

The Impact of Strategic Leadership Practices on Improving the Health Services Citizenship Performance of Private Hospitals... Practical Study on Hospitals of Nablus City.

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Abstract: The aim of the research is to know the extent to which strategic leadership is practiced in private health institutions in the city of Nablus. Determining the values of citizenship on which workers are trained in private health care institutions from the point of view of those working in these institutions.

The research adopted the descriptive analytical method through the application of a questionnaire consisting of (30) phrases on a sample of workers in private hospitals in the city of Nablus, which numbered (67) workers.

After carrying out the appropriate statistical treatments using the Statistical Packages Processing Program (SPSS), the research concluded that the administrative leaders in the private hospitals in the city of Nablus practice strategic management to a moderate degree. and that the values of freedom are the most implicit values in the performance development programs directed to workers in these hospitals, and that the development programs Performance focused on medical information the most.

Keywords: strategic leadership - citizenship - performance development - private hospitals.

Introduction:

Health institutions have special features that make them unique organizations in addition to the general features that characterize any organization or service institution.

In terms of form, these institutions are administrative organizations that need to apply the principles and theories of public administration, as well as work with the principles of human resource management.

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On the other hand, they are service institutions, providing services of a special nature related to humanity, compassion, human rights and other humanitarian principles.

Strategic management is one of the modern theories that have emerged within the science of public administration, which contribute to improving administrative processes in public and private organizations and institutions.

Perhaps the development of the performance of employees in institutions is one of the most important approaches to strategic management, as it contributes to raising the level of services provided by the organization, and helps prevent errors that may occur because of poor skill or lack of experience among employees.

The strategic management also seeks to link organizations with the local community by spreading the values, customs and traditions of the community within the organizational environment of the organization, in a way that it is not an alien entity from the community.

Research problem:

The extreme sensitivity; that characterizes work within health care institutions requires the management of these institutions to work continuously to improve the performance. Of the two jobs as a first step towards developing, work in general. And strategic leadership is one of the best leadership styles for managing health institutions. And many previous studies have shown that Strategic leadership plays an important role in developing the performance of employees in the organizations in which it is practiced as a study: (Alkade, 2012), and a study (Al-Faouri, 2014).

The problem of the current research is determined in studying the impact of strategic leadership on the performance of workers in health institutions in relation to the values of citizenship.

Research importance:

The importance of the current research comes from the importance of strategic leadership and its role in improving the management of institutions, and from the need to work continuously to improve the performance of workers in health institutions, and from the importance of citizenship values and concepts, especially in health work, as it deals with patients and sensitive humanitarian cases.

Research aims:

The current research aims to achieve the following steps:

- Know the extent to which strategic leadership exercised in private health institutions in the city of Nablus.
- Knowing the content of work performance development programs in private health care institutions in the city of Nablus.
- Determining the values of citizenship on which workers trained in private health care institutions in the city of Nablus.
- Clarifying the relationship between the practices of strategic leadership and raising the performance of employees with regard to the values of citizenship.

Research questions:

The current research seeks to answer the following questions:

- To what extent strategic leadership practiced in private health institutions in the city of Nablus?
- What is the content of the work performance development programs in private health care institutions in Nablus city?
- What are the citizenship values on which workers trained in private health care institutions in the city of Nablus?

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- Is there a relationship between the practice of strategic leadership and raising the performance of employees with regard to the values of citizenship?

Research limits:

Temporal limits: The current research conducted between 1/2/2022 and 1/6/2022.

Spatial boundaries: private hospitals in the city of Nablus.

Human limits: all workers in private health care institutions in Nablus city.

Boundaries of the topic: strategic leadership – citizenship – performance development.

Research terms:

Leadership:

Leadership in large and wide administrative organizations means influencing individuals and stimulating them to work together in a joint effort to achieve the goals of the administrative organization.

The work that affects the activity of the organization to direct its efforts towards achieving a goal and striving to reach it¹.

Strategic leadership:

The science and art of shaping, implementing, and evaluating inter-functional decisions that enable an organization to achieve its goals².

