

Concepts and Wrong Behaviors of Leadership and Impact to Retention of Saudi Staff at King Fahad Medical City (KFMC)

Zainab M. Jafary¹, Kholoud N. Al-Harbi²

^{1,2} King Salman Heart Center King Fahad Medical City, Riyadh, Saudi Arabia

Abstract: Leadership is important part in organization culture and structure. Leaders and subordinates are both influenced by the organizational structure and culture, the leaders have a greater possibility to shape and change it. Leadership style, in interaction with the organization, is factor that has impact on the health and satisfaction of subordinates. Theory of task - and relationship oriented leadership and the theory of transformational and transactional leadership styles. Study aimed to assess the effect of leadership styles to retention of Saudi employees and identify the factors that cause leaving the KFMC. This cross-sectional study was conducted Saudi employees working in the administration departments and the clinical departments at King Fahad Medical City, Riyadh, Saudi Arabia. Data were collected using a self-administered questionnaire based on information obtained from the literature. The questionnaire was divided into five sections, one covering the respondents' demographics data, and the other four assessing leadership qualities by allowed the employees evaluating the leaders, find the factors that cause resigning of Saudi employees from KFMC is including (a. Salary/employee benefits, b. The job/working conditions, c. Work relationships controls), search for techniques adjusted to controls for reduce resign of Saudis employees, what is the leadership styles at KFMC that impact to retention of Saudi employees and face the leadership challenges to keep Saudi employees. A total of 116 (43.1%) respondents were males, and 131(48.7%) most participants aged between (20-30 years). Of those, 241(89.6%) participants from specialist category and most of participants from technician category 84 (31.2%), education level of participants more find with bachelor's degree 220 (81.8%). Majority of employees agree that leaders must be able to maintain an appropriate appearance and behavior, score with 80(30.1%). Most of factors that increase resign the employees is because of salary & benefits not fair compared to their efforts 49(18.2%). The best way to control staff by encourage generosity and gratitude to staff is most answer of participants help to control retention staff 72(26.8%). The leadership styles that must leaders to be fair, by give rewards to motivate the active employee. The present study assessed the current understanding of leadership styles among Saudi participants. Although the majority of participants from different departments & different categories Saudi employees. they exhibited attitudes and misperceptions from leaders and also to increased the employee's awareness that can improve ethical conduct of leadership.

Keywords: Leadership; Leadership style; Retention, Prevalence; Cross-sectional.

1. INTRODUCTION

Leadership is important part in organization culture and structure research in organization studies. More recently teams and teamwork have also gained the attention of researchers [1]. The success of organization depends to human factors that hard working also loyal and engaged managers and significant factor for production. Therefore, organizations are always looking for committed workers to stay ahead of their competitors and to achieve their goals [2]. Organizational success in any institution is depends on the leaders of the organization and their leadership styles. The good leader is the key able to keep employee feel of job satisfaction, able to commitment and productivity [3]. Several studies leadership discusses about the roles of women as leader that have been occupied mainly by men. Found the behavior of female leaders, more democratic & interpersonally oriented, and transformational compared to male leaders [4].

2. SUBJECTS AND METHODS

This cross-sectional study was conducted at King Fahad Medical City(KFMC), Riyadh in central region of Saudi Arabia in 2015. Ethical approval was obtained from the Institutional Review Board at KFMC. Participants who met the inclusion criteria were asked to participate in this study and informed consent was given from participants to share in the study.

Study population:

Participants were from Saudi employees worked at KFMC included all ages, all categories, all genders.

Recruitment:

We approached and invited 300 Saudi employees from different categories and departments at KFMC reach our sample size requirement of 270 participants. We excluded one questionnaire to participate due to not complete fill the questionnaire.

Data collection:

Section 1 included age, gender, educational level, category, and department. Section 2 represent the qualities of leadership that should have it leaders by perception from employees and by evaluating employees for leaders A6-point Likert scale was used for the perceptions' and attitudes' questions ("Poorly", "agree", "less than satisfactory", "satisfactory or Average", "Above Average", "Excellent", "Not applicable"). Section3 search the factors that cause Saudi employees resigning from KFMC is including (a. Salary/Employee Benefits, b. The Job/Working Conditions, c. Work Relationships controls) by A5-pointLikertscalewas used ("Strongly agree" Good" Fair" Excellent" Strongly Disagree"). And section 4 explored techniques adjusted to controls reduce resigning of Saudis employees A5-pointLikertscalewas used ("Almost Never True", "Seldom True", " Occasionally True", "Frequently True", "Almost Always True"). Section 5 explored What leadership styles at the King Fahd Medical City Hospital have an impact on the retention of Saudi employees A5-pointLikertscalewas used ("Almost Never True", "Seldom True", " Occasionally True", "Frequently True", "Almost Always True"). Section 6 explored how can response of leadership to challenges to keep of Saudi employees A - point Likert scale was used ("Excellent", "Very good", "Good", "Poor", "Worst"), ("Yes", "No").

