

عنوان البحث

**Examining the Impact of Organizational Culture and the relationship between human
resource management and occupational Health on the health care sector's performance
in the Kingdom of Saudi Arabia. (KSA)**

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Healthcare is a multi-faceted industry that consists of organizations and practitioners that provide services for the evaluation, treatment, and risk of illness, disease, and many other physical and mental disorders. There is a wide variety of sub-fields that focus on particular treatment modalities to choose from. Elementary, intermediate, and institutional care are the three tiers that comprise healthcare. Access to care is highly influenced by a variety of social and economic factors, as well as by the regulations and procedures that govern the delivery of services. In order for a healthcare system to function well, it is necessary to have sufficient funding, a staff that is both well-trained and well-paid, reliable information from which policies can be derived, and medical clinics that are both well-maintained and reliably managed.

The role that human resource management and occupational health play in health care, as well as the connection between the two and the organizational culture.

The fact that human resource management is one of the primary inputs into the healthcare system is one of the primary reasons why it is important to have in healthcare systems. The health care system depends on monetary resources, equipment, and human resources (Cabinet, 2006). As a result of the fact that one of the primary factors in satisfying the needs of health institutions is the training and development of the workforce, it is extremely important for employees working in human resources to have a primary role in training and educating the health workforce in order to meet the needs of the future (World Health Organization 2003). The relationship between health workers and health institutions is complicated by a number of factors, including low wages, cultural differences, the absence of welfare systems, and geographical and climatic aspects of the country, all of which

combine to present a significant obstacle for the management of human resources (Zurn et al., 2006). Research on the health sector, particularly hospitals, showed the presence of more than one factor affecting workers' safety. This is despite the fact that the health care industry is considered to be one of the most important pillars of occupational safety and health due to the risks that directly affect the health of workers (drugs, viral infections and bacterial, natural disasters, fires, etc.) (Bahcik, N. Ozturk, H. 2009).

On the other hand, the performance of employees and other key stakeholders is generally represented by the idea of organizational culture (Al-Rasheed et al., 2016). The numerous factors connected to the growth of the health business are getting a lot of attention, and it is being directed mostly on the institutions that provide medical care (Al Azmi et al., 2012). Every sector must improve its service operations' efficiency to keep up with the ever-evolving requirements of today's highly competitive markets. These shifting dynamics are often the result of several tactics, one of which is an expanding technical approach with the goal of providing a diverse array of goods and services to customers in a number of different ways (ibid.). According to Al-Ruithe et al. (2017), the requirements of the global economy are contingent on quick progress, and those who are unable to keep up with the needed speed are slipping farther and further behind in this competition (Kurban, 2008 May). This sort of performance is mostly dependent on the company's ability to carve out its own niche in the crowded landscape of a highly competitive sector. In the realm of business, this strategy is regarded as strategic planning since it results in the accomplishment of one's objectives (Noor et al., 2015). This concept is brought up again as a result of the growth of technology due to the fact that businesses are not yet prepared to implement the strategy. These things are now possible thanks to modern technology, and their growth will continue (ibid.). Aside from that, business educators devise an efficient

collection of technologies, which can be observed clearly in the concept of healthy completion, which propels enterprises to the next level (Rahman et al., 2019). In addition, companies choose their short-term and long-term objectives to increase workplace productivity, which benefits not only the company but also its workers (ibid.). As a result, it is abundantly evident that companies get assistance for a wide variety of goods and services in order to handle the problems posed by contemporary business, which need ongoing development. When it comes to the field of healthcare, hospitals are also impacted by this phrase in numerous ways. This is because there has been a significant increase in the number of hospitals in Saudi Arabia over the course of the last decade (Al-Shati, 2020).

Organizational culture in the workplace contributes to the productive capacity of health care facilities.

In this industry, where clients seek high-quality services at the lowest cost and quality of treatment is always a top concern for teachers, the concept of productivity and development takes on a somewhat different meaning than it does in other industries. (Al-Haroun, 2020) [Al-Haroun] As a result, the purpose of this study is to determine how health institutions can take part in improving their productivity in terms of training employees, improving quality, paying attention to patient and employee safety, and reducing risks that arise in health institutions without placing an undue burden on patients. Additionally, a particular emphasis will be placed on organizational culture that can enable cost reductions and income increases. Therefore, future studies will likely show many other forms of culture, such as market, saturation, hierarchy, and clan cultures. These many aspects of culture have an impact on the innovation capabilities of organizations as well as the cultural capacities of

such organizations. These aspects of culture include product innovation, business innovation, strategic innovation, marketing innovation, and behavioral innovation. The research will be carried out in the Kingdom of Saudi Arabia with a particular emphasis on the level of satisfaction of patients and health practitioners along with the general atmosphere of health institutions, both of which affect the culture of the institution in terms of its performance in a variety of different ways.

