



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

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PROJECT LEADERSHIP

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Introduction

In introduction we usually briefly describe the research topic and briefly explain the rationale of the present study and state its purpose which helps in leading the reader from a general subject area to a particular field of research. It also summarizes background information along with the current understanding regarding the topic through the aim of the study that is usually reflected in the form of the hypothesis, question, or research problem.

The Impact of Leadership Style on Healthcare Workers' Motivation Using Self-Determination Theory at King Fahd Specialist Hospital, Qassim.

Introduction

Today the intensive competition for high-quality healthcare services while optimizing efficiency of the provided services has become a critical element reflecting how important is the leadership styles. The massive transformation that is going on along the healthcare system strive for effective and efficient leaders (Bhavnani et al., 2017). As human beings' nature always strives to continuous changes whether in the real life or expectation (Inglehart, 2018). In current workplace, leaders and healthcare workers are both face numerous challenges emanating from transformation and technology advancements, information shifts, client needs and motivations, and all other available choices to workforce (Sutherland, Edwards, Schedlitzki, & Bolden, 2020). Such this transformation has collectively led to complexity in both operational and outcome aspects putting more pressure and demand in more commitment and input from workforce (Tourish, 2019). Ideally, leader is responsible in motivating and inspiring the healthcare workers for better improvement of quality outcomes, productivity, and client satisfaction utilizing effective and efficient leadership styles during his or her performance management (Wen, Ho, Kelana, Othman, & Syed, 2019). Extensive studies have been conducted on motivation for healthcare workers however, scarcity of

findings is available on the influence of leadership style on healthcare workers driving factors. Therefore, this study aims to evaluate the impact of leadership style on Saudi healthcare workers' motivation using self-determination theory at King Fahd Specialist Hospital, Qassim. The main research question will be 'what are the impacts of leadership style in an organization on healthcare workers' motivation?'. Furthermore, future studies on leaders and leadership styles are recommended particularly in the healthcare field to understand the influence a style of leadership deployed has on healthcare workers' behaviors towards personal and organizational goals.

Literature Review

In the literature review we usually survey scholarly articles, books and other sources relevant to a particular issue, area of research, or theory which helps in providing a description, summary, and critical evaluation of these works. Literature reviews are designed to provide an overview of sources that the researcher has explored while researching a particular topic and to demonstrate to the paper readers how the developed research fits into the larger field of study.

Literature Review and Conceptual framework

According to Maltarich et al., (2017), a motivated employee ultimately results in higher performance measured by achievement of mission, pre-set goals and objectives, efficiency, sustainability, growth, and efficacy (Maltarich, Nyberg, Reilly, Abdulsalam, & Martin, 2017). Moreover, developing a motivational strategy while focusing on factors that drive healthcare workers both personally and as a team can foster their performance (Wen et al., 2019). Basically, motivation is a basic element that advances innovativeness, hard work and growth whether personal or organizational. For instance, motivated employee can do any tasks no matter how difficult, or impossible it may seem. A recent study shows that motivation helps leaders to influence employees on organizational and personal performance (Acar, 2019).

Moreover, leaders can elicit different leadership roles using different leadership styles. A leadership style is considered as a group of behaviors that a person consciously uses which best fits the changing situation as the style also should be changed too (Liao, Chen, Hu, Chung, & Liu, 2017). Traditionally, there were just three main leadership styles: autocratic, democratic and laissez-faire (Rahbi, Khalid, & Khan, 2017). Today, multiple leadership styles are available, more commonly the seven leadership styles that can be either used individually or best used collectively (Velieu, Manxhari, Demiri, & Jahaj, 2017). The first style is "The Transformational Leadership Style", it primarily concentrates on inducing change in oneself as well as others. It has been used during the healthcare transformation and still been used as it has showed significant results that supports inner and deep personal as well as system changes (Giddens, 2018). The second style is "The Charismatic leadership style" it encourages specific behaviors in others through their ways of communication, strong personalities and persuasion. The major difference between the charismatic leadership style and the transformational one is the use of nonverbal communication (Ndururu, 2019). The third style is "The Authoritarian Style", it expresses dominance and submissiveness to the leader. The fourth style is "The facilitative leadership style" as in this style the leader usually allows more power and control from subordinates. It is also called the Laissez-Faire style (Zhang & Xie, 2017). The fourth style is "The Bureaucratic Leadership Style" which requires a bureaucracy (Adha, Sintawati, Julyanto, Wulandari, & Purwanto, 2020). The Fifth one is "The Coaching Style" which enhances employee motivation and engagement as well as improve their performance (Peng, Gao, & Zhao, 2019). The sixth style is "The Transactional Leadership" which supports the transaction as its name suggests (Purwanto, Bernarto, Asbari, Wijayanti, & Hyun, 2020). The last but not least style is "The Servant Leadership Style" which is used more commonly with religious organizations as it rests on a set of assumptions as the leader has no benefits but the followers do. In addition, it has been used socially toward using moral authority. Moreover, this style promotes particular positive manners and values such as trust, honesty and fairness (Brohi, Jantan, Sobia, & Pathan, 2018).

