

**THE MODERATING EFFECT OF ORGANIZATIONAL
CULTURE ON THE RELATIONSHIP BETWEEN
LEADERSHIP STYLES AND QUALITY MANAGEMENT
PRACTICES IN PUBLIC HOSPITALS
IN SAUDI ARABIA**

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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
July 2012**

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IN SAUDI ARABIA**

By

MOHAMMAD FALEH ALHARBI

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

The effectiveness of quality management initiatives resulting in sustainable competitive advantage and enhanced business performance has been a major subject of interest for business and academia alike. The quality management literature frequently cites the importance of leadership, but little research has been done to evaluate the linkages between leadership styles and quality management practices. This study examined the relationships between leadership styles (transformational, transactional, and laissez-faire), and quality management practices in Saudi public hospitals. The study also examined the moderating effect of organizational culture on these relationships. This study adapted and integrated a Deming-based quality management model with a multi-dimensional leadership model. It tied the foregoing to the organizational culture to reveal how organizational culture is related to leadership styles and quality management practices. A quantitative research design was adopted to collect data, test hypotheses, and answer the research questions. A cross-sectional survey method was used to conduct this study. A survey package was sent to 182 public hospitals in Saudi Arabia, and 140 were returned, giving a response rate of 77 percent. Results of the study revealed that the transformational leadership style has a significant, positive relationship with quality management practices. However, the transactional and laissez-faire leadership styles were found to significantly and negatively relate to quality management practices. Furthermore, the results showed that organizational culture has a moderating effect on the relationship between leadership styles and quality management practices. Based on the results, it is recommended that hospitals recruit leaders with transformational style, and also hospital directors may opt for a quality management approach that is suitable to the existing organizational culture or they may attempt to modify the existing culture.

Keywords: Quality Management Practices, Leadership styles, Organizational culture, healthcare Sector, Saudi Arabia

ABSTRAK

Keberkesanan inisiatif pengurusan kualiti yang menentukan kelangsungan daya saing yang mapan dan peningkatan prestasi perniagaan telah menjadi keutamaan dalam bidang yang berkaitan dengan perniagaan dan akademik. Literatur kajian berkaitan pengurusan kualiti kerap menyebut kepentingan kepimpinan, tetapi hanya sedikit penyelidikan dilakukan untuk menilai hubungan antara gaya kepimpinan dan amalan pengurusan kualiti. Kajian ini bertujuan untuk menentukan hubungan antara gaya kepimpinan (gaya kepimpinan transformasional, gaya kepimpinan transaksional, dan gaya kepimpinan *laissez-faire*), dengan amalan pengurusan kualiti di hospital awam Arab Saudi. Kajian ini juga meneliti kesan moderasi budaya organisasi terhadap hubungan tersebut. Selain itu, kajian ini turut menyesuaikan dan menggabungkan model pengurusan kualiti berasaskan Deming dengan model kepimpinan pelbagai dimensi. Model ini mengaitkan budaya organisasi dan mendedahkan kaitan antara budaya organisasi dengan tingkah laku kepimpinan dan amalan pengurusan kualiti. Reka bentuk kuantitatif digunakan untuk mengumpul data, menguji hipotesis, dan menjawab soalan-soalan kajian. Kaedah tinjauan rentas telah digunakan untuk menjalankan kajian ini. Sejumlah 182 set soal selidik telah diagihkan ke hospital awam di Arab Saudi, yang mana 140 daripadanya telah dikembalikan. Ini memberikan kadar respons sebanyak 77 peratus. Dapatan kajian mendedahkan bahawa gaya kepimpinan transformasional mempunyai kaitan signifikan dan positif dengan amalan pengurusan kualiti. Walau bagaimanapun, gaya kepimpinan transaksional dan *laissez-faire* mempunyai hubungan yang signifikan dan negatif dengan amalan pengurusan kualiti. Selain itu, dapatan turut menunjukkan bahawa budaya organisasi mempunyai kesan moderasi separa terhadap hubungan antara gaya kepimpinan dengan amalan pengurusan kualiti. Berdasarkan dapatan, kajian ini mencadangkan agar hospital merekrut pemimpin yang mempunyai gaya transformasional, pengarah hospital juga boleh memilih satu pendekatan pengurusan kualiti yang sesuai dengan budaya sedia ada dalam organisasi atau cuba membuat penambahbaikan terhadap budaya pengurusan kualiti sedia ada.

Kata kunci: Amalan kualiti pengurusan, Gaya kepimpinan, Budaya organisasi, Sektor penjagaan kesihatan, Arab Saudi

ACKNOWLEDGEMENTS

All praises are due to Allah, without His help this thesis would have been impossible to accomplish.

I would like to express my thanks and appreciation to a number of people who have directly or indirectly assisted and supported me during my studies. Hence, I would like to take this opportunity to show my gratitude to those who have assisted me in a myriad of ways. Firstly, I would also like to express my heartfelt thanks to my supervisor, Prof. Dr. Rushami Zien Yusoff ,for his guidance, patience, and faith in me. Thank you for your helpful advice and support. Thank you for your guidance and relaxed, thoughtful insight. You always foster my academic growth by challenging and inspiring me to reach deeper, to learn more, to expand my viewpoint, and to think critically. I also would like to express my sincere appreciation and thanks to my defence committee members, Dr. Fais Ahmad and Dr. Haim Hilman Abdullah, for their time, assistance and advice, and most importantly, for their understanding during the completion process of my thesis, which helped me to continue on the right track. My appreciation and thanks also go to all my friends, who have contributed to the completion of this thesis. I want to specially thank Dr. Abdulhameed Alenezi and Dr. Hamoud Alshammari for their help and support.

Last but not the least, I would like to express my sincere appreciation and thanks to all my family member, mother, brothers, sisters, my wife, and my children. My mother's love and sincere prayers have been the major source of fuel for me. No words can describe my real feelings toward my brother, Alhomaidi, who takes care of the

family, including me. He is a great man in every sense of the word. I feel indebted to him for the rest of my life. Another important person to me is my brother, Turki, who has been supportive of me in many ways. Finally, my appreciation and gratitude goes to my wife, Riham, my sons Rayan, Ziad, and Haitham, and my daughter, Rana. My wife has been a constant source of support and encouragement and has made an untold number of sacrifices for the entire family, and specifically for me to continue my studies. Hence, great appreciation and enormous thanks are due to her, for without her understanding, I am sure this thesis would never have been completed.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter underlines the background of the study, followed by the problem statement, research questions, objectives, significance, and scope of study. Then, definitions and concepts used in the study is offered. Finally, the organization of the remaining chapters is also offered at the end of this chapter.

1.1 Background

Throughout the world, the healthcare sector is struggling to provide quality healthcare to citizens while managing costs (Walston, Al-Harbi, & Al-Omar, 2008). Healthcare organizations recognize the need to provide quality services if they want to survive as a healthcare provider that is intended to meet the physical, psychological, and social needs of people seeking care (Raja, Deshmukh, & Wadhwa, 2007). According to Khan (2011), quality is the focus of most organizations as it is considered to be the main competitive and business practice; quality management has become a strategic tool to achieve superior performance and competitiveness. Top management support is essential and the most important factor for quality management in providing a clear direction to employees' satisfaction (Ng, Goh, & Eze, 2010). Antonaros (2010) argue that leadership is about the skills, abilities, behaviour, and knowledge necessary for the success of quality initiatives, which is significant given the number of organizations striving to weave quality programs into their overall strategic orientation. Additionally, Anderson, Rungtusanatham, Schroeder, and Devaraj (1995), Laohavichien, Fredendall, and

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