مشكلة الدراسة:

Researchers and academics are devoting a substantial amount of their attention to the issue of human resource management and occupational Health since these factors play such a big role in determining the level of success that a company achieves in its performance. The health and safety of workers in the workplace are also turning into a more pressing issue of concern (Alfawaz, & Alharthi, 2019). On the other hand, when it comes to the Saudi Arabian health industry, the research body discloses a smaller than expected number of researchers scrutinizing the hospitals of the kingdom via an analytical lens. The special characteristics based on organizational culture and its effect on the performance of hospitals are the foundation for this kind of critical lens. Compiling an accurate and all-encompassing analysis of the relevant literature would be challenging since there hasn't been a lot of research done in this area in the past. This is the first in a series of difficult tasks. According to the findings of the study, there are significant knowledge gaps regarding organizational culture and how it relates to the efficiency of this kind of organization (Algarni et al., 2018). More specifically, hospitals are found all around the region, with a primary emphasis on those found in Saudi Arabia. The goal of this study is to evaluate the effects that human organizational culture has on the performance of doctors, the productivity of their practices, and the manner in which these characteristics affect the overall physical and

mental health of patients. In addition to this, it improves the overall structure, which in turn improves the hospital's infrastructure and the availability of hospital supplies; both of these aspects contribute to making the job of the doctors and others working in the conducive environment easier (Bahcecik, & Ozturk, 2009).

أهمية الدراسة:

The study provides the decision-makers in the healthcare industry with the information they need to develop policies that are beneficial not only to patients but also to the people who care for them, such as physicians, nurses, and other associated stakeholders. This information allows for the development of policies that benefit not only patients but also the people who care for them. The gaps in the study show that academics and researchers are not paying attention to the improvement of this business, which impedes not only the desired progress of the enterprise but also the professional development of the doctors and other essential stakeholders. As a consequence of this, the research will contribute to the suggestion of workable solutions that will assist in reducing the intensity of importing physicians from other countries and will assist in providing the other connected staff of domestic doctors with the tools necessary to carry out their jobs in a manner that is more effective. After that, the comprehensive study of the tech-savvy approach, along with the comparison with the other developed nations, helps the medical community uncover the gaps that are hindering the quality of treatment that is being provided to the people of the Kingdom of Saudi Arabia. The fact that it throws light on a number of other linked facets of the lack of research is another key component of this issue. Some of these aspects include the unprofessionalism, behavior, and actions of nurses and paramedics; the high number of deaths that can be attributed to factors such as negligence; the high rate of mortality that can be attributed to a lack of education among the general

population regarding healthy lifestyle patterns; and the high number of deaths that can be attributed to factors such as negligence. All of these aspects contribute to an overall poor standard of care in the healthcare system. In addition, it paves the way for future researchers to further broaden their study by considering cross-cutting difficulties, which gives them a platform to do so and establishes the framework for doing so. As a consequence, the research will be a ground-breaking effort, enabling academics to explore these challenges from various perspectives using an essential lens.

أهداف الدراسة:

The primary objective of the project is to carry out research that is of use to hospitals in the Kingdom of Saudi Arabia in the process of addressing issues that are specific to their institutions. To achieve this goal, research on the relationship between effective management of human resources and high organizational performance in the healthcare industry will be conducted. In addition to this, we will achieve this goal by conducting research on the relationship between occupational Health and organizational success in the health sector. Last but not least, this will be achieved through doing research into the effect that organizational culture has on the efficiency of businesses. The investigations will all take place in the Kingdom of Saudi Arabia as it is their designated location. These elements offer up new windows of information for these institutions and the government, which helps them to fill in the gaps in terms of improving the quality of the patents they give. In addition to this, the findings of this study make it possible for the government and the administration of hospitals to rethink the policies and procedures they have in place about providing for the requirements of physicians in a way that contributes to a healthy organizational culture. This is made possible by the fact that this study's findings show a correlation between the two. This is made conceivable as a result of this research's results, which demonstrate a link

between the two variables. As a result of this, the purpose of the project is to gain an understanding of the perspectives and experiences of both the patients and the medical professionals so that the gaps can be identified, and then specific suggestions can be proposed to address them in a consistent manner. In other words, the goal of the project is to learn about the patients' and medical professionals' perspectives and experiences.

