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Master of Management**



***"The impact of leadership styles on
achieving the strategic objectives of
project management at the Saudi
Commission for Health Specialties"***

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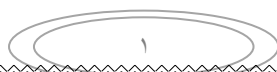
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**"The impact of leadership styles on
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أثر الأنماط القيادية في تحقيق الأهداف الاستراتيجية لإدارة المشاريع بالهيئة
السعودية للتخصصات الصحية

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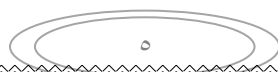
Chapter One: The general framework of the study

- The introduction
- The study Problem
- The importance of studying
- Objectives of the study
- Study hypotheses
- Study methodology and tools
- The limits of the study
- Concepts and terminology of the study
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The Introduction

Studying human behavior and trying to identify the most important factors influencing it are among the most important variables that

guarantee the success of the administrative leader in his mission. The topic of leadership is of interest to all researchers. It is related to directing work groups to accomplish work and develop institutions through commitment to implementing the company's strategic goals. It is one of the most important duties of an effective leader. To take the initiative, anticipate what might happen, and think and innovate about how to avoid the occurrence of problems. Strategic leadership must also play an important role in the success of the organization in achieving its vision and mission, by taking advantage of the skills and capabilities that characterize the strategic leader, which enable him to bring about change to make the organization It is compatible with various changes and has the ability to continue and prosper. The leader must create the appropriate atmosphere for workers to unleash their talents, creativity and motivation or to contribute with their ideas in solving problems and giving room for excellence and overcoming challenges. Administrative leadership derives its importance from its ability to optimally exploit its resources to raise the level of performance, which is considered one of the most important. Topics that determine the degree of development of the institution, through which the material foundations of society are formed that move towards social prosperity, which is built primarily on the foundations of material accumulations that are reflected in the development of income among individuals. In our current era, the progress of nations is a natural result of the effectiveness of their leaders in many fields, and therefore various companies are trying Revealing the leadership capabilities among its members and working on training and developing them to perform their leadership role in achieving the company's goals and thus developing leadership forms and styles,



as the latter has become one of the variables that affect the achievement of strategic goals due to the multiplicity and difference of leadership forms, as this multiplicity affects the improvement and achievement of strategic goals. This has been confirmed by many studies, including the current study, which investigated the issue of the impact of leadership styles on achieving strategic goals at the Saudi Commission for Health Specialties.

The Study Problem:

The success of the company depends to a large extent on the administrative leaders present in it, as it is not possible to expect the success of any administrative work without them, given that leadership is a process of influencing subordinates that works to direct their abilities and interests in a path that ensures the achievement of the desired strategic goals. However, failure to use leadership styles appropriate to the circumstances of the organization's employees may lead to Failure to achieve its goals. The success of a leader focuses mainly on his personal qualities and characteristics that determine the type of leadership skills that he exercises in influencing his subordinates to improve their level of performance. The leadership style is one of the most important conditions for improving performance, as it is not possible to apply one style in all companies, and that the successful leadership style varies according to the institution. Towards achieving pre-planned strategic goals.

The study problem can be summarized in the following main question:

What is the impact of leadership styles in achieving strategic goals at the Saudi Commission for Health Specialties?

Based on the relationship between the prevailing leadership styles among the administrative leadership and the reality of practicing distributed leadership among the administrative leaders at the Saudi Commission for Health Specialties and determining the requirements for applying leadership styles to develop the performance of the administrative leadership in achieving the strategic objectives at the Saudi Commission for Health Specialties.

A group of sub-questions emerge from the main question:

- 1- What are modern leadership styles, their definition, advantages and disadvantages?
- 2- To what extent do leadership models influence achieving the company's strategy?
- 3- What is the relationship of leadership styles to strategic leadership?
- 4- What is the difference between leadership skills and management skills?

