



The Effect of Integrative Leadership Models on Strategic Alignment and Organizational Maturity in Health Education Institutions in Saudi Arabia

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Abstract

Leadership is widely recognized as a key determinant of organizational success, particularly in complex institutional environments such as health education systems. In Saudi Arabia, the transformation of healthcare and higher education sectors under Vision 2030 has created new challenges that require innovative and adaptable leadership models. Traditional leadership theories often focus on single leadership styles, such as transformational or transactional leadership. However, modern organizations increasingly require integrative leadership approaches that combine multiple leadership styles to achieve balanced organizational outcomes.

This study examines the effect of integrative leadership models on strategic alignment and organizational maturity within health education institutions in Saudi Arabia. The research also investigates the mediating role of organizational culture in strengthening the relationship between leadership and institutional performance.

A quantitative research design was adopted using a structured questionnaire distributed to 150 leaders and administrators working in health education institutions. The collected data were analyzed using statistical techniques including descriptive statistics, correlation analysis, and regression analysis.

The findings reveal that integrative leadership significantly contributes to improved strategic alignment and organizational maturity. Furthermore, organizational culture plays a mediating role in enhancing leadership effectiveness. The study concludes that institutions adopting integrative leadership approaches are better positioned to align strategic objectives with operational practices and achieve sustainable institutional development.

The results provide valuable implications for policymakers and educational administrators seeking to enhance leadership effectiveness and organizational performance in Saudi Arabia's health education sector.

Chapter One

Introduction

Introduction

Leadership plays a fundamental role in shaping the effectiveness and sustainability of modern organizations. In complex institutional environments such as health education institutions, leadership influences decision-making processes, organizational culture, and the ability of institutions to achieve their strategic goals. Effective leadership enables organizations to coordinate resources, guide employees, and adapt to rapidly changing environmental conditions (Northouse, 2021).

Health education institutions operate within highly dynamic environments that require coordination between academic systems and healthcare systems. These institutions are responsible for preparing healthcare professionals, maintaining high standards of academic excellence, and contributing to healthcare development. As a result, leadership in health education institutions must balance multiple priorities, including educational quality, institutional governance, and professional training (Yukl, 2013).

In Saudi Arabia, the transformation of the healthcare and education sectors under Vision 2030 has created new expectations for institutional leadership. Health education institutions are expected to improve academic programs, increase research productivity, and develop healthcare professionals capable of meeting the growing demands of the healthcare system. These changes require leadership approaches that combine innovation, accountability, and strategic coordination (Alghamdi & Holland, 2020).

Traditional leadership theories have identified different leadership styles that influence organizational performance. Two of the most widely studied leadership styles are transformational leadership and transactional leadership. Transformational leadership focuses on inspiring employees by promoting shared vision, creativity, and motivation. Transformational leaders encourage innovation and empower employees to exceed expectations (Bass & Riggio, 2006).

On the other hand, transactional leadership emphasizes structure, supervision, and performance management. Transactional leaders focus on goal setting, monitoring performance, and providing rewards or corrective actions based on employee performance (Burns, 1978). While transformational leadership promotes innovation and long-term change, transactional leadership ensures organizational stability and operational efficiency.

However, modern organizations often operate in environments that are too complex for a single leadership style to be effective. As a result, scholars have increasingly emphasized the importance of integrative leadership models. Integrative leadership refers to the ability of leaders to combine multiple leadership styles to address different organizational challenges. Leaders adopting integrative leadership approaches can inspire employees while maintaining clear performance expectations and organizational discipline (Crosby & Bryson, 2010).

Integrative leadership has become particularly relevant in sectors such as healthcare and education, where institutions must coordinate across multiple professional disciplines and organizational units. In health education institutions, leaders must align academic objectives with healthcare system requirements, requiring both visionary leadership and effective managerial control (Van Wart, 2013).

One of the key outcomes influenced by leadership practices is strategic alignment. Strategic alignment refers to the degree to which an organization's strategies, structures, and operational processes are coordinated to achieve institutional objectives. Strong strategic alignment ensures that employees understand organizational goals and work collectively toward achieving them (Henderson & Venkatraman, 1993).