¹ Tariq Muhammad Al-Suwaidan, Faisal Omar Bashraheel, Industry of the Leader, 3rd floor, Creativity Group: Kuwait, 2004, (p. 41

² Nadia Al-Arif, Strategic Planning and Globalization (Alexandria: University House, 2002), p. 6

The performance

Getting the work done as it should be done and done, or how the organization achieves its goals¹.

Citizenship:

Civilized voluntary behavior towards other members of society, and this behavior translated by a set of social values represented in belonging and loyalty, commitment to duties and rights, in addition to the participation of society and its members².

Previous studies:

(Bouhraira, 2015), conducted a study entitled: Citizenship values and their relationship to promoting social responsibility among university students. and it aimed to identify the most important values of citizenship prevailing among university students in Algeria from their point of view. using the descriptive analytical approach, and the study sample consisted of 97 undergraduate students The first in Algerian universities, and the results showed that university students enjoy the values of citizenship to an average degree³.

(Latrash and Zuhair, 2021) also conducted a study entitled: The impact of organizational culture on organizational citizenship behavior. The descriptive analytical approach was adopted, as it is considered appropriate and appropriate to study the relationship between variables and phenomena and to analyze the impact of organizational culture on organizational citizenship behavior⁴.

A study (Tabidi, 2010) entitled: The impact of strategic management on the efficiency and effectiveness of performance, and the research problem is focused on

¹ Sanaa Abdel-Karim El-Khanaq, "Manifestations of Strategic Performance and Competitive Advantage", International Scientific Conference on the Distinguished Performance of Governmental Organizations, University of Ouargla, March 2005, Algeria, p. 3

² Ali Khalifa Al Kuwari, Citizenship and Democracy in Arab Countries, Center for Arab Unity Studies, Beirut, Lebanon, 2001, p. 55.

³ Bouhrira, Aboul Fotouh: Citizenship Values and their Relationship to Enhancing Social Responsibility for the University Student, PhD Thesis, Mohamed Belkhdar University, Algeria, 2015.

⁴ Latrash, Ayman, and Zuhair, Manish: The Impact of Organizational Culture on Organizational Citizenship Behavior, Master's Thesis, Muhammad Al-Siddiq University, Algeria, 2021.

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the extent of application and practice of strategic management in the Sudanese telecom sector and the impact of that application on the efficiency and effectiveness of performance in this vital sector. This research aims to know the extent of application and practice of strategic management in the Sudanese telecommunications sector, and to determine the impact of its application on the efficiency and effectiveness of the performance of this sector. The study used the descriptive analytical approach, and the study reached many results, the most important of which is proving the validity of all the research hypotheses, and that the senior and middle management in telecommunications companies have knowledge of the concepts and methods of strategic management¹.

A study (Abu Ajeila, 2021) entitled: The impact of organizational citizenship behavior on improving the quality of medical services during crises. This study aimed to know the impact of organizational citizenship behavior on improving the quality of medical services during crises at Burgan General Hospital. Survey as the main tool for data collection, and a random sample of (217) individuals was selected².

Commenting on previous studies:

The previous studies share the fact that they all adopted the descriptive analytical approach as a scientific method to achieve their requirements, and each of them dealt with a specific topic, some of them dealt with issues related to citizenship, some with strategic leadership, and some with performance development.

¹ Tabidi, Muhammad Hanafi: The Impact of Strategic Management on Efficiency and Effectiveness of Performance, Ph.D. Thesis, University of Khartoum, Sudan 2010.

² Abu Ajeila, Issa Ahmed: The Impact of Organizational Citizenship Behavior in Improving the Quality of Medical Services during Crises, Fifth International Conference of the Faculty of Commerce and Economics, Algeria, 2021.

The current study shares with previous studies by adopting the descriptive analytical approach, while it differs from it in that it brought together the three aforementioned topics.

Theoretical framework:

The 1960s and 1970s were characterized by the major development of strategic planning in business organizations. The leading companies did not work; As general electric companies only on strategic planning; Rather, it consolidated its advantages in business journalism. The operation provided these companies with a more systematic study method for managing business units, extending the planning horizon and budgets to more than 12 months, which is the traditional operating period. In addition, business managers learn that financial planning.