Sample size estimate:

The results showed that 131(48.7%) participants age (20-30) and most females 153(56.9%) Technician participants high in 84(31.2%) This result enabled us to calculate the required sample size of 269 participants. Sample size was calculated.

Left off from KFMC during 2014 = 220

Total Saudi working in KFMC =2896

Left of prevalence = 7.6%

By allowing 3% margin of error on the studied prevalence 7.6% at 95% confidence interval, the desired sample size for the study is 272.

Population proportion Sampling plan in MS Excel file is attached for convenience.

Statistical analysis:

Data analysis was conducted using SPSS20.0software(SPSSInc.,Chicago,IL,USA). Continuous variable are presented as means with corresponding standard deviations or as medians with corresponding ranges, as appropriate. Categorical variables are presented as frequencies with corresponding percentages. We used descriptive and chi-square analyses to determine the strength of the association between independent variables (age, gender, educational level, departments ,and categories).

3. RESULTS

Table 1. Demographic Characteristics of Study Participants:

		N (%)
Age	20-30	131(48.7%)
	31-40	125(46.5%)
	41-50	13(4.8%)
Gender	Male	116(43.1%)
	Female	153(56.9%)
Category	Specialist	241(89.6%)
	Technology	3(1.1%)
	Technician	25(9.3%)
Department	Medical	4(1.5%)
	Nursing	73(27.1%)
	Technician	84(31.2%)
	Administration	73(27.1%)
	Safety	3(1.1%)
	Security	6(2.2%)
	Pharmacy	26(9.7%)
Education Level	Master	26(9.7%)
	Bachelors	220(81.8%)
	Diploma	23(8.6%)

(Table 1) represent the demographic data for Saudi employees, age from 31-40 with high percentage (46.5%), most of participants from female with total 153 and percentage (56.9%), specialist represent high number of participants 241(89.6%), more participants from departments of technician 84(31.2%) most with bachelor degree percentage 220(81.8%).

Table 2. Leadership Qualities:

		N (%)	
QA1	To accept responsibility for my actions while.	Poorly	46(17.7%)
		Less than satisfactory	46(17.7%)
		Satisfactory or average	43(16.5%)
		Above average	61(23.5%)
		Excellent	64(24.6%)
QA2	To use proper time management techniques	Poorly	53(20.2%)
		Less than satisfactory	55(20.9%)
		Satisfactory or average	53(20.2%)
		Above average	60(22.8%)
		Excellent	42(16.0%)
QA3	To effectively plan and present programs (special project & others)	Poorly	68(25.9%)
		Less than satisfactory	39(14.8%)
		Satisfactory or average	59(22.4%)
		Above average	57(21.7%)
		Excellent	40(15.2%)
QA4	To be well organized.	Poorly	60(22.4%)
		Less than satisfactory	47(17.5%)
		Satisfactory or average	45(16.8%)
		Above average	52(19.4%)
		Excellent	64(23.9%)
QA5	To perform tasks competently and	Poorly	67(25.2%)

International Journal of Novel Research in Humanity and Social Sciences

 Vol. 4, Issue 1, pp: (61-73), Month: January – February 2017, Available at: www.noveltyjournals.com