Research Importance

- ❖ The performance of individuals is still far from the required level, whether in terms of content or in terms of results, because there is a defect that must be identified and addressed. This defect lies in the impact of leadership styles on the job satisfaction of employees at the Saudi Commission for Health Specialties. The

importance of research can be determined according to the academic level. The importance of Search as follows:

1. Trying to know the extent of the influence that leadership and its styles play on job satisfaction in order to ensure continuity of project management at the Saudi Commission for Health Specialties.
 2. Trying to determine the relationship between the study's two variables of leadership styles and employees' job performance.
 3. The importance of the leadership style as an important method in building the strategic capabilities of the company under study and raising its level of performance.
 4. Explaining the type of leadership style adopted in building strategic capabilities in the company under study.
 5. The need to pay attention to the leadership style and create a climate that contributes to building strategic capabilities in the company under study.
- ❖ At the field level, the importance of the research lies in its attempt to provide the scientific foundations on which the Saudi Commission for Health Specialties can be based in light of clarifying administrative leadership and its types and what it can contribute to building strategic capabilities that have an impact on job satisfaction and the resulting improvement in performance.

Research Aims

The research seeks to achieve the goal of identifying the influential relationship between the research variables, diagnosing it and

showing it at the level of the Saudi Commission for Health Specialties and knowing the determinants of raising performance at the Saudi Commission for Health Specialties that administrative leaders must use. This represents a cornerstone in the process of upgrading the national company and ensuring its continuity. Working to simplify the content of theories. Different administrative leadership and identifying the discrepancy between them, which may help the managers of the Saudi Commission for Health Specialties in Jeddah in developing their leadership skills by benefiting from the ideas and results reached by these various scientific theories in this regard.

More precisely, the research aims to achieve the following main objectives:

1. Testing the nature of the relationship and influence between leadership style and strategic capabilities.
2. Describe and diagnose the elements of the leadership style and strategic capabilities adopted in the company under study.
3. Identifying the nature of existing strategic leadership skills and their patterns for the research sample and clarifying their types.
4. Clarifying the interactions and effects that clarify the relationship between leadership skills and styles and their role in maximizing job satisfaction.

Study Hypotheses and Variables

In line with the research objectives and to test its model, the research adopted a set of main and sub-hypotheses in order to arrive at accurate indicators that serve the current research objectives and test its hypotheses. The research relied on a set of statistical tools represented in the following: percentages, frequencies, arithmetic means, and standard deviations to describe the research variables, diagnose them, and display the results. Preliminary and discussed as follows:

The first hypothesis:

There is a positive correlation between leadership styles and the level of job satisfaction among project managers at the Saudi Commission for Health Specialties.

The second hypothesis:

There are statistically significant differences in the attitudes of the sample members in their responses to the impact of administrative leadership on job performance, depending on the following demographic variables (gender - age - educational level - and years of experience in the job).

The third hypothesis:

There are a group of factors related to the leadership style that have an impact on the level of employees' satisfaction with their work (salary, job security, promotion, authority management, labor relations, and working conditions).

The fourth hypothesis:

There is a significant correlation between the effect of leadership style in terms of its variables in building strategic technical capabilities

As for the variables of the study under investigation, they are:

First: - The independent variable: the impact of leadership styles.

Second: - Dependent variable: Strategic objectives of project management at the Saudi Commission for Health Specialties.

Third: - Demographic variables: (gender, age, educational level, and years of job experience.

Study Methodology and Tools

The descriptive analytical approach was adopted when describing and analyzing the variables of the study, and these included theories of administrative leadership styles in the various schools and theorists that these schools arrived at, as well as when studying job satisfaction in its various dimensions, influencing factors, the process of evaluating it, and ways to improve it. As for the applied side, the case study approach was used, which was adopted. on me:

Questionnaire method: to collect information about the study sample in order to answer the research problem and test the validity of the hypotheses in the field.

In addition, the questionnaire form was adopted as a main tool in collecting data, as its formulation took into account its inclusion of the approved research variables, and it was formulated to serve the research objectives and hypotheses, based on the theoretical aspect and reference to previous studies.

The questionnaire design included three parts:

1. The first part covers general and introductory information about the individuals studied.
2. The second part focused on the standards of the leadership style (free democratic, autocratic.
3. The third part focuses on job satisfaction and its impact on performance.

The limits of the study:

First: Spatial boundaries: for project management at the Saudi Commission for Health Specialties.

Second: Time limits: February, March and April of 2023 AD.

Third: Human limits: workers and employees for project management at the Saudi Commission for Health Specialties.

Concepts and Terminology

the pattern:

It is the prevailing behavior or style that the academic leader practices most often and distinguishes him from other leadership styles.

Leadership:

It is the ability of a leader who practices academic work to influence the behavior of subordinates and push them to achieve specific goals.