Strategic Management in the Healthcare Industry:

Concepts of strategic management have only been employed in health care organizations in the past 35 to 35 years. and before that time; Health organizations had few motives; to employ strategic management. Because, in general, health organizations were self-sustaining and non-profit institutions, and compensation for services was made on the basis of cost plus a customary margin. In many respects health care has become a complex business; Like business, it uses many of the same processes, and tends to use the same language that most advanced businesses use. So in the late '80s and '90s, in the 1980s and 1990s, a lot of health care organizations had to figure out a lot of business to manage strategically. As a result; Many of the management methods that are used by health care organizations; public and private; It was developed primarily in the business sector¹.

What is the health policy?

Health policy governs the rules of the game that apply to all consumers and service providers of products in the marketplace. They are development and maintenance, and do not necessarily mean the existence of a government-funded

¹ Jiji. Daniel Beckheim, (The Longest Wave) Health Care Forum Journal 1993, 36, pp. 78, 80, 82.

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health care system, nor do they necessarily mean that the provision of services is carried out by a government agency; What it contains; It is a group of institutions that meet the needs of the majority of society.

These institutions have many forms ranging from free markets to providing government services. Health policy plays a role in defining and subsequently developing society's preferences and fine-tuning the institutions that can efficiently meet those preferences. Meeting preferences may mean defining the ground rules under which service providers and insurers compete. It may mean defining the services that a single supplier performs and then deciding how long that service provider will be a private or public organization. It will surely mean reconsidering these decisions; As new ways of working and the emergence of new problems¹.

Methodological framework:

Research Methodology:

The descriptive analytical approach adopted because it is the most scientific method compatible with the objectives of the current research.

Research tool:

To achieve the objectives of the research and answer its questions, a questionnaire was designed to measure the role of strategic management in developing the performance of workers in private health care institutions on the values of citizenship.

The questionnaire consisted of (30) phrases distributed into three axes (strategic leadership – training content – citizenship).

With a triple response key (yes–sometimes–no).

¹ Michael A. Morrissey, PhD, Director, Lister Hill center for Health Policy and : Department of Healthcare Organization and Policy, University of Alabama at Birmingham

The resolution correction key was adopted as follows:

Arithmetic average between 1–3 grade is weak

Between 3–5 medium grade

5 or more high grade.

Psychometric properties of the instrument:

Honesty:

Apparent honesty was calculated by presenting the questionnaire to a group of arbitrators from faculty members in the fields of management and health sciences. and asked them to express their opinion on the integrity, clarity and suitability of the questionnaire's phrases to the subject of the research.

The referees' comments came to confirm the validity of the questionnaire for use.

Stability:

Cronbach's alpha coefficient was used to measure stability, and its total value was (0.842), which is a statistically acceptable value, and thus the tool is valid for use.

The research sample:

A random sample of (67) persons working in private hospitals in the city of Nablus for the year 2022 was drawn.

Research difficulties:

During the conduct of the research, the researcher faced difficulties related to the refusal of some workers to answer the questions of the questionnaire due to their fear for their professional future.

She also had difficulty defining the concepts related to citizenship accurately.

Statistical laws use

- Repetitions.

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- Percentages.
- SMA.
- standard deviation.
- Correlation coefficient.

Research results:

The following table shows the distribution of the sample members according to the research variables:

| Table (1) Distribution of the sample members according to the variables | | | | |
|---|------------|-------------------|----|------------|
| S | variable | Categories | N | percentage |
| 1 | Gender | male | 23 | 34.33% |
| | | female | 44 | 65.67% |
| 2 | Degree | Secondary | 8 | 11.94% |
| | | diploma | 15 | 22.38% |
| | | college leave | 37 | 55.22% |
| | | higher than that | 7 | 10.44 |
| 3 | Experience | less than 5 years | 29 | 43.28% |
| | | 5-10 | 32 | 47.76% |
| | | more than 10 | 6 | 8.95% |
| total | | | 67 | 100% |

The previous table shows that the largest number of the sample members were females, with a percentage of (65.67%), and that the majority of the sample members hold a university degree with a percentage of (55.22%), and that the

percentages are similar for those with less than five years of experience and from 5 to 10 years .