	effectively.	Less than satisfactory	35(13.2%)
		Satisfactory or average	31(11.7%)
		Above average	53(19.9%)
		Excellent	80(30.1%)
QA6	To displayed an awareness of people's feelings and behaviors	Poorly	70(26.6%)
		Less than satisfactory	30(11.4%)
		Satisfactory or average	43(16.3%)
		Above average	48(18.3%)
		Excellent	72(27.4%)
QA7	To work with agency personnel.	Poorly	68(26.2%)
		Less than satisfactory	46(17.7%)
		Satisfactory or average	55(21.2%)
		Above average	58(22.3%)
		Excellent	33(12.7%)
QA8	To accept and utilize suggestions to improve performance.	Poorly	74(28.0%)
		Less than satisfactory	30(11.4%)
		Satisfactory or average	30(11.4%)
		Above average	60(22.7%)
		Excellent	70(26.5%)
QA9	To display integrity in all areas of human relationships.	Poorly	82(31.1%)
		Less than satisfactory	22(8.3%)
		Satisfactory or average	34(12.9%)
		Above average	49(18.6%)
		Excellent	77(29.2%)
QA10	To demonstrate good communication skills.	Poorly	75(28.2%)
		Less than satisfactory	30(11.3%)
		Satisfactory or average	34(12.8%)
		Above average	47(17.7%)
		Excellent	80(30.1%)
QA11	To demonstrate good interpersonal skills.	Poorly	61(22.9%)
		Less than satisfactory	40(15.0%)
		Satisfactory or average	36(13.5%)
		Above average	54(20.3%)
		Excellent	75(28.2%)
QA12	To demonstrate positive leadership qualities.	Poorly	63(23.7%)
		Less than satisfactory	37(13.9%)
		Satisfactory or average	40(15.0%)
		Above average	60(22.6%)
		Excellent	66(24.8%)
QA13	To work within agency philosophies and goals.	Poorly	53(20.4%)
		Less than satisfactory	39(15.0%)
		Satisfactory or average	47(18.1%)
		Above average	67(25.8%)
		Excellent	54(20.8%)
QA14	To demonstrate flexibility by adapting to different situations.	Poorly	65(24.3%)
		Less than satisfactory	41(15.3%)
		Satisfactory or average	45(16.8%)
		Above average	55(20.5%)
		Excellent	62(23.1%)
QA15	To develop practical and realistic programs.	Poorly	72(27.2%)
		Less than satisfactory	47(17.7%)
		Satisfactory or average	35(13.2%)
		Above average	60(22.6%)
		Excellent	51(19.2%)
QA16		Poorly	67(25.3%)

International Journal of Novel Research in Humanity and Social Sciences

Vol. 4, Issue 1, pp: (61-73), Month: January – February 2017, Available at: www.noveltyjournals.com

	To solve problems practically and realistically.	Less than satisfactory	35(13.2%)
		Satisfactory or average	47(17.7%)
		Above average	60(22.6%)
		Excellent	56(21.1%)
QA17	To solve problems practically and realistically.	Poorly	58(21.8%)
		Less than satisfactory	48(18.0%)
		Satisfactory or average	35(13.2%)
		Above average	59(22.2%)
		Excellent	66(24.8%)
QA18	To maintain an appropriate appearance and behavior	Poorly	58(21.8%)
		Less than satisfactory	31(11.7%)
		Satisfactory or average	35(13.2%)
		Above average	62(23.3%)
		Excellent	80(30.1%)
QA19	To be enthusiastic and motivated in performing duties.	Poorly	62(23.1%)
		Less than satisfactory	42(15.7%)
		Satisfactory or average	40(14.9%)
		Above average	59(22.0%)
		Excellent	65(24.3%)
QA20	To perform the duties of my internship.	Poorly	64(24.4%)
		Less than satisfactory	36(13.7%)
		Satisfactory or average	45(17.2%)
		Above average	58(22.1%)
		Excellent	59(22.5%)

We should be leading in the leadership qualities of by the employee to lead the evaluation of (Table 2), and most of the participants of Saudi employees agree to these qualities should be in the Leader: perform tasks efficiently and effectively, capable of good evidence and communication skills and to maintain the appearance and appropriate behavior in the rate of 80(30.1%).

Table 3. Factors that reasons why Saudi employee resigning from KFMC:

			N (%)
Salary/Employee Benefits	The salary is fair compared to your counterparts in similar jobs in other organizations. (If you disagree, what do you think is a fair amount?)	Strongly agree	56(20.8%)
		Good	50(18.6%)
		Fair	52(19.3%)
		Excellent	65(24.2%)
		Strongly disagree	46(17.1%)
	The salary is fair compared to your peers within the organization	Strongly agree	51(19.0%)
		Good	67(24.9%)
		Fair	48(17.8%)
		Excellent	62(23.0%)
		Strongly disagree	41(15.2%)
	You are satisfied with the company's employee benefits. If you disagreed, what are you dissatisfied with	Strongly agree	42(15.6%)
		Good	62(23.0%)
		Fair	62(23.0%)
		Excellent	65(24.2%)
		Strongly disagree	38(14.1%)

International Journal of Novel Research in Humanity and Social Sciences

 Vol. 4, Issue 1, pp: (61-73), Month: January – February 2017, Available at: www.noveltyjournals.com

