

مهارات بحثية 2

المهمة الأولى

التكليف الأسبوعي الأول

يقوم الطالب بعمل عرض لرسالة الماجستير الخاصة به (فيديو 10 دقائق + ملف PDF للعرض) ،
موضحا خطوات البحث العلمي المتعارف عليها والتي اتبعها لإعداد رسالته العلمية.

Thesis Topic

Impacts of leadership style on staff job satisfaction in primary healthcare organisations:
Primary healthcare centres in Al-Jouf, Saudi Arabia.

1. Abstract

1. The challenges facing the Saudi health sector:

- Inadequate leadership
- Employee turnover and shortage of healthcare personnel
- Centralized management
- Poor decision-making process
- Shortage of qualified and effective leaders for Primary Healthcare Centers (PHCs)
- Perception of poor leadership in the healthcare system

2. Research gap and study objectives:

- No previous studies on the effectiveness of leadership and its impact on healthcare employee job satisfaction
- This study aims to identify how employees perceive different leadership styles in PHCs and how these styles influence employee job satisfaction in the Al-Jouf region of Saudi Arabia

1. Abstract

3.Methodology:

- The study sample included 120 employees from 500 workers across 40 PHCs in Al-Jouf
- Used a survey and quantitative methods approach
- Instruments included a demographic questionnaire, Leader Behaviour Description Questionnaire, and Mueller and McCloskey's Job Satisfaction Survey

4.Key findings:

- Leadership qualities are significantly related to employee job satisfaction in PHCs
- Many employees reported high satisfaction with salary, services delivered, and work hours
- Top leadership qualities affecting job satisfaction include being understandable, looking out for employee welfare, treating employees equally, and making their attitude clear to all

5.Perceptions of PHCC leaders:

- PHCC leaders perceive their leadership styles as effective
- Believe all their employees feel satisfied with the leadership effectiveness

2. Background

Key points include:

1. Challenges in the Healthcare Sector:

The Saudi healthcare system grapples with issues such as inadequate leadership, staff shortages, high turnover rates, centralized management, and poor decision-making processes. These challenges contribute to a perception of ineffective management and low staff job satisfaction.

2. Importance of Leadership:

Effective leadership is crucial for improving service delivery and job satisfaction among healthcare personnel. The study highlights that no prior research has specifically examined the relationship between leadership effectiveness and staff performance in primary healthcare centers (PHCCs) in Saudi Arabia.

3. Focus on Primary Healthcare:

Primary healthcare centers are vital as they provide the majority of health services in Saudi Arabia. However, they face significant leadership and organizational performance challenges, impacting employee satisfaction.

4. Study Objectives:

The research aims to understand how different leadership styles affect job satisfaction among healthcare employees in the Al-Jouf region. It seeks to fill a gap in knowledge regarding the impact of leadership on employee development and satisfaction in the context of Saudi Arabia's healthcare system.

3. Research Hypothesis

The research hypothesis in this study focuses on the relationship between leadership styles and job satisfaction among employees in primary healthcare centers (PHCCs) in the Al-Jouf region of Saudi Arabia. Here are the key components:

1. Leadership Styles:

The study examines various leadership styles (e.g., transformational, transactional, and others) and their perceived effectiveness among PHCC employees.

2. Job Satisfaction:

It investigates how these leadership styles influence job satisfaction levels among healthcare personnel, measuring factors such as work environment, relationship with supervisors, and overall job contentment.

3. Demographic Variables:

The hypothesis may also consider demographic factors (such as age, gender, and years of service) to determine their impact on job satisfaction in relation to leadership styles.

3. Research Hypothesis

4. Expected Relationships:

The underlying hypothesis posits that effective leadership styles will positively correlate with higher job satisfaction levels among employees. Conversely, ineffective leadership may lead to lower job satisfaction.

So , the research aims to validate these hypotheses through mixed methods, combining quantitative surveys and qualitative interviews to provide a comprehensive understanding of the dynamics at play in PHCCs.

4. Objectives

The study's objectives are designed to explore the relationship between leadership styles and job satisfaction among employees in primary healthcare centers (PHCCs) in the Al-Jouf region of Saudi Arabia. Here are the main objectives:

- 1. Examine Job Satisfaction:** Assess the levels of job satisfaction among professional and other employees working in PHCCs in Al-Jouf.
- 2. Demographic Effects:** Analyze how demographic characteristics (such as age, gender, and work experience) influence job satisfaction among PHC employees.
- 3. Leadership Styles Relationship:** Investigate the relationship between different leadership styles and employee satisfaction in PHCCs.
- 4. Perception of Leadership Qualities:** Understand how employees perceive various leadership qualities and styles at PHCCs.
- 5. Nomination Criteria Analysis:** Evaluate the current criteria for nominating and appointing PHCC managers and recommend improved criteria to be adopted by the Saudi Ministry of Health.

