and methods surrounding concepts and issues encompassing the focus of the research.

4.2 Area of Study

The research draws its arguments from participants in the research and integrates them with strategic leadership theory to create a framework for the digitalisation of public institutions in Saudi Arabia. The study area is two Saudi Arabian ministries in Riyadh. The research argued that for the digitalisation of public services to foster, there is a need for enhanced efficiency and competence. However, the implementation of digitalisation needs not to be unsystematic or just an awkward reaction to government initiatives.

The University approved the ethical approach to the research (see appendix 1), and the two ministries agreed to access participants.

تابع عرض المنهجية



Figure 9: Map of Political Structures of Kingdom of Saudi Arabia (KSA)

4.3 Method of Data collection

4.3.1 Pilot Study Sampling

To ensure that valuable data are gathered, which can provide detailed/enough information to realise the research objectives. The research first conducted a pilot survey to test the instrument adopted for data collection.

The Pilot survey was carried out to identify pilot cases of strategic leaders in government owned institutions because of the hierarchical positioning of participants in the public sector organisations of Saudi Arabia. There were three reasons for doing this:

It was essential to verify that respondents fully understood the questions and that accurate and valuable information was collected; It was also necessary to ensure that questions could be asked and recorded without technical problems. Thus, a test run of the processes and equipment was carried out.

A pilot test presented a prospect for the researcher to practice and gain assurance in his role as a researcher, for example, using encouragement and probes appropriately, keeping the conversations on track while acclimatizing to the content of each interview.

After the pilot interviews, the researcher realised that the digitalisation policy had different meanings for different government organisations. Therefore, he adjusted all the questions to ensure they were linked to the Saudi Vision 2030. The pilot interviews were conducted in the Arabic language in Saudi Arabia, as organised by the department of Human resource leaders. The Pilot interviews created an opportunity for the researcher to assess the depth, relevance and timeliness of the survey questions on digitalisation.

4.3.2 Field Data Collection

The During the pilot survey, preliminary interviews were predominantly qualitative (Malhotra and Birks, 2006; Saunders et al., 2012) to establish the perception of strategic leadership styles for digitalisation. They were a necessary precursor for deeper discussions on individual case studies on how digitalisation was operationalised. The strategic leadership theory was used under the public value framework created by Weinberg and Lewis (2009) to formulate the questions for the conceptual framework for data collection.

The research adopted a purposive sampling approach for sampling techniques. Purposive sampling is a non-probabilistic that allows the researcher to use their peculiar knowledge, expertise, judgement, and experience of the research population (N) to identify the sample (n) (Creswell and Plano, 2011; Lavrakas, 2008; Onwuegbuzie and Leech, 2007; Tongco, 2007). Past studies argued that using Purposive sampling allows prior knowledge of strategic leadership of government organisations and their line ministries. Moreover, how the social context fits with the research contribution based on the detailed information from participants was used to enhance sample selection (Eisenhardt and Graebner, 2007). This helped the researchers to adopt the use of expert knowledge about strategic leadership positions to identify capable and willing participants (Acharya et al., 2013; Etikan et al., 2016 and Lavrakas, 2008), particularly those who were not fearful about commenting on the digitalisation policy of Saudi Vision 2030. The main criterion for selecting participants was their willingness to elucidate on their organisation's strategic direction, the digitalisation concept and how they see their position in relation to Saudi Vision 2030.

Moreover, the purposive sampling technique was adopted because it simultaneously considers situated knowledge of digitalisation (the phenomena under research) with the

maximum statistics on the attributes of interest (Guarte and Barrios, 2006) while maintaining rapport with research participants (Barratt et al., 2014). In addition, this technique helped the researcher to use residuals/expert knowledge about strategic leadership positions to identify capable and willing participants (Acharya et al., 2013; Etikan et al., 2016 and Lavrakas, 2008), particularly those who were not fearful about commenting on the digitalisation policy of Saudi Vision 2030. The main criterion for selecting participants was their willingness to elucidate on their organisation's strategic direction, the digitalisation concept and how they see their position in relation to Saudi Vision 2030.

The criteria for sample selection involved the use of a combination of

- Working in strategic leadership (Hiebl, 2017),
- Working in Saudi public institutions (Hofstede, 2001) and
- A high level of influence from appointing authorities (Weinberg and Lewis, 2009) created a problem in identifying the optimum sampling technique.

Based on these criteria; therefore, the sample of participants enrolled on the research was based on the following:

- An approved consent for the research data collection was pivotal in accessing participants.
- Participants must work in government institutions based in Riyadh – the capital and administrative city of Saudi Arabia.
- The target sample was a top leader with a specific role and experience in leading the organisation.
- The target sample must work in (a) the Human resources and social development ministry or (b) Education Ministry.
- All participants had to be available in January & February 2020 for face-to-face interviews.

4.3.3 Sample selection methodology

The researcher then contacted the selected individual (gatekeeper), the human resources (HR) department leader, granting access to each organisation's leader. The researcher chose an HR leader who listed the participants in each case. There were two reasons for using this technique:

First, the HR leaders were sufficiently aware of who had participated the most in the digitalisation project in his organisation (Bakkalbasioglu, 2020). Secondly, this was intended

This process was iterative, and it took forty-five working days, mainly because of the researcher's experience who had dealt with government organisations. The details of the interviewees are shown in Table 1 below.