	Salary adjustments granted to you by your level .of performance and experience on	Strongly agree	58(21.6%)
		Good	70(26.0%)
		Fair	46(17.1%)
		Excellent	58(21.6%)
		Strongly disagree	37(13.8%)
	The promotion prospects in the KFMC are good.	Strongly agree	58(21.6%)
		Good	47(17.5%)
		Fair	61(22.7%)
		Excellent	54(20.1%)
		Strongly disagree	49(18.2%)
The Job/Working Conditions:	You like the nature of your job and are satisfied with the duties and responsibilities assigned to you. If you disagree, what area did you dislike?	Strongly agree	31(11.5%)
		Good	56(20.8%)
		Fair	73(27.1%)
		Excellent	68(25.3%)
		Strongly disagree	41(15.2%)
	You are able to handle the work pressure. If you disagree, what aspect of your work made it pressured and how can his be managed?	Strongly agree	50(18.6%)
		Good	57(21.2%)
		Fair	54(20.1%)
		Excellent	73(27.1%)
		Strongly disagree	35(13.0%)
	You are satisfied with your working hours.	Strongly agree	53(19.7%)
		Good	53(19.7%)
		Fair	65(24.2%)
		Excellent	59(21.9%)
		Strongly disagree	39(14.5%)
	You were given sufficient training opportunities. If you disagree, which area(s) was/were lacking?	Strongly agree	46(17.1%)
		Good	41(15.2%)
		Fair	68(25.3%)
		Excellent	72(26.8%)
		Strongly disagree	42(15.6%)
Work Relationships:	You are satisfied with your supervisor in terms of his/her supervisory/leadership skills.	Strongly agree	44(16.4%)
		Good	43(16.0%)
		Fair	81(30.1%)
		Excellent	52(19.3%)
		Strongly disagree	49(18.2%)
	Your immediate supervisor is fair with subordinates.	Strongly agree	57(21.2%)
		Good	38(14.1%)
		Fair	81(30.1%)
		Excellent	41(15.2%)
		Strongly disagree	52(19.3%)
	Your supervisor shows interest in your welfare and progress.	Strongly agree	55(20.4%)
		Good	52(19.3%)
		Fair	61(22.7%)
		Excellent	51(19.0%)
		Strongly disagree	50(18.6%)
	The working relationship with your peers is generally amicable.	Strongly agree	67(24.9%)
		Good	48(17.8%)
		Fair	33(12.3%)
		Excellent	66(24.5%)
		Strongly disagree	55(20.4%)
	You often receive support from your peers in the department	Strongly agree	52(19.3%)
Good		56(20.8%)	
Fair		58(21.6%)	
Excellent		56(20.8%)	
Strongly disagree		47(17.5%)	

International Journal of Novel Research in Humanity and Social Sciences

Vol. 4, Issue 1, pp: (61-73), Month: January – February 2017, Available at: www.noveltyjournals.com

Table 3) Shows the factors that lead to resign among Saudi employees in KFMC (Salary/Employee Benefits) about the promotion prospects in the KFMC are good and answer was the participants is strongly disagree 49(18.2%). In point (Job/Working Conditions) you were given sufficient training opportunities most of participant answered strongly disagree 42(15.6%) . (Work Relationships) answer of participants was strongly disagree regarding working relationship with your peers is generally amicable 55(20.4%).

Table 4. The Controls that can be adjusted to reduce the decline in the rate of staff retention Saudis actors that reasons why Saudi employee resigning from KFMC.

		N (%)	
QC1	Hire the right people	Almost never true	58(21.6%)
		Seldom true	56(20.8%)
		Occasionally true	52(19.3%)
		Frequently true	44(16.4%)
		Almost always true	59(21.9%)
QC2	Fire people who don't fit	Almost never true	70(26.0%)
		Seldom true	45(16.7%)
		Occasionally true	72(26.8%)
		Frequently true	44(16.4%)
		Almost always true	38(14.1%)
QC3	Keep compensation and benefits current	Almost never true	70(26.0%)
		Seldom true	41(15.2%)
		Occasionally true	56(20.8%)
		Frequently true	55(20.4%)
		Almost always true	47(17.5%)
QC4	Encourage generosity and gratitude	Almost never true	65(24.2%)
		Seldom true	44(16.4%)
		Occasionally true	53(19.7%)
		Frequently true	35(13.0%)
		Almost always true	72(26.8%)
QC5	Recognize and reward employees	Almost never true	80(29.7%)
		Seldom true	52(19.3%)
		Occasionally true	26(9.7%)
		Frequently true	43(16.0%)
		Almost always true	68(25.3%)
QC6	Offer flexibility	Almost never true	69(25.7%)
		Seldom true	50(18.6%)
		Occasionally true	46(17.1%)
		Frequently true	47(17.5%)
		Almost always true	57(21.2%)
QC7	.Pay attention to engagement	Almost never true	63(23.4%)
		Seldom true	55(20.4%)
		Occasionally true	46(17.1%)
		Frequently true	48(17.8%)
		Almost always true	57(21.2%)
QC8	Prioritize employee happiness	Almost never true	78(29.0%)
		Seldom true	67(24.9%)
		Occasionally true	31(11.5%)
		Frequently true	36(13.4%)
		Almost always true	57(21.2%)
QC9	Make opportunities for development and growth	Almost never true	86(32.0%)
		Seldom true	43(16.0%)
		Occasionally true	39(14.5%)
		Frequently true	36(13.4%)
		Almost always true	65(24.2%)
QC10	Clean up performance reviews	Almost never true	66(24.5%)