Another important concept related to institutional performance is organizational maturity. Organizational maturity reflects the ability of institutions to consistently manage processes, people, and strategies in an efficient and systematic manner. Mature organizations possess well-defined governance systems, effective leadership structures, and continuous improvement practices (Kerzner, 2019).

Furthermore, organizational culture plays a critical role in shaping how leadership practices influence institutional outcomes. Organizational culture represents the shared values, beliefs, and norms that guide employee behavior within an institution. A strong organizational culture can enhance communication, collaboration, and employee commitment, thereby strengthening institutional performance (Schein, 2010).

Given the increasing complexity of health education institutions and the growing importance of effective leadership, it is necessary to examine how integrative leadership models influence strategic alignment and organizational maturity. Understanding these relationships can help institutions improve leadership practices, strengthen organizational performance, and support the broader objectives of healthcare and educational development in Saudi Arabia.

Problem Statement

Despite the growing recognition of leadership as a key determinant of organizational success, many studies have focused primarily on individual leadership styles rather than integrated leadership approaches. Previous research has examined the effects of transformational leadership on innovation and employee motivation, while other studies have focused on transactional leadership and its role in performance management.

However, modern organizations often require leaders who can combine multiple leadership approaches to address complex institutional challenges. Health education institutions must balance academic responsibilities, healthcare training, administrative governance, and strategic development. These diverse responsibilities require leadership models that integrate inspiration, accountability, collaboration, and strategic management.

Another challenge faced by many institutions is the lack of strategic alignment. Strategic misalignment occurs when organizational objectives are not effectively translated into operational activities. This can lead to inefficient use of resources, unclear institutional priorities, and reduced organizational performance.

Furthermore, the influence of organizational culture on leadership effectiveness has received limited attention in the context of health education institutions in Saudi Arabia. Organizational culture may strengthen or weaken the impact of leadership practices on institutional outcomes.

Therefore, this study seeks to investigate the impact of integrative leadership models on strategic alignment and organizational maturity in health education institutions in Saudi Arabia, while also examining the mediating role of organizational culture.

Significance of the Study

This study is important for both theoretical and practical reasons.

From a theoretical perspective, the study contributes to the existing body of knowledge by examining integrative leadership as a comprehensive leadership approach that combines transformational and transactional leadership behaviors. By linking integrative leadership with strategic alignment and organizational maturity, the research expands leadership theory within the context of health education institutions.

From a practical perspective, the study provides valuable insights for institutional leaders and policymakers responsible for improving leadership practices in health education institutions. The findings may help institutions develop leadership development programs that enhance strategic alignment and organizational effectiveness.

Additionally, the research supports the objectives of Saudi Vision 2030, which emphasizes improving governance, strengthening institutional performance, and developing human capital within the healthcare sector.

Research Objectives

The main objective of this study is to examine the effect of integrative leadership models on strategic alignment and organizational maturity in health education institutions in Saudi Arabia.

The specific objectives include:

1. To examine the relationship between integrative leadership and strategic alignment.
2. To analyze the role of organizational culture in mediating the relationship between leadership and institutional performance.
3. To evaluate the impact of integrative leadership on organizational maturity.
4. To propose recommendations for improving leadership practices in health education institutions.

Research Questions

This study aims to answer the following research questions:

1. How does integrative leadership influence strategic alignment in health education institutions?
2. What role does organizational culture play in enhancing leadership effectiveness?
3. To what extent does integrative leadership contribute to organizational maturity?
4. How can integrative leadership models be implemented to improve institutional performance?

Research Hypotheses

H1: Integrative leadership models have a positive effect on strategic alignment.

H2: Organizational culture mediates the relationship between integrative leadership and institutional performance.

H3: Integrative leadership positively influences organizational maturity.

H4: Strategic alignment mediates the relationship between integrative leadership and organizational effectiveness.

