

The role of training administrative leaders on technology in raising the efficiency of the performance of health practitioners in hospitals

Nasser Mohamed hassan alassar

lecture assistant in October high institute in 6 october city

aalassar.nasser@yahoo.com

Abstract the role of training administrative leaders on technology in raising the efficiency of the performance of health practitioners in hospitals, by identifying the role of each of (training needs for leaders, planning training for leaders, implementing training for leaders, evaluating training for leaders) in raising the efficiency of health practitioners. In private hospitals in the Arab Republic of Egypt, in addition to a field study to collect and analyze the data necessary to achieve the objectives of the study, a survey list was prepared, which included (37) and this list was distributed to a number of (300) individual health practitioners in private hospitals, and it showed The results of the research are that hospitals in Egypt are interested in training leaders and providing them with the necessary support, whether material or moral, to develop their skills and benefit from that in raising the efficiency of health practitioners' performance. The study reached acceptance of the main hypothesis of the research, which is that there is a significant, morally significant effect of training leaders in raising the efficiency. Health practitioners in hospitals in the Arab Republic of Egypt.,

Keywords: *modern technologies - modern technological means - application programs- training administrative leaders on technology*

Introduction

The world in general is now witnessing what can be called a "training revolution," meaning that there are many training programs organized by various organizations, and large budgets are allocated to them. There have been a group of different countries that have established many training institutes and centers that train the workforce and train It is not considered a goal in itself, but rather a means to achieve specific goals. Therefore, it requires thoughtful scientific planning to ensure that training proceeds towards achieving the desired goal. Planning in the field of training requires administrative, technical, and scientific prowess, which is called the management's ability to choose the best strategy. Among the alternative strategies. (Abu Sharia, 2020)

The most effective element in institutions is the human element, which carries out planning, implementation, and work development processes. Leaders occupy a greater position in the working human system, because of their influence on the rest of the workers. And if studies emphasize the importance of investing in human capital, this is confirmed in a way. Especially with leaders, because of their impact on the performance of practitioners in the various units. Leaders contribute an effective role in drawing up the institution's work policy, making various decisions in facing challenges and achieving goals and aspirations. The more qualified the leaders are, the more effective they are and a key element in success. Institutions at different levels and specializations (Shaaban and Saleh, 2018), and in this context (Amr and Al-Awada, 2016) mention that the efficiency of institutions in accomplishing the tasks assigned to them is related to the nature of leadership that directs the optimal exploitation of human and material resources, and works to coordinate efforts to ensure the achievement of Its objectives.

This topic has received the attention of many studies, and they have agreed that training leaders in institutions today is

one of the most important methods for obtaining their competitive advantage, especially in light of globalization and openness, which increases the extent and ferocity of competition between different institutions. Also, adopting leadership style training has become This is necessary because of its positive impact in raising the efficiency of leadership performance and their ability to predict and keep pace with rapid environmental changes in any economic transformation and progress. Therefore, leadership training has become viewed as a human investment, like other investments, as a result of the need to build distinguished leadership capable of meeting the requirements of the economic environment. (Al-Ghamdi, 2014)

Based on the above, this research aims to reveal the role of leadership training in raising the efficiency of the performance of health practitioners in hospitals in the Arab Republic of Egypt in order to achieve its goals in raising the level of functional efficiency of leaders, promoting them, and evaluating their performance. As well as identifying the challenges it faces that prevent leaders from reaching an advanced intellectual and cognitive level.

First: The research problem:

Hospitals suffer from administrative problems that cause them to not perform their assigned role to provide good and acceptable medical services that citizens deserve. Therefore, the National Transformation Program in Egypt focused on increasing the health sector's share of spending, improving the efficiency and effectiveness of the health care sector through information technology and digital transformation, achieving acceptable waiting times for medical care, and reforming the governance of the system. Health services to enhance accountability in issues of quality, patient safety, and others.