		Seldom true	51(19.0%)
		Occasionally true	61(22.7%)
		Frequently true	45(16.7%)
		Almost always true	46(17.1%)
QC11	Provide an inclusive vision	Almost never true	78(29.0%)
		Seldom true	42(15.6%)
		Occasionally true	60(22.3%)
		Frequently true	45(16.7%)
		Almost always true	44(16.4%)
QC12	Demonstrate and cultivate respect	Almost never true	92(34.2%)
		Seldom true	24(8.9%)
		Occasionally true	47(17.5%)
		Frequently true	49(18.2%)
		Almost always true	57(21.2%)

Moreover, 92(34.2%) of participant them not found this adjective never available in leader demonstrate and cultivate respect. participants would Encourage generosity and gratitude used adjusted to reduce the decline in the rate of staff retention Saudis actors that reasons why Saudi employee resigning from KFMC. Approximately 34.2% respondents were willing to demonstrate and cultivate respect, 55(20.4%) respondents keep compensation and benefits current would be frequently (Table 4)

Table 5. What leadership styles at KFMC impact on retention of Saudi employees

			N (%)
QD1	Employees need to be supervised closely, or they are not likely to do their work	Almost never true	37(13.8%)
		Seldom true	40(14.9%)
		Occasionally true	84(31.2%)
		Frequently true	70(26.0%)
		Almost always true	38(14.1%)
QD2	Employees want to be a part of the decision-making process	Almost never true	33(12.3%)
		Seldom true	50(18.6%)
		Occasionally true	68(25.3%)
		Frequently true	53(19.7%)
		Almost always true	65(24.2%)
QD3	In complex situations, leaders should let subordinates work problems out on their own	Almost never true	35(13.0%)
		Seldom true	74(27.5%)
		Occasionally true	72(26.8%)
		Frequently true	48(17.8%)
		Almost always true	40(14.9%)
QD4	It is fair to say that most employees in the general population are lazy	Almost never true	72(26.8%)
		Seldom true	36(13.4%)
		Occasionally true	45(16.7%)
		Frequently true	72(26.8%)
		Almost always true	44(16.4%)
QD5	Providing guidance without pressure is the key to being a good leader	Almost never true	47(17.5%)
		Seldom true	45(16.7%)
		Occasionally true	46(17.1%)
		Frequently true	60(22.3%)
		Almost always true	71(26.4%)
QD6	Leadership requires staying out of the way of subordinates as they do their work	Almost never true	27(10.0%)
		Seldom true	31(11.5%)
		Occasionally true	96(35.7%)
		Frequently true	60(22.3%)
		Almost always true	55(20.4%)

International Journal of Novel Research in Humanity and Social Sciences

 Vol. 4, Issue 1, pp: (61-73), Month: January – February 2017, Available at: www.noveltyjournals.com

