

**Research Title: The impact of leadership style on organisational strategy on
health sector in Saudi Arabia**

Research Proposal

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1. Introduction

The current challenges in the healthcare industry regarding the shortage of professionals necessitate that leaders learn from various leadership styles about effectively training healthcare professionals and identify skills gap (Asiri et al., 2016). The leadership style significantly impacts the performance and strategy of healthcare organisation that values high patient care quality. Effective leadership supports organisations in the health sector to attain strategic objectives, develop a positive environment of work for employees, and improve the outcomes of patients (Algarni et al., 2018). The health sector has transformed in Saudi Arabia with a strong healthcare system as a commitment of the nation to the well-being of its citizens. Leadership within the institutions of healthcare plays an important role to ensure efficiency and effectiveness in the delivery of services (Al-Yami et al., 2018). This research will analyse the impact of leadership style on the strategy of the organisation in the health sector of Saudi Arabia.

2. Research Problem

The healthcare sector of Saudi Arabia is experiencing various challenges involving an increase in population, increased chronic disease prevalence, and an aging population (Alaraki, 2018). The organisations of healthcare in Saudi Arabia need to be adaptable and innovative to tackle these challenges (Moshashai et al., 2020). Effective leadership is important to implement and developing successful strategies for organisations (Al-Hanawi et al., 2019). The healthcare sector of Saudi Arabia is facing significant change through the initiatives of the National Transformation Program and Vision 2030 by the government (Rahman & Al-Borie, 2021).

The aforementioned initiatives by the Saudi government are developed to improve the efficiency and quality of healthcare services and enhance the private sector's role in the delivery of healthcare (Moshashai et al., 2020). For this purpose, Saudi Arabian healthcare organisations need to adopt effective practices of leadership for attaining these initiatives of National Transformation Program and Vision 2030 by the government. Nevertheless, there is limited research on leadership styles and their impact on the strategy of the organisation and the healthcare sector of Saudi Arabia (Alkassabi et al., 2018). Therefore, this research will focus on addressing the gap in the literature through empirical evidence on the relationship between organisational strategy and leadership styles in the healthcare sector of Saudi Arabia.

3. The Importance of the Research

This research will address the gap in the literature through an investigation of the leadership styles and their impact on the strategy of organisations in the healthcare sector of Saudi Arabia. The results and findings of this study will be important for researchers, policymakers, and healthcare organisations. The results of this research will be useful for healthcare organisation to implement and develop effective practices of leadership aligned with their strategic objectives. Understanding the impact of leadership style on the strategy of an organisation can help healthcare organisations to develop and select leaders that are best trained to implement the strategic objectives of the organisation. This can result in the improvement of the performance of healthcare organisation and better care quality for patients. The findings of this research will be helpful for policymakers to develop programs and policies to support the development of leadership in the healthcare sector. This research will contribute to the existing body of knowledge for researchers on the impact of leadership style on the strategy of organisation in the sector of healthcare. Therefore, the findings of this research are important for healthcare organisations, researchers, and policymakers to improve healthcare sector performance in Saudi Arabia and attain organisational success through better outcomes for patients.

4. Literature Review

There are various leadership styles including transformational, laissez-faire, and transactional leadership required for effective management in organisations (Rahman & Al-Borie, 2021). Transformational leaders motivate and inspire their followers, transactional leadership focuses on routines and tasks, while laissez-faire leadership focuses on a hands-off approach for attaining organisational strategy. The organisational strategy of healthcare institutions emphasises operational efficiency, community engagement, research, and patient care (Al-Hanawi et al. 2019). There is an important role of leadership in attaining organisational strategy and enhancing the performance of healthcare organisations through interactions with followers and influencing their behavior. Various leadership styles have different impact on achieving organisational strategy. According to Alkassabi et al. (2018), transformational leadership positively impacts the outcomes of an organisation, involving the improvement of innovation, employee performance, and quality improvement.