The transformation program in the health sector aims to raise the quality of health care in Saudi Arabia, in a way that meets aspirations, which, through the efforts of all health personnel - from doctors, health practitioners, and administrators - becomes easier, more successful, and more successful. Sound. In light of the data currently providing

health care services to more than 31 million citizens and residents, in addition to providing service to 18 million visitors annually during the Hajj and Umrah periods; The initiatives initiated by the Ministry of Health for national transformation in the sector have become an inevitable necessity to address all current challenges. In addition to developing the services provided.

To achieve transformation initiatives in the health sector, hospital management needs leaders who have a developmental vision for the future, because medicine is a changing world, and needs expertise characterized by the ability to evaluate results and apply accurate measures of creativity in work and link them to rewards, and in the event that leaders fail to carry out the tasks of modern medical management This leads to the dispersion of goals, the failure of development strategies, and the absence of teamwork. Over time, this leads to the health practitioner's relationship with management turning into an unhealthy relationship in the work environment. Leaders must have a clear understanding of their role within this context in terms of their work, leadership, and the practice of their subordinates. Therefore, leaders are in constant need of continuous training to be able to do this.

Second: The importance of research:

The importance of the topic of administrative leadership and its role in the performance of employees in institutions lies in ensuring effectiveness and dynamism in achieving the goals of the institution, as well as the great importance that the topic of administrative leadership has in managing modern human resources, as well as knowing the means that enable the administrative leader to raise the level of performance of his employees to achieve the goals of the institution and trying to identify The best leadership style to improve hospital workflow.

1. Urging the development of leadership in hospitals by concluding training and a process carried out by consultants and experts in leadership development who are distinguished by their professionalism and practical experience in implementing change.
2. Pay more attention to planning a comprehensive program for preparing and qualifying leaders and training them, using the latest scientific methods, with the aim of developing an integrated plan for preparing leaders.
3. The scarcity of previous studies that addressed the field of training for leaders in hospitals, and its importance in raising the level of performance of health practitioners.

Third: Research objectives:

The main objective of the research is to identify the role of leadership training in raising the efficiency of health practitioners in hospitals in Egypt, in addition to studying and analyzing the trends and opinions of health practitioners in some hospitals towards the research topic through a field study in order to reach the results points and provide a number of recommendations and suggestions that would qualify Leaders well. The research objectives can be highlighted through the following:

- Highlighting the role of leadership as one of the basic pillars in directing organizational processes.
- Identify the prevailing leadership style in hospitals in the Kingdom of Saudi Arabia and its relationship to the efficiency of health practitioners.
- Shedding light on the most important approaches to modern management for training leaders to manage change

to achieve growth and development in hospitals that are consistent with Vision 2030.

Fourth: Research questions:

Since the research aims to identify the role of leadership training in raising the efficiency of the performance of health practitioners in hospitals in the Kingdom of Saudi Arabia, the researcher therefore relies on the inductive approach in the research, which is based on asking a set of questions that the study attempts to answer, and the questions can be formulated as follows:

1. What is the role of leadership training in raising the efficiency of health practitioners in hospitals in Egypt?
2. What is the importance of identifying training needs with administrative work requirements for leaders in hospitals?
3. What are the most important methods used in the process of identifying training needs for leaders in hospitals?

Fifth: Study hypotheses:

In light of the research problem, its importance and objectives, the research hypotheses can be formulated as follows:

Main assumption

"There is a significant effect of training leaders in raising the efficiency of health practitioners in hospitals in Egypt "

This hypothesis is divided into three sub-hypotheses as follows:

- 1- There is a significant impact of identifying the training needs of leaders in raising the efficiency of health practitioners in hospitals in Egypt.
- 2- There is a significant impact of planning training for leaders in raising the efficiency of health practitioners in hospitals in Egypt.
- 3- There is a significant impact of implementing leadership training in raising the efficiency of health practitioners in hospitals in Egypt.
- 4- There is a significant effect of evaluating leadership training in raising the efficiency of health practitioners in hospitals in Egypt.