These objectives aim to provide a comprehensive understanding of how leadership impacts job satisfaction, which is critical for improving healthcare service delivery and employee well-being in the primary healthcare sector.

5. Significance

1. Definition:

Primary health-care centers (PHCs) provide therapeutic and preventive health services at the community level.

2. Role:

PHCs are the frontline defense against disease and promote health.

3. Importance:

Increasing prevalence of chronic diseases in Saudi Arabia makes PHCs a critical strategy for reducing these diseases.

4. Effectiveness Factors:

The success of PHC services relies on the commitment, capacity, and well-being of staff.

5. Study Focus:

- Provide evidence-based information.
- Identify gaps between nominated managers and standard requirements for PHC leadership.
- Describe factors affecting job satisfaction of PHC staff.

6. Literature review

The literature review of the study on primary health-care centers (PHCs) in Saudi Arabia, we can consider the following key areas:

1. Role of Primary Health-Care Centers

- **Historical Context:** Examine the evolution of PHCs globally and in Saudi Arabia, including their establishment and role in healthcare systems.
- **Preventive vs. Therapeutic Services:** Review literature on the balance between preventive and therapeutic services offered at PHCs and their impact on community health.

2. Chronic Disease Prevalence

- **Statistics and Trends:** Analyze data on the rising prevalence of chronic diseases in Saudi Arabia, such as diabetes, hypertension, and cardiovascular diseases.
- **Impact of PHCs:** Investigate studies that measure the effectiveness of PHCs in managing and reducing chronic disease rates in the population.

6. Literature review

3. Staff Commitment and Capacity

- **Factors Influencing Commitment:** Explore literature discussing factors that affect staff commitment in PHCs, such as training, professional development, and organizational support.
- **Capacity Issues:** Review studies addressing the capacity challenges faced by PHCs, including staffing levels, resource availability, and infrastructure.

4. Leadership in PHCs

- **Leadership Models:** Examine various leadership models applied in healthcare settings, particularly in PHCs, and their impact on service delivery.
- **Gap Analysis:** Investigate literature that identifies gaps between current management practices and ideal leadership standards in PHCs.

5. Job Satisfaction of PHC Staff

- **Determinants of Job Satisfaction:** Analyze research on the factors that contribute to job satisfaction among healthcare workers, including work environment, relationships with colleagues, and compensation.

6. Literature review

- **Impact on Performance:** Review studies that link job satisfaction to performance outcomes in PHCs, emphasizing how it affects patient care and service quality.

6. Evidence-Based Practice

- **Importance of Evidence:** Discuss the significance of using evidence-based information in improving healthcare practices within PHCs.

- **Application in Saudi Context:** Explore studies that have applied evidence-based strategies to enhance PHC services in Saudi Arabia.

Methodology Overview

1. Mixed Methods Approach

- Combination of quantitative and qualitative methods.
- Focus on job satisfaction and leadership style.

2. Study Design

- **Type:** Sequential mixed method design.
- **Population:** 120 staff members from the PHRC in Al-Jouf Region, Saudi Arabia.
- **Duration:** Research will be conducted over nine months.

Stage 1: Quantitative Research

3. Cross-Sectional Survey

- Distribution of a validated self-administered questionnaire.
- Target population: PHRC staff in Al-Jouf Region.

Stage 2: Qualitative Research

4. Semi-Structured Interviews

- Conducted with 5-10 leaders from PHRC.
- **Aim:** To explore findings from the quantitative stage.
- Data collection until saturation is achieved.

Sampling Technique

5. Simple Random Sampling

- PHRC has 20 centers; all will be contacted.
- Minimum of five centers targeted for participation.
- Expected sample size: 120 staff members.

Data Collection Methods

6. Data Collection Tools

- **Quantitative:** Online survey questionnaires for PHRC staff.
- **Qualitative:** Face-to-face interviews with leaders.

7. Validation of Data Collection

- Regularity of results checked across different methods.
- Data saturation will guide the qualitative data collection process.

Section A: Demographic data, e.g., gender, age, educational background, nationality, years of experience, etc., location, and the size of PHCCs.

Section B: The Leader Style Description Questionnaire (LBDQ), developed by Stogdill (1963), consists of 40 items, divided into the two dimensions of leadership style: consideration and initiating structure (Ralph Melvin Stogdill, 1963).

Section C: The Job Satisfaction Survey (MMSS), developed by Mueller and McCloskey (1990), consists of 31 items relating to the work environment. Each item will be rated on a 5-point scale, ranging from 1 (Very dissatisfied) to 5 (Very satisfied).