تساؤلات الدراسة

- 1- What is the relationship between human resource management and organizational performance in health care sectors in the Kingdom of Saudi Arabia?
- 2- What is the relationship between occupational Health and Organizational performance in health care sectors in the Kingdom of Saudi Arabia?
- 3- How an Organizational Culture impacts organization performance

فروض الدراسة:

1. **Hypothesis 1:** There are statistically significant effects of customer satisfaction on health services.
2. **Hypothesis 2:** There are statistically significant effects of professionalism of Employees concerning Organization Culture in the health sector.
3. **Hypothesis 3:** There is a statistical effect on the mental health of health workers in increasing the risk of burnout leads to leaving the job.

الدراسات السابقة:

The following is a literature review that has been broken down into its component parts and examined in detail. The focus of each of these sections will be on a unique aspect of organizational structure and how that structure influences performance. These topics

provide light on the variety of elements that contribute to worker productivity, professional growth, and occupational growth in the workplace, respectively. It is also about methods that are now being used as well as techniques from the past that have both good and bad consequences on the health sector in Saudi Arabia. These strategies and approaches may be found in both the present and history.

Organizational Culture

Saudi Arabia is a nation located in Western Asia that spans an area of about 2.3 million square kilometers. Its population was around 34 million in 2021 (Saudi General Authority Statistics, 2016). The Saudi Arabian healthcare industry is putting in a lot of effort right now towards comprehensively developing and modernizing its facilities to raise its level of efficiency and provide its patients with superior treatment. Walston et al. (2008) found in earlier research that variables that impact the service of this sector include the high number of migrant workers and the big proportion of young individuals in the community.

According to Yusuf (2014), who has conducted research on this topic, "the expanding population and health costs are compelling the government to come up with significant improvements in the healthcare system." It is anticipated that by the year 2020, the overall population of adults aged 60 and over would reach a total of more than 2.5 million (Yusuf, 2014). The increasing average age of the population will lead to a rise in both the demand for and cost of medical care.

Several studies have been conducted to investigate the factors that have been identified as influencing healthcare services. For instance, Armit et al. (2015) argue that the integration of health and social care services is necessary to satisfactorily satisfy the requirements of patients, service users, and communities in terms of both efficiency and effectiveness.

Health care must be provided by a network of organizations that are interdependent on one another, and this requires leaders to collaborate across organizational boundaries, both within and between organizations, placing an emphasis on the quality of care provided to patients rather than on the success of their aspect of that care (Armit et al., 2015).

The fact that culture plays such an important part in determining the path that an organization's performance will take shouldn't really come as a surprise to anybody. The values of an organization, such as quality, safety, productivity, survival, power, secrecy, justice, humanism, and so on, are reflected in the culture of the company (West et al., 2014). In addition, culture can be understood as a collection of implicit beliefs that are held by members of an organization and that influence how those members perceive, think about, and react to various situations. These beliefs are generally held without question and are common knowledge (Schein, 1996). The beliefs and ideals of the workforce are reflected in the culture of the firm. The members can make judgments when confronting challenges, addressing concerns, and looking for answers because they base their decisions on these ideals (McLaughlin et al., 2005). According to Bass and Avolio (1993), culture may influence the way choices are made about aspects of the organization such as recruiting, selection, and placement of employees.

Human Resource Management and Occupational Health

Human resource management, according to Howard et al. (2006), plays an active and crucial part in the success of the health sector reform. Healthcare and other service industries rely on effective HRM to meet their staffing needs, and this is especially true when customers are experiencing difficulties due to a lack of qualified employees with the

necessary training and experience (Howard et al., 2006). Healthcare and other service industries rely heavily on effective human resources management (HRM). Human resource management is concerned with both the development of individuals and the company in which they are employed. Because of this, HRM is engaged in not only protecting and developing individual employees' abilities and skills, but also in the execution of programs that strengthen communication and collaboration amongst those workers to promote organizational growth. This is done to facilitate the expansion of the business.