QD7	As a rule, employees must be given rewards or punishments in order to motivate them to achieve .organizational objectives	Almost never true	59(21.9%)
		Seldom true	43(16.0%)
		Occasionally true	35(13.0%)
		Frequently true	45(16.7%)
		Almost always true	87(32.3%)
QD8	Most workers want frequent and supportive communication from their leaders	Almost never true	32(11.9%)
		Seldom true	50(18.6%)
		Occasionally true	64(23.8%)
		Frequently true	59(21.9%)
		Almost always true	64(23.8%)
QD9	As a rule, leaders should allow subordinates to appraise their own work	Almost never true	39(14.5%)
		Seldom true	61(22.7%)
		Occasionally true	44(16.4%)
		Frequently true	56(20.8%)
		Almost always true	69(25.7%)
QD10	Most employees feel insecure about their work and need direction	Almost never true	23(8.6%)
		Seldom true	54(20.1%)
		Occasionally true	94(34.9%)
		Frequently true	36(13.4%)
		Almost always true	62(23.0%)
QD11	Leaders need to help subordinates accept responsibility for completing their work	Almost never true	45(16.7%)
		Seldom true	52(19.3%)
		Occasionally true	47(17.5%)
		Frequently true	71(26.4%)
		Almost always true	54(20.1%)
QD12	Leaders should give subordinates complete freedom to solve problems on their own	Almost never true	32(11.9%)
		Seldom true	41(15.2%)
		Occasionally true	81(30.1%)
		Frequently true	49(18.2%)
		Almost always true	66(24.5%)
QD13	The leader is the chief judge of the achievements of the members of the group	Almost never true	27(10.0%)
		Seldom true	50(18.6%)
		Occasionally true	86(32.0%)
		Frequently true	60(22.3%)
		Almost always true	46(17.1%)
QD14	It is the leader's job to help subordinates find their "passion"	Almost never true	45(16.7%)
		Seldom true	54(20.1%)
		Occasionally true	61(22.7%)
		Frequently true	58(21.6%)
		Almost always true	51(19.0%)
QD15	In most situations, workers prefer little input from the leader	Almost never true	35(13.0%)
		Seldom true	57(21.2%)
		Occasionally true	56(20.8%)
		Frequently true	76(28.3%)
		Almost always true	45(16.7%)
QD16	Effective leaders give orders and clarify .procedures	Almost never true	61(22.7%)
		Seldom true	50(18.6%)
		Occasionally true	40(14.9%)
		Frequently true	65(24.2%)
		Almost always true	53(19.7%)
QD17	People are basically	Almost never true	73(27.1%)

	competent and if given at .ask will do a good job	Seldom true	28(10.4%)
		Occasionally true	53(19.7%)
		Frequently true	58(21.6%)
		Almost always true	57(21.2%)
QD18	In general, it is best to .leave subordinates alone	Almost never true	32(11.9%)
		Seldom true	49(18.2%)
		Occasionally true	72(26.8%)
		Frequently true	71(26.4%)
		Almost always true	45(16.7%)

About leadership styles at KFMC impact on retention of Saudi employees, the three top of leadership styles impact on retention of Saudi employees were: As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives. 87(32.3%), Providing guidance without pressure is the key to being a good leader 71(26.4%), As a rule, leaders should allow subordinates to appraise their own work only (35.7%) leadership requires staying out of the way of subordinates as they do their work represent high score of occasionally true. Moreover, 35(13.0%) represent low score As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives (Table 5).

Table 6. How can response of leadership to challenges to keep of Saudi employees:

		N (%)	
QE1	How is your relationship with the Reporting manager?	Excellent	104(38.8%)
		Very good	50(18.7%)
		good	92(34.3%)
		poor	16(6.0%)
		worst	6(2.2%)
QE2	Do you have Rewards and recognition on your achievements	Yes	91(33.8%)
		No	178(66.2%)
QE3	Is it important that appreciation for your work by your co-workers and supervisors?	Yes	237(88.1%)
		No	32(11.9%)
QE4	Are the Facilities provided by the organization good (cafeteria, transport and other corporate services)?	Yes	88(32.7%)
		No	181(67.3%)
QE5	How do you rate the infrastructure and equipment provided	Excellent	25(9.3%)
		Very good	57(21.2%)
		good	129(48.0%)
		poor	37(13.8%)
		worst	21(7.8%)
QE6	Dose the retention bonus have any impact on the motivation levels and performances of an associate?	Yes	244(90.7%)
		No	25(9.3%)
QE7	Dose Fun at work have any impact on retention and motivation levels of employees?	Yes	240(89.2%)
		No	29(10.8%)
QE8	Do you have an opportunity to share your ideas at work?	Yes	187(69.5%)
		No	82(30.5%)
QE9	Do you have any training programs conducted?	Yes	148(55.0%)
		No	121(45.0%)
QE10	If you want to leave the organization, what would be the reason?	Leadership Styles	62(23.0%)
		Team fitment	21(7.8%)
		Career opportunity	116(43.1%)
		Others	70(26.0%)
QE11	Do you feel that the organization provides opportunities for your growth and development?	Yes	128(47.6%)
		No	141(52.4%)
QE12	Did any organization policies or procedures (or any other obstacles) make your job more difficult?	Yes	185(68.8%)
		No	84(31.2%)

All Items in the questionnaire were tested to compare the knowledge, challenges and perceptions between respondent to keep of Saudi employees. the knowledge of challenges and perceptions towards participating in manager, supervisors, equipment and employees among respondents who had participated in organization environment (Table 6).