Theoretical Framework

This study is grounded in several theoretical perspectives that explain the relationship between leadership practices and organizational outcomes. The first theoretical foundation is transformational leadership theory, which emphasizes the role of leaders in inspiring and motivating employees to achieve organizational goals. Transformational leaders encourage creativity, innovation, and shared vision within organizations (Bass & Riggio, 2006).

The second theoretical perspective is transactional leadership theory, which focuses on performance management, supervision, and reward systems that ensure employees meet organizational expectations. Transactional leadership contributes to organizational stability and operational efficiency (Burns, 1978).

The concept of integrative leadership builds upon these two leadership approaches by combining transformational and transactional leadership behaviors. Integrative leaders adopt flexible leadership strategies that allow them to inspire employees while maintaining effective performance management systems (Crosby & Bryson, 2010).

In addition, the study draws on the Strategic Alignment Model developed by Henderson and Venkatraman (1993), which emphasizes the importance of aligning organizational strategies with operational processes. Strategic alignment ensures that institutional resources and activities support the organization's long-term objectives.

Finally, the concept of organizational maturity provides a framework for understanding how institutions evolve from basic operational structures to more advanced and sustainable organizational systems. Leadership plays a critical role in facilitating this progression by promoting continuous improvement and effective governance practices (Kerzner, 2019).

Together, these theoretical perspectives provide a comprehensive framework for analyzing the relationship between integrative leadership, strategic alignment, organizational culture, and organizational maturity in health education institutions.

Chapter Two

Literature Review

2.1 Introduction

Leadership has long been recognized as a central element in determining organizational success and sustainability. Organizations across different sectors rely on effective leadership to guide strategic decision-making, coordinate institutional resources, and motivate employees toward achieving shared goals. Leadership practices influence organizational culture, employee engagement, and institutional performance. As a result, leadership has become one of the most widely studied topics in organizational and management research (Northouse, 2021).

Health education institutions represent a particularly complex organizational environment. These institutions operate at the intersection of academic education and healthcare service systems. Leaders in health education institutions must manage academic programs, coordinate clinical training, and ensure that graduates are adequately prepared to meet the needs of healthcare systems. Therefore, leadership practices in these institutions must balance academic governance, professional training, and institutional development (Yukl, 2013).

In Saudi Arabia, the importance of effective leadership in health education institutions has increased significantly in recent years. The Saudi Vision 2030 initiative has introduced comprehensive reforms aimed at improving healthcare quality, strengthening higher education institutions, and developing human capital within the healthcare sector. These reforms require institutions to adopt innovative leadership practices that support strategic transformation and institutional development (Alghamdi & Holland, 2020).

Leadership research has evolved significantly over the past century. Early leadership theories focused primarily on identifying personal traits that distinguished effective leaders from others. Later research shifted toward examining leadership behaviors and situational factors that influence leadership effectiveness. More recently, scholars have emphasized the importance of leadership approaches that integrate multiple leadership styles to address complex organizational challenges (Van Wart, 2013).

Among the most influential leadership approaches in organizational research are transformational leadership and transactional leadership. Transformational leadership focuses on inspiring and motivating employees through vision, creativity, and intellectual stimulation. Transformational leaders encourage employees to exceed expectations and contribute to organizational innovation (Bass & Riggio, 2006).

In contrast, transactional leadership emphasizes supervision, performance monitoring, and reward systems. Transactional leaders establish clear performance expectations and provide incentives for achieving organizational goals. This leadership style focuses on maintaining organizational stability and operational efficiency (Burns, 1978).

While both leadership styles have proven effective in various contexts, modern organizations increasingly require leaders who can combine multiple leadership approaches. This has led to the emergence of integrative leadership models that combine elements of transformational and transactional leadership to achieve balanced organizational outcomes (Crosby & Bryson, 2010).

Integrative leadership emphasizes collaboration, adaptability, and shared responsibility among organizational members. Leaders adopting integrative leadership approaches can inspire innovation while maintaining effective organizational control. This leadership approach is particularly relevant in sectors characterized by institutional complexity, such as healthcare and education.