Salah Mahmoud Diab (2012) noted in his research that doctors and nurses working in hospitals and the Ministry of Health are quitting their jobs at a higher rate than before, and that low levels of satisfaction and a lack of desire to continue working in the hospital are contributing to the poor quality of care patients are receiving. Salah Mahmoud Diab (2012) found that physicians and nurses working in hospitals and the Ministry of Health were more likely to abandon their jobs. One of the most significant suggestions provided by the research in connection to the working conditions of hospital personnel was the provision of pecuniary and moral incentives. Motivating workers and providing quality healthcare are the primary goals of these incentives. In addition, hospital personnel will be trained in the many elements of medical care quality, and the notion of quality will be further ingrained in the workforce.

A study by Al Kudhat Mohammed (2004) found a link between hospital staff members' personality qualities and the technologies they use. In addition, there is a split among the personnel about whether certain specialized personal qualities are readily available. Furthermore, it highlighted the influence of high technology on the analysis and design work as well as the categorization of occupations and their characteristics. Poor

performance at government hospitals, according to Ozcan and Hornby (2005), was largely due to a failure by managers of government hospital head departments to improve working conditions for hospital personnel and implement incentive systems. As a result of this study, it was recommended that incentives and rewards for staff and nurses who perform well be implemented, and that a group be selected each month as a role model for individuals working in the hospital and paid special bonuses to encourage other staff members who have not been selected.

Employees at long-term care facilities encounter a mix of standard workplace dangers and those specific to long-term care facilities. Home health care workers face risks that are like those in hospital settings because of the use of advanced medical equipment in the patient's home (such as dialysis, chemotherapy, and respiratory treatment). Home health care has its own set of dangers, such as the possibility of fire, structural difficulties, threats to patient safety, and insufficient illumination. Changes in home health care may be comparable to those in institutional health care, but because of the changeable home surroundings, home health care may bring extra dangers. As Smith (1993) put it.

As OSHA exists, hospitals will be encouraged to address the health and safety concerns of their employees. Employers, workers, and members of the community all benefit from an in-house occupational health service, which delivers a comprehensive variety of services to the health care organization's employees, as well as creating value for the company, the employees, and their communities. Due to education, training, and experience, the nurse in charge of occupational health services is the most important person in the organization (Lowenthal, 1994).

Patient Satisfaction

The extent to which patients are happy with the services provided by the organization is the primary and most important indicator of the influence of business culture (Fatima, 2018). This factor carries some weight, but its effect is limited by a number of other factors, the most significant of which are cost and the level of care provided because the healthcare industry is split between the public and private sectors. This factor carries some weight, but its effect is limited by several other factors (Ibid). The findings of a substantial number of studies indicate that the legitimacy and responsibility of hospitals are profoundly rooted in the degree to which patients are satisfied with the care they get. This is because the level is what determines the government's degree of knowledge and also has an impact, either positively or negatively, on the organization's reputation with the people who make up its membership (Ng et al., 2019). A lot of people are quick to place blame on the government if anything goes wrong at a public institution like a hospital, for instance, even if it's not their fault. On the other hand, they may point the finger at the management of a private hospital if it fails to achieve the standards set by patients and the individuals accountable for the treatment that patients get. The actual issues, however, lay deeper in other concerns, such as the workers' trustworthiness, the employees' credentials, and the procedures that are the most practically applicable. These are merely surface-level impediments. However, the real challenges lie deeper in other concerns. According to an additional piece of research that was carried out by Aiken et al. (2018), the level of patient satisfaction is linked to the perspectives that doctors and other affiliated staff members have on the quality of the service that is offered to patients. This finding was made possible by the fact that Aiken et al.