Table 1: Detailed profiles of research participants (Source: KSA government, 2020)

Respondent	Gender	Leader's Age	Work Experiences, Position	Department Size
LH1	Male	Under 50	5 years, Financial Director	25 employees
LH3	Male	Under 50	5 years, IT Director	22 employees
LH4	Male	Above 50	7years, Training Director	20 employees
LH6	Male	Above 50	5 years, HR Director	25 employees
LH7	Male	Above 50	7 years, Development Director	30 employees
LE2	Male	Above 50	6 years, Development Director	30 employees
LE5	Male	Under 50	8 years, HR Director	35 employees
LE8	Male	Under 50	8 years, IT Director	33 employees
LE9	Male	Above 50	6 years, Customer Services Director	25 employees
LE10	Male	Above 50	7 years, Equipment Director	30 employees

The factors considered include:

- Gender: Male individuals hold most strategic leadership positions in the Saudi public sector. Considering that the researcher is male and cannot access female leaders due to cultural restrictions, it was impossible to identify an organisation with female leaders. In addition, female leaders worked in different locations inaccessible to male counterparts.
- Age: The researcher set the age between 45 and 55 years old because this was the most common age category for leadership in public sector organisations. In addition, the age group allowed for knowledge and experience of those assigned the leadership role to demonstrate their performance and leadership approach thus far.

تحليل وتقييم منهجية الدراسة

ملخص الدراسة

تهدف هذه الدراسة إلى استكشاف كيف يقوم القادة الاستراتيجيون بتسهيل الرقمنة في القطاع العام في المملكة العربية السعودية دراسة حالة (وزارة الاتصالات والتقنية، ووزارة الموارد البشرية والتنمية الاجتماعية)

تحليل المنهجية

- **نوع المنهج المستخدم:** استخدم الباحث المنهج النوعي التحليلي النوعي، وهو مناسب لدراسة الحالة المتعددة، كما اعتمد على التحليل الاستقرائي لاستخلاص الأنماط والسلوكيات القيادية (متغير مستقل) التي تؤثر على التحوّل الرقمي (متغير تابع).
- **تقييم المنهج:** يعتبر المنهج المستخدم مناسب جداً لأهداف الدراسة حيث أنها تبحث عن فهم عميق للعمليات القيادية والسياق التنظيمي في مؤسسات الحكومية، كما أن استخدام دراسة حالتين أسلوب يتيح المقارنة واكتشاف أوجه التشابه والاختلاف بين السياقين الإداريين.
- **تصميم الدراسة:** هذا التصميم تميّز بأنه تصميم متعدد الحالات (وزارة الاتصالات والتقنية ووزارة الموارد البشرية والتنمية الاجتماعية) حيث تمثل هذه الوزارات بيئتين إداريتين مختلفتين في مستوى التحوّل الرقمي.
- **تقييم التصميم:** إن تصميم الحالات المتعددة يعزز الموثوقية والتعميم التحليلي وليس الإحصائي وهو مناسب جداً لموضوع القيادة الاستراتيجية والتحوّل، كما أن تنوع مصادر المعلومات (المقابلات والوثائق) حقق التكامل المنهجي مما يعزز الصدق الداخلي للدراسة.
- **مجتمع وعينة الدراسة:** المجتمع تكوّن من القادة الاستراتيجيين في الوزارات محل الدراسة والتي تشهد تحولات رقمية، أما العينة تم تحديدها بأسلوب العينة القصدية ضمت عدد 10 قادة ومسؤولين في التحوّل الرقمي بمستويات وظيفية مختلفة.
- **تقييم العينة:** العينة الصغيرة أو المحدودة تعتبر مناسبة للدراسات النوعية التي تركز على عمق التحليل وليس على الكم، لأن المقصود هنا هو الفهم المتعمق لتجربة القادة وليس التعميم الإحصائي، ولكن الباحث التزم بمبدأ تشبع البيانات حيث توقفت المقابلات بعد عدم ظهور أفكار جديدة من المبحوثين

تحليل وتقييم منهجية الدراسة

- **تحليل الأدوات:** تم جمع البيانات الأولية من خلال المقابلات شبه المهيكلة حيث تم صياغة الأسئلة باستخدام نظرية القيادة الاستراتيجية التي وضعها واينرغ ولويس، إضافة إلى أدوات مساندة مثل مراجعة وتحليل الوثائق الرسمية السياسات والاستراتيجيات والتقارير الرقمية ذات العلاقة بخطط التحول، أما المصادر الثانوية فقد تنوعت وتمثلت في الكتب والدوريات والأبحاث والدراسات السابقة المنشورة في المجالات العلمية وغيره ذات العلاقة بموضوع الدراسة.
- **تقييم الأدوات:** إن استخدام المقابلات شبه المهيكلة توفر توازناً بين المرونة والاتساق وتعدّ أنسب أداة لفهم ديناميات القيادة والسلوك التنظيمي، تمت المقابلات وجهاً لوجه، وتم تحليل النصوص عبر NVIVO مما ساعد على الترميز المنهجي واستخراج الفئات Themes بطريقة علمية، استخدم الباحث أدوات دراسة مناسبة لتحقيق أهداف الدراسة والإجابة على تساؤلاتها وإثبات فرضياتها لضمان نتائج موثوقة، كما تم وصف أداة جمع البيانات بشكل جيد، مع وضوح وصف الإجراءات والخطوات، والإشارة إلى كيفية استخدامها بشكل واضح.