Sixth: Limits of research:

The research limits are spatial, human, temporal and scientific, which are as follows:

1. Objective limits: The research was limited to studying the independent variable, which is leadership training, and the dependent variable, which is the efficiency of practitioners' performance.

2. Human limits: Data collected

Chapter Two: The relationship between leadership training and the performance efficiency of health practitioners

First: Leadership training:

Training is considered one of the main sources for preparing human cadres and raising their efficiency. In addition, it is an important means of keeping pace with workers and leaders and with changes in work systems and techniques. The need for this increases in light of the increasing developments in the field of technology and the expansion of its applications in various fields of work. (Al-Howail, 2019) points out that training is one of the most important effective tools in raising the performance of human resources, as it contributes to creating a balance between the individual and his job by providing him with the skills and information that help him perform his job tasks, giving him new skills, modifying his attitudes, and improving his job behavior.

(Abu Sharia, 2020) defines training as administrative or organizational efforts that aim to improve a person's ability to perform a specific job or perform a specific role in the facility in which he works.

Training is defined as an activity that focuses on providing workers with the information and skills necessary to improve their performance and develop their expertise to meet current and future challenges in a way that ensures improved organization performance (Tajjani, 2021).

Training also means a planned, organized and continuous effort to bring about a change in the behavior and performance of leaders by providing them with skills, knowledge, abilities and attitudes that lead to raising the level of effectiveness and efficiency of individual and organizational performance in accordance with modern performance standards. (Haider, 2020)

Al-Hamoud (2022) believes that training is a system of purposeful and planned processes, which are carried out to qualify and prepare people - whether they are on the job or before joining it - to be able to perform certain tasks at the present time or in the future effectively and efficiently in order to achieve quality production and increase it with Reduce cost.

From the above, it can be said that training in general and leadership training in particular is defined as a set of methods that the person nominated for leadership is trained to use to influence individuals in different situations or to control them, but it is an organizational function whose primary goal is to raise the level of leadership and administrative competence and performance efficiency.

Second: Objectives of effective leadership training:

Training for leaders aims to do many things, including: (Abu Jarad, 2005, p. 284)

- Developing the leader's ability to prepare to face problems.
- Qualifying leaders to accept change and deal with it inside and outside the organization.
- Giving an opportunity to uncover the gaps that appear in the chosen leader and the requirements for the leadership position within the organization.
- Qualifying the leader to meet the needs of developing jobs within the organization in line with global changes.
- Helping leaders develop their energies and abilities and bring out the best of their skills. In general, training can be aimed at treating deficiencies in leadership performance.
- Another direction or approach to training, as it aims for the continuous growth of leadership intellectually and functionally. It has become one of the global goals of training to develop and develop skills across multiple cultures, meaning training in different languages and global economic and environmental goals. (Alexander,2014)
- Knowledge development: The result of the emergence of a new body of knowledge and science that justifies resorting to training programs aimed at presenting the latest findings of scientific progress. This is in order to expand their awareness. Training programs aimed at helping leaders acquire knowledge, specific scientific and theoretical foundations, and specific skills. Rather, it aims to increase the academic achievement of participants in these programs, which will benefit them in the future. (Mohammed, 2016)
- Skills development: Leaders need specific skills in order to help them develop their performance or solve their problems. Training programs aim to raise and develop

skills, and expand the field of capabilities and initiatives to enable the beneficiaries of the process to have a good understanding of various tasks, as well as confront work problems, in some detail, as well as Focuses on what should be done and what should not be done, as well as developing his leadership ability and decision-making ability. (Abdel Moati and Mousa, 2018)

From the above, it can be said that the most important goal of training is to develop the tendency to cooperate with superiors and colleagues, stimulating the collective spirit of work, and this leads to different working conditions dictated by major transformations in the work environment.