The degree to which workers maintain a professional demeanor in comparison to the expectation that is established by the culture of the business. The degree of

professionalism shown by workers has a direct impact on the level of satisfaction that is experienced by customers, in addition to the level of output that is made available by the company as a whole (Khanna et al., 2019). Because providing medical treatment is about more than simply making money; it is also about saving the lives of patients and the loved ones of those patients. It is imperative that you put into action the plan that is outlined here. As a direct result of this, workers and employees in this industry are held to a high standard of performance to compete with the complexity and difficulty of difficult conditions based on their professional growth. This is done to ensure that they can advance their careers (Mufti, 2000). According to Fatima et al. (2018), the professional approach has a significant relationship both with the happiness of the patients and the effectiveness of the organizations. In a manner that is analogous, the authors say that the level of contentment experienced by patients is directly proportionate to the level of efficiency achieved by organizations. This is due to the fact that providing good service to the consumers who are already there is the best method for increasing the number of customers who frequent a company since it demonstrates a commitment to the satisfaction of those clients. On the other hand, professionalism is based on the important components of training and the practical experience that enable the employees to exhibit their competence in a unified form. These components allow the workers to display their professionalism. Because of this, the person might be considered professional (Ibid). According to the findings of a different study that was conducted, Manzoor et al. (2019) discovered that it is essential for the treatment to be carried out in a manner that is consistent with a holistic approach if the medical professionals and other related staff members understand the primary and secondary needs of the patients. This was discovered to be the case because it was found that the treatment was more likely to be successful when it was carried out in this manner.

These standards consider the nature of the patient's disease, the patient's mental health needs, and the counseling needs of the patient's caregivers. This kind of approach not only increases productivity among employees but also does so among patients and those who offer care to them (Al-Damen, 2017).

The Professionalism of Employees concerning Organization Culture

Having said that, there are a few more components to this kind of professionalism, such as the fact that firms need to understand the shifting dynamics of the market. Another example of this is the fact that there are a lot of different types of professionals. These are but a handful of the numerous defining aspects of the phenomenon. For instance, in the field of medicine, hospitals must make use of the most recent advancements in technology to expand the knowledge base of their medical personnel (Ibid). Continuous professional development is the source of many features essential to medical treatment's credibility. These features include the innovative approach that enables medical professionals to use their knowledge and skills, and these aspects and continuous professional development are the source of these features. Continuous professional development is the source of many features essential to medical treatment's credibility (Manzoor et al., 2019). Therefore, it is of the utmost importance that a professional approach based on hard and soft skills be necessary to develop a healthy workplace culture that has a favorable impact not only on the workers but also on the recipients of their services. This is because a positive impact not only on the workers but also on the recipients of their services is essential to the success of any organization (Page et al., 2020).

It should not come as a surprise to anybody that the customers of a company will get the highest quality of service from the workers who are employed by that company if

those workers take pleasure in their jobs and are able to bring specialized knowledge to the table (Tweedie et al., 2018). When it comes to the field of medicine, it would appear that staff members, such as physicians, nurses, and others, who are aware of the significance of their work and possess the appropriate skill set and level of experience, are better equipped to deal with challenging situations in an effective manner. This is because they are aware of the importance of their work (Aiken et al., 2018). However, one essential thing that adds to the uniform presentation of workers' talents and knowledge is the degree to which employees are motivated in their jobs (Ibid). As part of the services provided by the healthcare industry, patients are offered the chance to have an experience of this form of motivation. Suppose medical professionals like physicians, nurses, and EMTs are aware of the complexities of the mental health of their patients and those who care for them. In that case, the work that they perform fits the requirements for holistic professionalism. This applies to both the patients and the caregivers (Manzoo et al., 2019).

Employees' Satisfaction and its Impact on the Organization Culture

In a similar vein, another study concluded that for doctors to improve the credibility of their job, they should make an effort to comprehend the fragile mental states of their patients and the caregivers who support them. This conclusion was reached in light of the fact that another study came to the same conclusion (NJ et al., 2019). As a direct result of this, the level of motivation is one that is quite important in this industry to boost the involvement of health practitioners in a number of different strategies.

There are a variety of factors that have the potential to influence the level of motivation that someone has. Factors of this kind come into play, and some examples of these considerations include internal and external influences, monetary incentives, and the