Table 7. Summary of Factors affecting leadership styles to retain Saudi staff at King Fahad Medical City (KFMC)

Factors	Mean ± SD
Leadership qualities.	3.02 ± 0.96
Factors that reasons why Saudi employee resigning from KFMC/	2.97 ± 0.69
A. Salary/ Employee Benefits	2.93 ± 1.07
B. The Job/ Working Conditions	3.02 ± 0.89
C. Work Relationships	2.99 ± 1.10
The Controls that can be adjusted to reduce the decline in the rate of staff retention Saudis actors that reasons why Saudi employee resigning from KFMC.	2.86 ± 1.28
What leadership styles at KFMC impact on retention of Saudi employees.	3.15 ± 0.88

Interpretation

1 - 1.8	Poorly	Strongly agree	Almost never true
1.8 - 2.6	Less than satisfactory	Good	seldom true
2.6 - 3.4	Satisfactory or average	Fair	Occasionally true
3.4 - 4.2	above average	Excellent	Frequently true
4.2 - 5	Excellent	Strongly disagree	Almost always true

4. DISCUSSION

Our results reveal various valuable insight regarding the knowledge, attitudes, and perceptions for Saudi employees about leadership styles in KFMC. The respondents showed their desire for participation, so the consent showed a conditional success the study. Our findings matched our hypothesis that we expected the knowledge to be optimum level as there is much awareness efforts for improvement in leadership styles that want to achieved. Moreover, conditional attitude and participations towards participate in a leadership styles reflected to retention of employees in our area. Several studies proved the leadership behaviours affect job satisfaction among Saudi nurses and also emphasized the importance of transformational leadership [5]. In our study, we try to assess the leadership styles in KFMC by ask the employees the good styles that should reduce the effect retention employee. One study was discussed & assess the leaders and found the great leadership makes employees devote more energy to their job and yield good performances. In addition, most assessment procedures are not based on standards and the items on which a leader is assessed are undefined or poorly defined. There is no perfect instrument for assessment. So, we will focus on how best to assess leadership effectiveness by using current assessment instruments wisely [6]. Many previous studies, in contrast to our study also concluded that leadership styles can affect the followers intention of leaving the organization, this. Therefore, this study concludes that leadership styles have no significant effect on turnover intention of the academic staff in the education industry [7]. One more study in Hong Kong and Australian managers examined the effects of organizational culture and leadership styles on job satisfaction and organizational commitment in samples of. Statistically significant differences between the two samples were found for measures of innovative and supportive organizational cultures, job satisfaction and organizational commitment, with the Australian sample having higher mean scores on all these variables [8]. A possible explanation for this difference is that they addressed more detailed methodological questions considering bias. The respondents our study showed conditional attitude towards participation in leadership styles. As Leadership styles are often important sources of information factors for avoiding employees resigning, approximately 21.6% of the respondents agreed to consult with Salary/Employee Benefits to avoiding resigning. However, in previous study find theories and research on leadership styles reveals the subject is not a simple one. The theories are complex and varied and encompass such things as personalities, attitudes, decision-making techniques, risk-taking, and orientation toward work and people such findings clearly indicate that a relationship built on trust with leaderships and employees is essential not only for staff satisfaction and for job satisfaction. Moreover, most respondents felt confident to participate if they signed informed consent.

International Journal of Novel Research in Humanity and Social SciencesVol. 4, Issue 1, pp: (61-73), Month: January – February 2017, Available at: www.noveltyjournals.com

However, leadership styles might adopt a more passive role during the informed consent process and seek less information regarding the study, particularly if no any trust between the employees and leaders [9].

Our study also showed that respondents would feel more confident to participate in a leadership style if they understood and read the study protocol and if the investigator adequately explained the study design because study was touched on the talk about labor relations and working conditions. In the case of democratic leadership style, employees were found to have less turnover intentions and counterproductive work behaviors because of the co-operative flair of the leader while laissez faire leadership style produced less turnover intentions but more counterproductive behaviors due to apathetic nature of the leadership style [10]. However, other studies have shown that research participants studies also concluded that the leadership practiced by most of the leaders in these institutions was not favorable for retention. From the written responses, the study concluded that the academic staff were not adequately involved in decision making and regular communication was lacking. Similarly, the study also concluded that staff issues were no addressed promptly [11]. The majority of respondents considered helping society to be a reason to participate in a leadership styles search for techniques adjusted to controls reduce resigning of Saudis employees. Moreover, they had perceptions about the quality of techniques, as 26.8% of respondents that encourage generosity and gratitude to employees is the best controls that can be adjusted in driving techniques to reduce the decline in the rate of staff retention Saudis. Furthermore, Leadership matters, and certain leadership styles, particularly transformational, are better than others. Span of control also matters: the wider the span, the lower the nurses' job satisfaction and patient satisfaction. However, as spans of control increase in size, no leadership style, even transformational, can overcome the negative effects [12]. Therefore, investigators need to provide further assurances that all necessary procedures will be used to minimize risks and enhance the protection of employees' rights and wellbeing. An important strength of the present study was that our sample included participants who had previous experience with either by accepting or declining to participate in. In this study, we discussed the leadership that the leadership styles help to keep Saudi employees, should on leaders give rewards or punishments to employees in order to motivate them to achieve organizational objectives. These abilities must be cultivated and strengthened both at the individual and organizational level. Leaders must be able to manage their own emotions in the face of drastic change. Our results will serve as the basis for future research and contribute to developing and optimizing strategies to combat these problems, such as how can response to avoid leadership styles challenges to keep employees. In this study, we ask the participants about challenges faced in work environment was including; the relationship with manager, facilitate of organization, motivation. The purpose of this article is to review the major findings of the organizational leadership literature and to identify the important overarching insights, specifically those of particular importance to today's leaders in administrative positions in the public sector, where an evolving context constantly reconfigures age-old challenges [14].

