THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, HIGH PERFORMANCE WORK SYSTEM, ORGANIZATIONAL CLIMATE, AND PATIENT SAFETY IN SAUDI PUBLIC HOSPITALS

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ALOTAIBI, EQAB AIYADH

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ABSTRACT

This study examined the determinants of patient safety in public hospitals in Saudi Arabia. Specifically, it aimed to investigate the effect of transformational leadership, high performance work system (HPWS), and effective reporting system on patient safety. This study also explored the mediating effect of organizational climate on the relationship between HPWS and patient safety. The motivation of this study was driven by lack of studies and inconsistent findings in the previous literature regarding the relationship between HPWS and patient safety. To achieve this purpose, this study integrated different theories such as Donabedian theory (SPO), HROT theory, and transformational leadership theory to study the interaction between process and outcomes. The study utilized a survey questionnaire which was distributed to a sample of 182 public hospitals at 20 health regions in Saudi Arabia. PLS-SEM technique was used to analyze the direct and indirect relationships between the variables in this study. Result of this study found that transformational leadership had positively significant effect on HPWS and effective reporting system. In addition, the result found that effective reporting system had significant effect on the frequency of occurrence of negative errors that may threaten patient safety. This study also revealed that the level of organizational climate mediated the relationship between HPWS and overall perception of patient safety. The findings of this study suggest that managers and policy makers should emphasize developing transformational leadership style and ensuring the use of HPWS as an important organizational strategy to improve patient safety. Finally, theoretical implications and recommendations for future research are highlighted and discussed.

Keywords: patient safety, transformational leadership, high performance work system, effective reporting system, organizational climate
ABSTRAK


Kata kunci: keselamatan pesakit, kepemimpinan transformasional, sistem kerja berprestasi tinggi, sistem pelaporan berkesan, iklim organisasi
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<tr>
<td>AHRQ</td>
<td>The Agency for Health Care Research and Quality</td>
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<td>AMA</td>
<td>The American Medical Association’s</td>
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<tr>
<td>AVE</td>
<td>Average Variance Extracted</td>
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<td>CFA</td>
<td>Confirmatory Factor Analysis</td>
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<tr>
<td>CR</td>
<td>Composite Reliability</td>
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<tr>
<td>EFA</td>
<td>Exploratory factor analysis</td>
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<td>GCC</td>
<td>The Gulf Cooperative Council</td>
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<td>GoF</td>
<td>Goodness of Fit</td>
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<td>HCUP</td>
<td>The Health care Cost and Utilization Project</td>
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<td>HPWS</td>
<td>High Performance Work System</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>IOM</td>
<td>The Institute of Medicine</td>
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<tr>
<td>JCAHO</td>
<td>The Joint Commission on Accreditation of Health care Organizations’</td>
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<tr>
<td>KSA</td>
<td>The Kingdom of Saudi Arabia</td>
</tr>
<tr>
<td>KSAs</td>
<td>Knowledge, Skills and Abilities</td>
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<tr>
<td>MLQ</td>
<td>The Multifactor Leadership Questionnaire</td>
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<tr>
<td>MOH</td>
<td>The Ministry of Health</td>
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<tr>
<td>NHS</td>
<td>The national health system</td>
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<td>PLS</td>
<td>Partial Least Squares</td>
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<td>PSI</td>
<td>Patient Safety Indicators</td>
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<td>SEM</td>
<td>Structural Equation Modeling</td>
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<td>SPO</td>
<td>Structure, Process, Outcome</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<td>TFL</td>
<td>Transformational Leadership</td>
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<td>UAE</td>
<td>The United Arab Emirates</td>
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<td>VAF</td>
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<td>WHO</td>
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Patient safety has become a significant topic among health professionals, policy makers, and the public owing to the emphasis on the reported and unreported healthcare errors that result in negative situations. Several initiatives and studies dedicated to patient safety have been conducted in the Western countries that are characterized by well-organized healthcare systems and effectively implemented quality assurance programs (Al Rifai, 2008). In contrast, developing countries lack the infrastructure required for the implementation and lack resources to tackle patient safety. On the basis of the report of the World Health Organization (WHO, 2004), deficiencies in healthcare systems in terms of infrastructure, lack of skilled personnel and other quality issues are still prevalent in the developing countries.

In the context of Saudi Arabia, the Kingdom has been a member of the Gulf Cooperative Council (GCC) along with Bahrain, Kuwait, Oman, Qatar and the United Arab Emirates (UAE). In comparison to several developing countries, Saudi Arabia has managed to create an extensive healthcare system in a short span of years. In addition, the overall health and social status of the kingdom of Saudi Arabia (KSA) population has significantly improved and is favorably compared to its GCC countries counterparts (WHO, 2006).
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