Third: Types of training for leaders:

Training activity takes several different forms, types, and names that vary from one study to another. The different classifications of training types can be presented as follows: (Ismail, 2012)

a. Direct training and indirect training: They are divided into the following:

- Direct training: This is the training in which the trainee devotes himself full-time for long or short periods, usually outside the work site, and its programs are specialized and provided by qualified specialists.

- Indirect training: This is training in the workplace, where the individual trains in a simplified manner and using work machines and equipment during the daily work period. This type of training is considered one of the least expensive.

B. Training in terms of the length of the training period: In this type, training is divided into three time periods:

- Short-term training: The training period does not exceed days or weeks.

- Average training period: The training period does not exceed six months at most.

- Long-term training: This is training in which an individual devotes his time for six months or more.

C. Training in terms of the number of trainees: In this type of training, the training is either individual or group, whether inside or outside the work environment.

Dr. Training by location: Training in this type is divided into two parts: Machado, 2018)

- On-the-job training at the level of individuals within the organization or individually. This type of training provides continuity to the training process, providing an exchange of experiences between members of the organization.

- Training outside the work site, which takes place in specialized training centers or bodies, and takes place within different groups in specific specializations and from different organizations or countries.

raining in order to acquire new knowledge required by the job.

- Training to develop the performance and skills of individuals.

- Training for promotion or transfer to a new administrative position.

- Training for special skills such as the ability to negotiate or others.

Fourth, the importance of training for leaders:

The importance of training at the organizational and individual levels can be clarified in the following points:

1- For the organization:

- Raising the level of the scientific and cultural organization and improving the general level of productivity.

- Fusion into the world of administrative quality and human resources development with modern trends. Planning, strategic thinking and decision making.

Using modern concepts and learning about global experiences.

Adapting to changes, keeping pace with development, and thinking on modern scientific foundations.

Developing qualified cadres of employees who contribute to the development and growth of the company.

- Spreading awareness of the importance of human development and developing the foundations of career advancement.

- Providing a safe and sound environment in the facility that encourages the employee to be creative and improve performance.

2- With regard to trainees within the organization:

- Raising the organization's efficiency with the necessary skills for the human development process. - Acquiring applied sciences and long and short-term programs for development. Loyalty to the organization, feeling of care and respect, and generating feelings of love for work.

Fifth: Training methods for leaders:

There are many different methods of training that can be highlighted as follows:

□ Lecture: It is an oral presentation that is sometimes used with presentations. It is one of the methods and is suitable for large numbers, although it is one of the least effective training methods (Al-Alfi, 2019).

□ Conference method: where employees meet with leaders in periodic meetings to discuss work problems and ways to solve them (Al-Azmi, Al-Sayed, and Salama, 2018)

□ Case study method: It is a description of how the organization or employees deal with difficulties, where a case is presented in a specific work environment, and each training group is asked for its views on the case and the appropriate way to deal with it.

□ Role-playing method: where trainees imitate and represent the behavior of employees and superiors towards certain situations and then criticize them. (Al-Mutairi, 2019) specializations and from different organizations or countries.

Methodological procedures for the field study

Through this section, the researcher deals with methods of collecting data and statistical methods used to test hypotheses, and analyzing, preparing and tabulating data for statistical analysis. The data is subjected to statistical analysis and the validity of the hypotheses is tested using the computer through some statistical methods provided by the Statistical Program Package for the Social Sciences (SPSS) and metrics. Descriptive statistics such as means and standard deviation, the alpha correlation coefficient method, the correlation and regression analysis method, and the one-way analysis of variance method, as well as the statistical methods used to test hypotheses, and finally analyse, prepare and tabulate data for statistical analysis.

First: The research population and sample:

This study was conducted on health practitioners and leaders in private hospitals in the city of Riyadh, Kingdom of Saudi Arabia. The size of the population reached 31 hospitals.

Because the research community is characterized by a large number of members, in addition to the presence of a large degree of homogeneity among the members of the

community, a simple random sampling method was used, and data was collected from the sample members by directing a survey list.