Answer to the first question:

-To what extent is strategic leadership practiced in private health institutions in the city of Nablus?

To answer this question, the arithmetic averages of the answers of the sample members to the questions related to the strategic leadership Hub were calculated according to the following table:

| Table (2) The arithmetic averages of the responses of the sample members to the strategic leadership hub | | |
|--|------|--------|
| Hub | SMA | Degree |
| Strategic Leadership Hub | 4.13 | medium |

It appears from the previous table that the arithmetic mean value of the answers of the study sample members working in private hospitals in the city of Nablus to the questions related to the degree of practice of administrative leaders in the hospitals in which they work on the principles and foundations of strategic leadership reached (4.13) with a medium degree of evaluation.

Thus, it can be said that the administrations in the private hospitals in the city of Nablus practice strategic management to a moderate degree.

Answer to the second question:

What is the content of the work performance development programs in private health care institutions in Nablus city?

To answer this question, the frequencies and percentages of respondents' responses to questions related to the content of performance development programs were calculated as shown in the following table:

Table (3) Content of performance development programs

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| Content | N | P |
|---------------------|----|--------|
| General culture | 33 | 49.25% |
| medical information | 58 | 86.56% |
| legal information | 12 | 17.91% |
| Citizenship Values | 23 | 34.32% |

It appears from the previous table that medical information occupied the first rank in terms of presence in performance development programs in private hospitals in Nablus with a percentage of (86.56%), followed by general culture, then citizenship values, and legal information came in the last rank.

Answer to the third question:

- What are the citizenship values on which workers are trained in private health care institutions in the city of Nablus?

To answer this question, the frequencies and percentages of the sample members' responses to questions related to citizenship values included in performance development programs were calculated as shown in the following table:

| Table (4) Ranking of citizenship values | | |
|---|----|--------|
| citizenship values | N | P |
| Tolerance | 3 | 4.47% |
| Justice | 21 | 31.34% |
| Freedom | 37 | 55.22% |

| | | |
|--------------------|----|--------|
| equal opportunity | 18 | 26.86% |
| Non-discrimination | 19 | 28.35% |

It appears from the previous table that the values of freedom came first in terms of repeating the answers of the members of the research sample about the values of citizenship. included in the performance development programs for workers in private health care institutions in the city of Nablus with a percentage of (55.22%), followed by justice, then non-discrimination, then equal opportunities. The tolerance values came last with a percentage of (4.47%).

The answer to the fourth question:

-Is there a relationship between the practice of strategic leadership and raising the performance of employees with regard to the values of citizenship?

To answer this question, the Pearson correlation coefficient and the level of significance were calculated between the answers of the study sample members on the axis of strategic management and their answers to the questions related to citizenship values as shown in the following table:

| | | |
|---|-------|--------------|
| Table (5) The relationship between strategic management and citizenship | | |
| correlation coefficient | Sig | the decision |
| 0.749 | 0.000 | meaning |

It appears from the previous table that the value of the Pearson correlation coefficient between the responses of the sample members working in private hospitals to questions related to strategic management and citizenship values amounted to (0.749) and the significance level (0.000), which is statistically significant at the significance level (0.05). Thus, it can be said that there is a relationship between the practice of Managing private hospitals in the city of Nablus for strategic management and raising the performance of their employees in the field of citizenship.

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And since the correlation coefficient is positive, the correlation between strategic management and citizenship values is positive, that is, the more one increases, the more the other increases.

Research recommendations:

- Work to spread the culture of strategic management among workers in private and public health care institutions.
- Paying attention to programs to develop the performance of workers in health care institutions.
- Inclusion of employee performance development programs with concepts related to the culture of citizenship.
- Inclusion of employee performance development programs concepts related to legal culture.

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