Diverse studies have assessed different leadership styles in different ways of showing the impact the style has on organisations. For instance, Moshashai et al. (2020) stated that transactional leadership positively impacts the organisational strategy through task efficiency and proper allocation of resources. In another study, the authoritative style of leadership can be effective for short-term tasks, but it can result in problems of employee turnover and dissatisfaction in the long run (Al-Yami et al., 2018). Al-Hanawi et al. (2019) highlighted that the transformational leadership is characterised by its inspirational and visionary nature that leads to enhancement of team collaboration and proactive strategic planning in institutions of healthcare. On the other hand, the transactional approach provides structured governance, but it can result in rigid culture of organisation that stops innovative initiatives for organisational strategies (Rahman & Al-Borie, 2021). There is a further need to conduct research regarding the impact of various leadership styles on organisational strategy and analyse effective leadership styles.

5. Research Methodology

This research will utilise a quantitative methodology of research. Quantitative research includes the investigation of a particular topic through gathering quantitative data for performing statistical analysis (Skinner, 2020). This helps in understanding relationships, trends and patterns through analysis of quantitative data. Quantitative research will be employed in this study as the empirical foundation will help in drawing conclusions for objective measurements. This will also provide insights regarding the impact of personal subjectivities as well as biases regarding leadership and its impact on organisational strategy in Saudi Arabia. The utilisation of quantitative research will support and generalisability of findings to a large population of Saudi Arabia through the representative sample.

The data collection process will be conducted through the healthcare professional's survey in Saudi Arabia. A survey is a tool of data collection utilised to collect information from individuals regarding self-reported data for the study. A sample of 100 healthcare professionals from Saudi Arabian organisations will be collected for the data of this research. The survey will be utilised to measure the healthcare leaders' leadership style and organisational strategy. The survey will allow to collection of data from a wide range of respondents to ensure an in-depth understanding of leadership and organisational strategy. The survey will support gathering direct

insights and perspectives from healthcare leaders in Saudi Arabia for providing practical information regarding leadership styles and their effect on the strategy of organisations.

Data collected will be analysed utilising statistical methods for the identification of the relationship between organisational strategy and leadership style. Therefore, this research will employ regression and correlation analysis to examine the impact of the style of leadership on organisational approach in the healthcare sector of Saudi Arabia. Hayes and Montoya (2017) asserted that the regression analysis comprises statistical procedures to evaluate the relationship between independent variables and the dependent variable. The regression analysis will help in this research to measure the impact of leadership styles on these strategies of organisations in Saudi Arabia. Prasad (2023) defined correlation as a statistical method used to determine the degree of relationship between two variables. The connection between Saudi Arabian organisations' strategies and their leadership styles will be determined with the assistance of the correlation analysis utilised in this study.

6. Research Structure

The following will be the structure of the research:

1. The introduction chapter will provide a brief overview of the study, encompassing key aspects such as the significance of the research, the research problem, background information, research goals, and questions.
2. In the literature review chapter, the existing body of literature relating to organisational strategy, leadership, and the healthcare industry in Saudi Arabia will be examined.
3. The chapter on research methodology will discuss the techniques involved in the data collection and analysis of this study.
4. The research findings will be presented in the results and discussion chapter, along with a discussion on the insights which will be derived from the existing literature.
5. In the conclusion chapter, a summary of the key findings of this study will be provided in addition to the recommendations for further research, highlighting areas that require further exploration due to the limitations of this study.

7. Research Limits

This study primarily focuses on Saudi Arabian healthcare providers and organisations which presents several limitations. The research's geographic depth is limited by Saudi Arabia's unique socioeconomic structure, which prevents generalising the findings to other nations. The cross-sectional research approach of this study is another drawback since it restricts the capacity to draw assumptions about causality. It suggests that the relationship between organisational strategy and leadership style will only be possible to be measured in a cross-sectional study. To determine the causal relationship between leadership style and organisational strategy at various times, however, a longitudinal study will be necessary. Additionally, the study will depend on self-reported data, which could lead to bias. This is because the data will be gathered from participants who report their own organisational strategy and leadership style. This subjectivity of responses from the participants can change the results, as the respondents can provide socially desirable results instead of their true perspectives. Despite the limitations of this research, this study is expected to significantly contribute to the existing knowledge body on the impact of style of leadership on the strategy of organisations in the healthcare sector in Saudi Arabia.

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