9. Data Analysis

Quantitative data will be analyzed using IBM SPSS (v21). Descriptive and inferential statistics will be conducted to make better sense of the data. Qualitative data will be managed and analyzed with the aid of QSR Nvivo (v10). Transcripts of interviews will be read and re-read to identify key points; these will then be combined into themes and sub-themes to make sense of the qualitative data.

10. Limitations

1. This study will occur in one of 13 regions in the Saudi Arabia hence the study's findings might not be generalizable to all parts of Saudi Arabia.
2. The research bias is a possible restriction, particular in the qualitative section of the study. That means the researcher has worked in PHRC and has a prior opinion and judgment, being known to some of the PCRH workers and stakeholders. Thus, the respondents might be less precise and safeguarded in their answers, or the researcher probably has unintentionally used their own experience when interpreting the data.
3. The social desirability bias is potentially occurring in this study, so some participants may to deliver a positive impress of themselves and/or their organizations.

11.Ethical Considerations

1. Need Ethical approval from Curtin University(InfoEd's) to conduct the study.
2. Need to Saudi MoH ethical approval through the Institutional Review Board (IRB).
3. Need to receive permission to use the premises of the Directorate General of Health Affairs in Al-jouf region, Saudi Arabia.
4. Need Consent to participate from the PHRC staff recruited for the study.

The findings of the study reveal important insights into the relationship between leadership styles and job satisfaction among employees in primary healthcare centers (PHCCs) in the Al-Jouf region of Saudi Arabia. Here are the key findings:

1. Leadership Effectiveness: Employees perceive leadership effectiveness largely based on their relationships with managers. Positive interpersonal relationships contribute to a sense of effective leadership.

2. Job Satisfaction Levels: Most participants reported satisfaction with critical work characteristics such as salary, services delivered, and hours worked, with mean values indicating a generally positive perception (ranging from 3.5 to 4 on a Likert scale).

3. Key Leadership Qualities: The leadership qualities most associated with employee job satisfaction included:

- Being easy to understand
- Caring for employees' welfare
- Treating all employees equally
- Clearly communicating attitudes to the team

4. Managerial Perceptions: PHCC managers generally view their leadership styles as effective and believe that their staff members are satisfied in their roles. However, there is recognition of weaknesses in the current nomination and appointment processes for PHCC managers.

5. Impact of Leadership on Job Satisfaction: The study confirms that specific leadership styles and qualities significantly influence job satisfaction among primary healthcare workers. Effective leadership is correlated with higher levels of employee satisfaction.

6. Recommendations for Improvement: The findings suggest the need for the Ministry of Health in Saudi Arabia to enhance the criteria for nominating and appointing leaders in PHCCs to ensure better management and service delivery.

So, the study underscores the critical role of effective leadership in fostering job satisfaction and improving overall performance in primary healthcare settings.

Here are the several recommendations:

Enhance Leadership Training: Implement comprehensive training programs for PHCC managers that .1 focus on effective leadership styles, communication skills, and employee engagement to foster a positive work environment.

2. Revise Nomination Criteria: The Ministry of Health should reevaluate and improve the criteria used for nominating and appointing managers in PHCCs, ensuring that selected leaders possess the necessary skills and qualities to enhance staff satisfaction and performance.

3.Encourage Employee Feedback: Establish mechanisms for regular feedback from employees regarding leadership practices and job satisfaction. This can help identify areas for improvement and foster a culture of open communication.

4. Promote Leadership Styles: Encourage the adoption of leadership styles that prioritize employee well-being, such as transformational leadership, which can lead to higher job satisfaction and better team dynamics.

5. Focus on Work Environment: Address factors that influence the work environment in PHCCs, such as workload, resources, and support systems, to enhance overall employee satisfaction.

6. Implement Performance Evaluations: Develop performance evaluation systems for managers that consider employee satisfaction and feedback as key metrics, promoting accountability in leadership roles.

7. Conduct Further Research: Encourage additional research on leadership and job satisfaction in other regions and contexts within Saudi Arabia to broaden the understanding of these dynamics in the healthcare sector.

By following these recommendations, the study aims to contribute to the development of effective leadership and improved job satisfaction, ultimately enhancing the quality of healthcare services in Saudi Arabia.

14. References

Alrwili, A. M. (2022). Impacts of Leadership Style on Staff Job Satisfaction in Primary Health Care (1), 42, *المجلة العربية للإدارة*, Organisations, Primary Health Care Centres in Al-Jouf, Saudi Arabia as Case Study. 407-428. <https://doi.org/10.21608/aja.2022.223181>



Thank You