5. CONCLUSIONS

The present study assessed the current understanding of leadership styles among Saudi participants. Although the majority of participants from different departments & different categories Saudi employees. they exhibited conditional attitudes and misperceptions towards participating in leadership styles. Increased employee's awareness may improve patients' attitudes towards ethical conduct of leadership.

6. RECOMMENDATIONS

We recommended to do many studies to help futures leaders to be on good attitude & smart to deal with employees and encourage them to stay not to leave. Also, recommended to give more courses to leader to teach them the perfect way to be fair with the employees also to know the disserve employee for appreciation from others.

ACKNOWLEDGMENTS

We are grateful to the Workers in Research center at KFMC, for help give it to us and spend them time to give instruction and feedback to achieve and accomplish in our research to published. We would like to Mr. Tariq Wani & Miss. Yara Essam A. Beshawri from KFMC for big helping to finished from our research also we Gratefully acknowledge the generous assistance provided to us by the staff at King Fahad Medical City, Riyadh, Saudi Arabia.

International Journal of Novel Research in Humanity and Social Sciences

Vol. 4, Issue 1, pp: (61-73), Month: January – February 2017, Available at: www.noveltyjournals.com

REFERENCES

- [1] Betts, Stephen C., and Michael D. Santoro. "Integrating leadership theories and team research: A conceptual framework based on level of analysis and type of control." *Journal of Organizational Culture, Communication and Conflict* 11.1 (2007): 1.
- [2] Almutairi, Dhaifallah Obaid. "The relationship between leadership styles and organizational commitment: A test on Saudi Arabian Airline." *World Review of Business Research* 3.1 (2013): 41-51
- [3] 3.Voon, Mung L., et al. "The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia." *International Journal of Business, Management and Social Sciences* 2.1 (2011): 24-32.
- [4] Eagly, Alice H., and Mary C. Johannesen-Schmidt. "The leadership styles of women and men." *Journal of social issues* 57.4 (2001): 781-797.
- [5] Abualrub, Raeda F., and Mohammed G. Alghamdi. "The impact of leadership styles on nurses' satisfaction and intention to stay among Saudi nurses ." *Journal of nursing management* 20.5 (2012): 668-678.
- [6] Kang, Seoung Kil, and Sanghoon Jin. "What are the Best Practices to Assess Leadership Effectiveness?." (2015).
- [7] Long, Choi Sang, et al. "Leadership styles and employees' turnover intention: Exploratory study of academic staff in a Malaysian College." *World Applied Sciences Journal* 19.4 (2012): 575-581.
- [8] Morgeson, Frederick P., D. Scott DeRue, and Elizabeth P. Karam. "Leadership in teams: A functional approach to understanding leadership structures and processes." *Journal of management* (2009).
- [9] Lok, Peter, and John Crawford. "The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison." *Journal of management development* 23.4 (2004): 321-338.
- [10] Mazarella, Jo Ann, and Stuart C. Smith. "Leadership Styles." (1989).
- [11] Puni, Albert, Collins B. Agyemang, and Emmanuel Selase Asamoah. "Leadership Styles, Employee Turnover Intentions and Counterproductive Work Behaviours." *International Journal of Innovative Research and Development* || ISSN 2278-0211 5.1 (2016).
- [12] McCutcheon, Amy Sanchez, et al. "Effects of leadership and span of control on nurses' job satisfaction and patient satisfaction." *Nursing leadership (Toronto, Ont.)* 22.3 (2008): 48-67.
- [13] Van Wart, Montgomery. "Lessons from leadership theory and the contemporary challenges of leaders." *Public Administration Review* 73.4 (2013): 553-565.