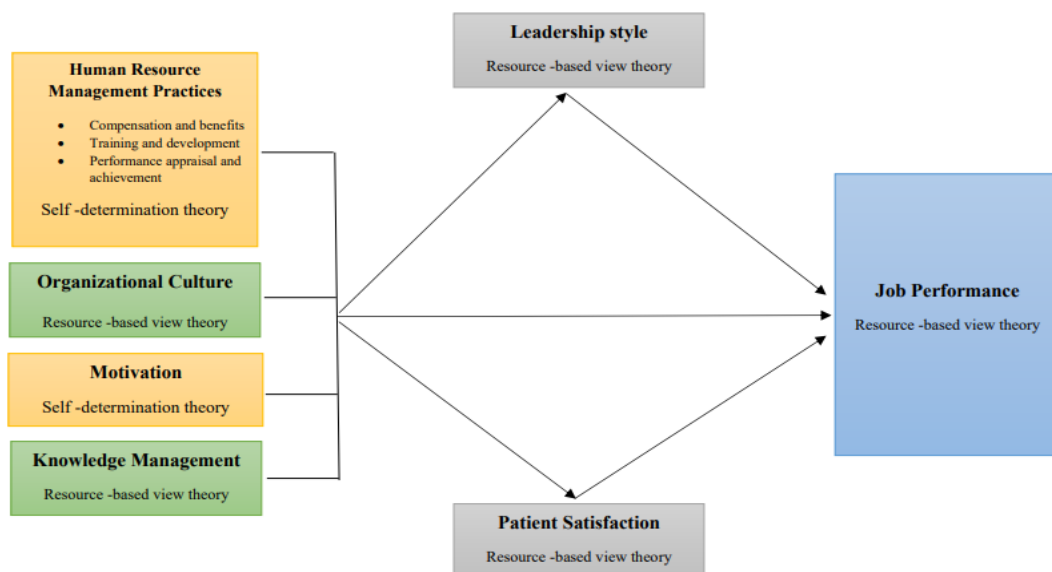
particulars of the employee's employment (Suprapti et al., 2020). Companies that are able to give their workers appropriate opportunities for professional advancement are in a better position to attract and retain people who are functioning at the pinnacle of their talents, as shown by the findings of a considerable number of studies (Ibid). Employees have been shown to be significantly more productive than they were in the past when they are made aware of the potential for progress in their professions that is dependent on the experiences and training that they have been given, as the findings of a number of studies have demonstrated. This is the case when employees are made aware of the potential for advancement in their professions that is dependent on the experiences and training that they have been given (Osborne, 2017). Companies in the healthcare sector that provide their workers the opportunity for personal and professional advancement have a considerable advantage over those companies that do not offer such opportunities. This advantage may be quantified by looking at how well employees are able to live up to their full potential in their jobs. As a means of improving their overall quality and making a positive contribution to the development of a strong corporate culture, hospitals are sending members of their medical staff to get further training and certification. This is being done in order to ensure that the hospitals are able to compete with other medical institutions (Page et al., 2020). When these physicians return to their clinics, they put the new skills they've learned into practice. This, in turn, eventually results in an improvement in the service their patients receive and greater levels of patient satisfaction. On the other hand, if employees are overworked and do not enjoy their jobs, they will not be able to perform to the level that is expected of them, which will eventually lead to a reduction in the quality of the firms' products and services (Suprapti et al., 2020). As a consequence of this, the management of the hospital has a responsibility to provide assistance to the

medical staff in order to maintain and improve the levels of motivation displayed by the doctors.

The Reasons for Employee's Motivation and its impact on the Organization Culture

According to the study of the relevant literature that was described above, the foundation of an organization's culture may be broken down into three fundamental components. These components make up the culture's foundation. The employees' professional attitude, which is founded on the workers' competence, training, and motivation, are the major components that make up this component. In the step that comes after this one, the tech-savvy approach and any other relevant information are incorporated into the general atmosphere of the hospitals. This is done in addition to taking into account the level of contentment of patients, the caregivers who take care of them, and the overall atmosphere of the hospitals.

المنطلقات النظرية للدراسة:



Sampling Technique and Sample Size

For the purposes of this study, the concerned participants are health personnel who have been employed in the health care system in the Kingdom of Saudi Arabia for at least five years (doctors, pharmacists, nurses, and other health professionals). Health professionals will be available, ten of whom come from public hospitals and ten from other health institutions. The type of sampling that will be used in this investigation is known as the 'purposeful sampling approach, and it depends on the amount of experience and the amount of training the participants have. Therefore, the participants are seasoned health professionals who have worked for a long period of time in the medical field in the Kingdom of Saudi Arabia (KSA). In the next stage, 300 survey questionnaires will be distributed to member's health in the same hospitals