أدوات جمع البيانات
الوضوح وكيفية
الاستخدام

- **تحليل الأساليب الإحصائية:** رغم أن الدراسة نوعية بطبيعتها إلا أن الباحث استخدم ما يمكن وصفه بالتحليل الكمي الوصفي الداعم لبعض الجوانب مثل حساب تكرار الممارسات القيادية ونسبة ظهورها خلال المقابلات، والمقارنة بين الوزارتين من حيث التكرارات والنسبة المئوية لتوزيع الأنماط القيادية، كما تم استخدام أسلوب التحليل الموضوعي وفق منهج Braun (2006) والذي يتضمن 6 مراحل هي (التعرف على البيانات، توليد الرموز الآلية، البحث عن المعلومات، مراجعة البيانات، تعريف المفاهيم والمصطلحات، إعداد التقرير)
- **تقييم الأساليب الإحصائية:** التحليل الموضوعي هو الأكثر ملاءمة لأهداف هذه الدراسة، حيث أن الأهداف تركز على تفسير واكتشاف كيفية مساهمة القيادة الاستراتيجية في تسهيل التحول الرقمي، وإدخال بعض الوصف الإحصائي البسيط من النسب المئوية والتكرارات أعطى قوة إضافية للنتائج دون الإخلال بالطابع النوعي للدراسة.

الأساليب
الإحصائية

- هناك ترابط واضح مع منطقية واضحة في عرض وتسلسل الأفكار من بداية المقدمة، عرض المشكلة، الأهداف، الإطار النظري والدراسات السابقة وتحليلها، إضافة إلى صياغة الفرضيات واختبارها، وصولاً إلى النتائج والتوصيات.

تناسق المعلومات
وترابط الأفكار في
تصميم المنهجية

تقييم مدى ملائمة الأساليب الإحصائية للأهداف البحثية وتحديد نقاط القوة والضعف

نقاط القوة	نقاط الضعف
استخدام منهج نوعي تفسيري يعمّق الفهم بدلاً من القياس السطحي	محدودية حجم العينة (10) مشاركين تقلل من شمول النتائج
تنوّع أدوات جمع البيانات (مقابلات + وثائق)	الاعتماد على بيانات ذاتية (آراء القادة) فقط
التكامل المنهجي والتحليل بالبرمجيات المتخصصة NVivo	غياب التحليل الإحصائي الكمي لضمان نتائج قابلة للتعميم
وضوح مراحل التحليل الموضوعي وشفافية عرض النتائج	محدودية التطبيق خارج السياق السعودي الحكومي

المنهج المستخدم: نوعي تفسيري- دراسة حالة متعددة الأساليب الإحصائية: تحليل موضوعي + ترميز + مقارنات وصفية الملاءمة للأهداف: مرتفعة جداً التحليل الإحصائي المستخدم: وصفي فقط (تكرارات ونسب مئوية) وهو كافٍ لكون الأهداف تفسيرية القوة المنهجية العامة: عالية من حيث الاتساق الداخلي والتناسب بين المنهج وطبيعة مشكلة الدراسة.	خلاص تقييم المنهجية والأساليب الإحصائية
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أهداف الدراسة	الأسلوب المستخدم	مدى الملاءمة	المبرر العلمي
فهم كيفية مساهمة القيادة الاستراتيجية في تسهيل التحوّل الرقمي	تحليل موضوعي للمقابلات + الترميز عبر برنامج NVivo	مرتفع جداً	الهدف وصفي/ تفسيري وليس سببي، والتحليل الموضوعي يكشف الأنماط والسلوكيات القيادية
تحديد العوامل القيادية والتنظيمية المؤثرة في التحوّل الرقمي	المقارنة بين الحالتين وتحليل التكرارات	مناسب	المقارنة النوعية تسمح باستخلاص متغيرات تفسيرية دون الحاجة لتحليل إحصائي كمي
اقتراح إطار نظري لتحسين قيادة التحوّل الرقمي	التحليل الاستقرائي واستخلاص السمات المركزية	ممتاز	الأسلوب الاستقرائي يسمح أيضاً ببناء نموذج نظري من واقع الوزارات محل الدراسة

الأساليب الإحصائية ملائمة تماماً للأهداف البحثية لأن أهداف الدراسة ليست اختبار فرضيات رقمية؛ بل هي فهم آليات القيادة والتفاعل التنظيمي، لذلك فإن التحليل الموضوعي الذي تم تعزيزه بالترميز البرمجي والمقارنة بين الحالات هو الخيار الأمثل من حيث الاتساق المنهجي والدقة التفسيرية.

الخلاصة



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