Lastly, most of the researches agree on situational use of the leadership styles in another word no any single style that is better than the others or to be used in all

situations but the leaders can elicit different styles or a combination of them based on circumstances and organizational goals as well as cultures (Majluf & Abarca, 2021).

Methodology

In the Methodology part we usually provide the information by which a study's validity is judged. It must be direct and accurate as well as written in the past tense. Additionally, the method section answers two main questions:

- 1) How was the data collected or generated?
- 2) How was it analyzed?

Methodology

Study design

A quantitative research framework with a cross-sectional study design will be used.

Study Setting and Participants

A simple randomized sampling to 150 participants of different assigned healthcare workers at King Fahad Specialist hospital using the Motivation Questionnaire (MQ) will be utilized to assess motivation dimensions addressing three main areas of Self-Determination Theory including; Autonomy, Competence, and Relatedness that helps to understand and explore the driving or triggering factors that increase or decrease the healthcare workers motivation in performing their daily tasks. The first part will include the demographic data of the healthcare workers including; age, gender, marital status, nationality, job title, salary and designated area. The second part of responses will be measuring each healthcare worker self-perception. The second part will be addressing the factors that motivate and demotivate each staff using the Standard Ten (sten) scale in which a reported score of three or less= Very demotivating, a score of four= Slightly demotivating, a score of five to six= Neutral, a score of seven= Slightly motivating and a score of eight to ten= Very motivating.

Data collection and Statistical Analysis

Data will be collected from June to July 2021. SPSS version 22 will be used to analyze data. Double check entry of data will be followed. Descriptive statistics will be used for data analysis. Healthcare workers perceptions and motivation status will be compared by demographic characteristics then will be measured. P-values that are < 0.05 will be considered significant.

Ethical considerations

This study will be reviewed and approved by the local ethical review boards (IRB) in Qassim. An informed consent form will be attached to the front page of the study data collection tools to explain and inform study participants about the study's aims and methodology and to assure them that privacy and confidentiality of the data would be maintained. Following an explanation of the study, health workers who agreed to participate in the study will be asked to complete the survey questionnaires anonymously and returned them to the research assistant at the end of the day.

Results and Discussion

In the **Results** part we usually refer to the direct answers to the research questions that were developed from the data.

Whereas in the **Discussion** part we interpret the study results and relate the present findings to previous studies.

Results and Discussion

We expect that findings will show both significance results for leadership styles influence on work motivation and performance of healthcare workers as well as a greater influence of transactional and transformational leadership styles than other styles are expected. the significance behind that is the current healthcare transformation that has changed the management and leadership concepts from traditional authoritative one to more open, contextual, transformational and transactional once.

We expect that the findings of the present study will be consistent with a study conducted among health workers in Uganda which has shown that 62% of them preferred leaders who were transformational compared to 42% who preferred

transactional and 14% laissez-faire styles (14%). It also has reported that motivation was positively associated with leaders who displayed idealized influence-behavior.

Moreover, another finding that would be coherent with the expected results is a study conducted in Jimma hospital that is located in Ethiopia found that staff nurses preferred transformational leadership styles than transactional as they assume that leaders with transformational leadership styles often possess chiasmatic features that bring out the best of the staff.

References

In the References part we usually provide a list of citations related to a specific topic that include a brief descriptive or evaluative summary. Sometimes it is arranged chronologically by date of publication or alphabetically by author, with citations attached as digital materials to print, such as, books, journal articles, thesis, dissertations, government documents, web sites, etc.

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