The Method of Data Collection and the Analysis of the Data

Interviews that are only partially organized are utilized as the primary method for eliciting the thoughts and experiences of medical professionals in this context. The interview guide will consist of thirty questions, beginning with demographic information and moving on to research-centered inquiries. The questions will be organized in a logical progression. First things first, I will compose the official email that will be sent to all of the research participants. This email will explain to them the nature of the study, and it will also include the information sheet and the permission letter. In addition, I will provide the participants with my phone number so that any questions they have may be answered. I will not begin the official study procedure until I have received permission from all of the participants. The

ethical attitude will be taken into consideration despite the fact that the original identities will not be mentioned in the final paper in order to protect the participants' right to remain anonymous. In addition, the data will be kept in computers that need a password to prevent any type of chaotic scenario from occurring.

Data Analysis

As a result of the recent fallout from the epidemic, I am unable to visit the hospitals to do their interviews; as a result, I utilize online platforms to carry out the interviews. Platforms such as Zoom, Skype, and Google Meet fall within this category. Survey questionnaires will be distributed via Google forms. When I get the data in hand, I will transcribe it and organize it according to the macro topics. After that, all of the micro themes will be combined into the macro themes, and the chapter on the final analysis will offer all of the macro themes together with the appropriate extracts that deepen the debate. SPSS software will be used for statistical analysis. Differential and descriptive statistics will be used.

أدوات الدراسة:

The approach used in this research is a mixed-method approach. This study will use an altered version of the survey research design. A survey with both a longitudinal and cross-sectional component will be administered to participants. In the qualitative part, the ethnographic research method will be used.

The qualitative data analysis process is not easy; it is a complicated and time-consuming process. This process is accompanied by six different steps.

Step 1: Familiarization of data

The first step in any qualitative analysis is reading, and re-reading the transcripts. It is highly recommended that familiarization of data with the entire body of data or data corpus (i.e. all the interviews and any other data you may be using) before going any further. At this stage, it is useful to make notes and jot down early impressions.

Step 2: Assigning initial codes.

The second step is starting to organize the data in a meaningful and systematic way. Coding reduces lots of data into small chunks of meaning. There are different ways to code and the method will be determined by perspective and research questions. Given this, should be coded each segment of data that was relevant to or captured something interesting about the research question. However, if we had been doing a more inductive analysis, we might have used line-by-line coding to code every single line. If used open coding; that means not having pre-set codes but developing and modifying the codes as worked through the coding process. Initial ideas are generated about codes when finished Step 1. and discussed these and developed some preliminary ideas about codes. Then will be set coding a transcript separately. Each transcript coding every segment of text that seemed to be relevant to or specifically addresses the research question. When finish comparing the codes, will start discussing them and modifying them before moving on to the rest of the transcripts. As work through them, it may be generated new codes and sometimes modified existing ones.

Step 3: Search for themes.

As defined earlier, a theme is a pattern that captures something significant or interesting about the data and/or research question. As Braun & Clarke (2006) explain, there are no hard and fast rules about what makes a theme. A theme is characterized by its significance. If you have a very small data set (e.g. one short focus group) there may be considerable overlap between the coding stage and this stage of identifying preliminary themes. should examine the codes and ensure they clearly fit together into a theme. At the end of this step, the codes must be organized into broader themes that say something specific about this research question. It may be descriptive, i.e. they described patterns in the data relevant to the research question.

Step 4: Review themes.

During this phase, we review, modify and develop the preliminary themes that we identified in Step 3. Do they make sense? At this point, it is useful to gather together all the data that is relevant to each theme. The data associated with each theme is color-coded. should be read the data associated with each theme and considered whether the data really did support it. then the next step is to think about whether the themes work in the context of the entire data set.

Step 5: Defining the themes.

This is the final refinement of the themes and the aim is to 'identify the 'essence' of what each theme is about. What is the theme saying? If there are subthemes, how do they interact and relate to the main theme? How do the themes relate to each other? Themes are reviewed and data is ready to put in a systematic way.

Step 6: Presentation of results

The final step is producing the result in a systematic way. Conclusions are drawn according to the data that is analyzed. This can involve generating the themes which were separated out from the interviews accomplished by experts which serve to illustrate the essence of the theme.

حدود الدراسة:

Only Saudi healthcare facilities will be included in this research (MOH hospitals, private sector hospitals, and other sector hospitals) because there is not enough time or money to include other countries.

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