

**THE EFFECT OF STRUCTURAL EMPOWERMENT AND
PROSOCIAL VOICE ON THE PATIENT SAFETY
CULTURE MODERATED BY SELF-MONITORING AND
MEDIATED BY PSYCHOLOGICAL EMPOWERMENT IN
SAUDI PUBLIC HOSPITALS**

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**Thesis Submitted To
Othman Yeop Abdullah Graduate School,
Universiti Utara Malaysia,
In Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

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ABSTRACT

The culture of patient safety has attracted more intention of researchers and healthcare decision makers to create safe environment for the patient. Therefore, through literature review there are theoretical gaps that have to be examined. Consequently, to contribute to the literature, the objectives of this research are to assess patient safety culture (PSC), structural empowerment (SE), to examine the relationship between structural empowerment (SE) and patient safety culture (PSC), to examine the relationship between prosocial voice (PSV) and patient safety culture (PSC), to examine the interaction between prosocial voice (PSV) and patient safety culture (PSC) moderated by self-monitoring (SM), and to examine the interaction between structural empowerment (SE) and patient safety culture (PSC) mediated by psychological empowerment (PE), in the Saudi Public Hospitals. Towards this end, this study has developed the proposed model based on the Structural Process Outcome (SPO) Theory. To examine the proposed model, the quantitative survey questionnaire research approach was followed where 3810 questionnaires were distributed, out of which 2117 were returned and only 1793 were usable ones. By using hierarchical regression and correlation analysis through SPSS, those data were analyzed. The results show that there was moderate level of patient safety culture and structural empowerment among public hospitals in Saudi Arabia. So, there are areas for improving dimensions of patient safety culture and structural empowerment. Additionally, there was significant relation between structural empowerment and patient safety culture. On the other hand, there was no significant relation between prosocial voice and patient safety culture at public hospital in Saudi Arabia. Furthermore, there is no significant moderating effect of self-monitoring and there is no mediating effect of psychological empowerment. Besides providing suggestions for future research, this study provides several recommendations for leaders of public hospital in Saudi Arabia.

Keywords: patient safety culture, structural empowerment, prosocial voice, self-monitoring, psychological empowerment.

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LIST OF ABBREVIATIONS

AHRQ	Agency Of Healthcare Research And Quality
CEO	Chief Executive Officer
CFA	Confirmatory Factor Approach
CWEQ-11	Conditions Of Workplace Effectiveness Questionnaire-II
EFA	Exploratory Factor Approach
HSOPSC	Hospital Survey Of Patient Safety Culture
IOM	Institute Of Medicine
JCI	Joint Commission International
MOH	Ministry Of Health
NQF	National Quality Forum
PE	Psychological Empowerment
PES	Psychological Empowerment Scale
PSC	Patient Safety Culture
PSV	Prosocial Voice
PSVS	Prosocial Voice Scale
SA	Saudi Arabia
SE	Structural Empowerment
SM	Self –Monitoring
SMS	Self –Monitoring Scale
SPO	Structure , Process And Outcome
TJC	The Joint Commission

UK	United Kingdom
USA	United States Of America

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Culture plays a crucial role for organisational development and improvement, where it reflects individual behaviour and attitudes at the workplace. It is the set of moral values of a society that is revealed in their behaviours (Feng, *et al.*, 2008) or the full range of learned human behaviour patterns. Currently issues related patient safety culture (PSC) has received more attention from society and many organisations, since it shows the importance of patient-related safety in the workplace (Milligan, 2007).

The study of patient safety is now an essential subject for healthcare organisations with the opportunity to solve specific problems (Fajardo-Dolci *et al.*, 2010). The main factors that influences patient safety in medical industry is the culture of patient safety or was known the patient safety culture (PSC) (Abdolahzadeh, *et al.*, 2012). The PSC in healthcare organisations can be examined at various stages and reflects the essence of organisations. Also, PSC is able to reveal the strengths and weaknesses that constitute the way that healthcare specialists practice to perform their work (Martin, 2008).

According to the Health and Safety Commission of England that defined the safety culture in the medical industry “the safety culture as producing individual and group values, attitudes, understandings, competence, and behavioural patterns that determine

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