

**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

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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in Fulfillment of the Requirements for the Degree of Doctor of Philosoph**

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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

Kajian ini menyelidiki penentu kepada keselamatan pesakit di hospital awam di negara Arab Saudi. Secara khususnya, ia bertujuan menyiasat kesan kepemimpinan transformasional, sistem kerja berprestasi tinggi (SKBT), dan sistem pelaporan berkesan terhadap keselamatan pesakit. Kajian ini meneroka kesan pengantaraan iklim organisasi terhadap hubungan antara SKBT dan keselamatan pesakit. Motivasi kajian ini tercetus daripada kekurangan kajian dan ketidaktekalan dapatan di karya lalu dari aspek hubungan kait antara SKBT dan keselamatan pesakit. Akibat kekurangan kajian dan ketidaktekalan keputusan, terdapat cadangan untuk menyelidik kesan pemboleh ubah lain yang boleh menjelaskan hubungan kait berkenaan. Untuk mencapai tujuan ini, kajian ini menyepadukan pelbagai teori seperti teori Donabedian (SPO), dan teori kepemimpinan transformasi untuk mengkaji (HROT) interaksi proses dan hasil. Dalam kajian ini, soal selidik telah diagihkan kepada sampel yang terdiri daripada 182 hospital awam di 20 kawasan kesihatan di Arab Saudi. Teknik PLS-SEM digunakan untuk menganalisis hubungan langsung dan tidak langsung antara pemboleh ubah-pemboleh ubah kajian. Keputusan kajian ini mendapati bahawa kepemimpinan transformasional mempunyai kesan positif dan signifikan terhadap SKBT dan sistem pelaporan berkesan. Tambahan lagi, keputusan mendapati bahawa sistem pelaporan berkesan mempunyai kesan negatif yang signifikan terhadap kekerapan berlakunya kesilapan negatif yang boleh mengancam keselamatan pesakit. Kajian ini mendedahkan bahawa tahap iklim organisasi mengantara hubungan antara SKBT dan persepsi keseluruhan keselamatan pesakit. Dapatan kajian ini mencadangkan agar pengurus dan pembuat dasar memberikan penekanan terhadap keperluan membangunkan gaya kepemimpinan transformasional dan memastikan penggunaan SKBT di organisasi penjagaan kesihatan sebagai satu strategi penting untuk menambah baik keselamatan pesakit. Akhir sekali, implikasi teoritikal dan cadangan masa hadapan diketengahkan dan dibincangkan.

Kata kunci: keselamatan pesakit, kepemimpinan transformasional, sistem kerja berprestasi tinggi, sistem pelaporan berkesan, iklim organisasi

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LIST OF ABBREVIATIONS

AHRQ	The Agency for Health Care Research and Quality
AMA	The American Medical Association's
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
EFA	Exploratory factor analysis
GCC	The Gulf Cooperative Council
GoF	Goodness of Fit
HCUP	The Health care Cost and Utilization Project
HPWS	High Performance Work System
HRM	Human Resource Management
IOM	The Institute of Medicine
JCAHO	The Joint Commission on Accreditation of Health care Organizations'
KSA	The Kingdom of Saudi Arabia
KSAs	Knowledge, Skills and Abilities
MLQ	The Multifactor Leadership Questionnaire
MOH	The Ministry of Health
NHS	The national health system
PLS	Partial Least Squares
PSI	Patient Safety Indicators
SEM	Structural Equation Modeling

SPO	Structure, Process, Outcome
SPSS	Statistical Package for Social Sciences
TFL	Transformational Leadership
UAE	The United Arab Emirates
VAF	Variance Accounted For
WHO	The World Health Organization

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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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