Leadership style:

It is a set of behaviors or practices that an academic leader often uses to influence the activities of individuals to achieve the organization's goals.

Functionality:

It is the work of workers carrying out the tasks and duties assigned to them in accordance with the responsibilities determined by the leadership of the Palestinian NGO in which they work to achieve the jobs they occupy.

Leadership style:

The leadership style is “a repetitive and distinctive behavior of a person”.

Another definition confirms that the leadership style is “a set of distinctive characteristics and basic factors that make the manager influence his subordinates or resist their influence and behave in his own individual behavior.” This study used leadership styles that were classified according to the method of exercising authority.

Autocratic style:

The behavior that characterizes a leader and that he practices in his work, through which he seeks to influence his subordinates in order to achieve the goals of his organization.

This style is procedurally considered to be the style that is based on tyranny of opinion and autocratic fanaticism, in that methods of coercion and directing actions through orders or interference in the details of businesses are fraught with problems whose negative effects appear as soon as they are changed. Father of others, which spreads an element of fear and domineering in the atmosphere.

Democratic style:

It is a style that is based on mutual respect between the leader and his followers and considering all members of the group as extremely important in running the organization and achieving its goals, thus providing opportunities for everyone to excel, excel, innovate, and effectively contribute to policy-making, decision-making, goal setting, and implementation.

Freestyle:

It is the style that is based on non-interference in the course of affairs and does not play a significant role or approve its methods and define its goals in managing the group's affairs.

Leadership:

Leadership is the process of moving a group of people in a specific and planned direction by urging the most important people to act according to their choice.

Administrative leadership:

Administrative leadership is any president or manager who can be described as an administrative leader only when he can influence his subordinates in a way that makes them comply with his orders and directives of their own free will and personal desires non-compliance.

charisma:

Weber used this term to refer to the type of authority that is associated with the person of the leader and the personal traits and personal talents he possesses that inspire and influence others, and not the authority that stems from the leader's job position.

project management:

It is a process that helps companies achieve their project goals while adhering to planned constraints of goals, time, and money.

The project:

It is a temporary and unique endeavor to manufacture a good, provide a service, or reach a specific result, where the project has a starting point and an ending point that the project reaches when its goals are achieved.

Leadership over the group:

It is the leadership that is concerned with production, the structure of the organization, and the laws and regulations of the organization. The leader is characterized by domination and control over the workers. It is the leadership that is concerned with the functional dimension.

Leadership With the Group:

It is leadership that cares about employees, their relationships, needs, and the work climate. The leader is characterized by cooperation and participation in decision-making. It is leadership that cares about the human dimension.

Conclusion

Leadership theory is based on the characteristics of successful leaders. Psychologists work to analyze and develop leadership theory, and researchers seek to discover common traits or behavioral methods of unique leaders. The research aims to determine the relationship and explain the impact between the adoption of leadership styles by the Saudi Commission for Health

Specialties in building strategic capabilities by matching a sample of employees in the company from all administrative levels, based on a hypothetical scheme that considers the nature and dimensions of the relationships between leadership style variables and strategic capabilities and guided by this. The plan: Based on the above, the topics of leadership style and strategic capabilities deserve research due to their importance in developing our organizations and making them remain in the competitive circle, which requires knowledge of the variables of leadership style and their relationship to building strategic capabilities in a selected sample, since organizations' efforts to achieve success, continuity, and survival depend on their possession of their capabilities planning processes. The strategy ensures that the ability of competitors to imitate is limited, and these dimensions are represented by the technical knowledge to build value, the ability to generate and possess resources, and the technology used. From the above, we conclude that the individual, during the process of planning his career path, needs someone to monitor him, and this role is usually played by the leader, as he plays the role of observer. The employee's career path planning process helps him determine the best options and correct his path. Providing leadership for a shared vision has a positive relationship with the ability of the organization's members to share a future intellectual image that encourages them to develop themselves, which helps in developing their career path. Based on the results mentioned above, a set of directions can be derived, including:

1. ☐ Encouraging employees to exert greater effort in order to stimulate their creative side.

2. □ Flexibility of decisions using the leader's professional experience.
3. □ Paying attention to training processes.
4. □ Providing employees with fair opportunities for promotion.
5. □ Recognizing the employee's efforts and discussing with him about self-development.

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