Second: Sample size: The sample size of the different categories of officials was determined through the following equation:

$$N = (1,96)^2 \times 0,5 \times 0,5 = 300 \text{ singletons} \\ (0,05)^2$$

The data was collected by designing a survey list, and the response rate was approximately (76.73%), as (260) survey lists were collected from the aforementioned research community, and the following table shows

1. Distribution of sample items according to personal variables:

The researcher described the data obtained from the survey list directed to the workers, by calculating the frequencies and percentages of the personal variables of interest in the survey list. Table No. (1) shows the distribution of the sample items according to the personal variables.

Conclusion

1. Search results:

Training is one of the basic keys to improving and raising the performance and efficiency of employees, through developing their abilities and skills, and modifying their attitudes and convictions, in order to raise the level of efficiency, improve performance, and increase productivity to the maximum possible quality and speed. This is why training occupies the utmost importance as a key element in resource development. Humanity. Through conducting the applied study, the researcher reached a set of results, which are as follows:

a. There is a significant effect of identifying the training needs of leaders in raising the efficiency of health practitioners in hospitals in the Kingdom of Saudi Arabia. This is evident from the coefficient of determination, which has a value of 0.453. This means that the training needs explain 45.3% of the change in raising the efficiency of health practitioners. The sign of the regression coefficient is positive, meaning that there is a positive significant effect of training needs on the competence of health practitioners. Therefore, this result supports the validity of the first sub-hypothesis.

B. There is a significant impact of planning leadership training in raising the efficiency of health practitioners in hospitals in the Kingdom of Saudi Arabia. This is evident from the coefficient of determination, which has a value of 0.398. This means that planning training explains 39.8% of raising the efficiency of health practitioners. The table also shows that the sign of the regression coefficient is positive, meaning that there is a positive moral effect of planning training on raising the efficiency of health practitioners. Therefore, this result supports the validity of the second sub-hypothesis.

C. There is an impact of implementing leadership training in raising the efficiency of health practitioners in hospitals in the Kingdom of Saudi Arabia, and this is evident through the coefficient of determination, which has a value of 0.288. This means that training planning explains 28.8% of raising the efficiency of health practitioners. The table also shows that the sign of the regression coefficient is positive. This means that there is a positive moral effect of planning

training on raising the efficiency of health practitioners. Therefore, this result supports the validity of the third sub-hypothesis.

Dr. There is a significant effect of an evaluation of leadership training in raising the efficiency of health practitioners in hospitals in the Kingdom of Saudi Arabia. This is evident from the coefficient of determination, which has a value of 0.674. This means that an evaluation of training explains 67.4% of raising the efficiency of health practitioners. The table also shows that the sign The regression coefficient is positive, meaning that there is a positive moral effect on training evaluation on raising the efficiency of health practitioners. Therefore, this result supports the validity of the fourth sub-hypothesis.

2. Research recommendations:

1. Administrators in hospitals must have leadership qualities and learn them so that the leader becomes close to his followers and gains their respect and support around him, ensuring their cooperation with him in all circumstances and regardless of the challenges, accepting to work with him and sacrificing to serve the hospital.
2. It is necessary to support the leadership training program in hospitals, providing financial and moral support with all available resources, in order to ensure its continuation of its excellent performance, in order to develop the professional performance of leaders in hospitals.
3. Reducing the work burden placed on the leaders in hospitals, which may prevent them from developing themselves, by distributing some tasks to other sub-leaders. This is done by distributing tasks to administrative employees under the leadership's supervision in a manner that is proportionate to achieving the best performance of the hospitals. .
4. Reviewing work policies in hospitals and determining leadership practices to work on raising the level of efficiency and performance of health practitioners in hospitals.
5. The need for hospitals to invest in their core capabilities, which are the unique resources and capabilities that the hospital possesses, and help them achieve competitive advantage through optimal use of them in their strategies through the hospital's various functions, and leadership can explore them and determine their needs for them using integrated environmental analysis.
6. Giving leaders a greater period of practical training so that the program achieves its desired goals.

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