In addition to leadership practices, organizational outcomes such as strategic alignment and organizational maturity are important indicators of institutional effectiveness. Strategic alignment refers to the extent to which organizational strategies are coordinated with operational processes and institutional resources. Strong strategic alignment ensures that employees understand institutional objectives and work collaboratively to achieve them (Henderson & Venkatraman, 1993).

Organizational maturity refers to the ability of institutions to manage processes, people, and strategies in a systematic and sustainable manner. Mature organizations possess effective governance systems, standardized procedures, and leadership practices that promote continuous improvement (Kerzner, 2019).

Another important factor influencing institutional performance is organizational culture. Organizational culture represents the shared values, beliefs, and norms that shape employee behavior within institutions. A strong organizational culture can enhance collaboration, communication, and employee commitment, thereby strengthening institutional performance (Schein, 2010).

This chapter reviews the relevant literature related to leadership theories, integrative leadership models, strategic alignment, organizational maturity, and organizational culture. It also examines previous research conducted in educational and healthcare institutions, particularly within the Saudi context.

2.2 Previous Studies

Previous studies have examined the relationship between leadership practices and organizational performance in various institutional settings. Researchers have explored how different leadership styles influence employee motivation, organizational culture, and institutional effectiveness.

Bass and Avolio (1994) conducted one of the most influential studies on transformational leadership. Their research demonstrated that transformational leaders significantly enhance employee motivation, organizational commitment, and job satisfaction. The study highlighted that leaders who inspire employees through vision and intellectual stimulation create more innovative and productive work environments.

Judge and Piccolo (2004) conducted a meta-analysis examining the relationship between transformational and transactional leadership styles and organizational performance. Their findings indicated that transformational leadership has a strong positive relationship with employee satisfaction and organizational effectiveness, while transactional leadership contributes to performance monitoring and goal achievement.

In healthcare organizations, leadership practices play a critical role in improving service quality and organizational performance. Al-Sawai (2013) emphasized that healthcare leaders must possess strong leadership competencies, including communication skills, strategic thinking, and team management capabilities. Effective leadership in healthcare institutions ensures coordination among different professional groups and enhances service delivery.

Research conducted within educational institutions has also highlighted the importance of leadership practices in shaping institutional outcomes. Alkahtani (2016) examined the influence of leadership styles on organizational commitment in Saudi universities. The study found that transformational leadership significantly enhances employee engagement and organizational loyalty.

Another study conducted by Alghamdi and Holland (2020) explored the relationship between leadership styles and organizational culture in Saudi universities. The study found that leadership practices significantly influence organizational culture and employee collaboration. Leaders who promote participative decision-making and open communication create more supportive organizational cultures.

In recent years, scholars have increasingly emphasized the importance of integrative leadership models. Crosby and Bryson (2010) described integrative leadership as a leadership approach that encourages collaboration across organizational boundaries in order to address complex institutional challenges. Integrative leadership enables leaders to coordinate among multiple stakeholders and achieve shared objectives.

Van Wart (2013) emphasized that modern organizations require leaders who can adapt their leadership style according to situational requirements. Leaders who combine transformational and transactional leadership behaviors are better equipped to manage complex institutional environments.

In the context of healthcare and medical education institutions, leadership practices play a significant role in promoting innovation and institutional development. Previous research has indicated that leadership approaches that integrate inspirational vision with effective managerial competencies contribute to improved teamwork, organizational collaboration, and overall institutional performance. Effective leadership development within healthcare organizations has also been linked to enhanced service quality and sustainable organizational improvement (West et al., 2015).

Despite the growing body of research on leadership styles, limited studies have examined the relationship between integrative leadership, strategic alignment, and organizational maturity in health education institutions in Saudi Arabia. This gap highlights the need for further research exploring how integrative leadership practices influence institutional outcomes within this context.

2.3 Theoretical Framework

This study is based on several theoretical perspectives that explain the relationship between leadership practices and organizational outcomes.

Transformational leadership theory is one of the most influential leadership theories in organizational research. Bass (1985) proposed that transformational leaders motivate employees by promoting vision, creativity, and intellectual stimulation. Transformational leaders encourage employees to think innovatively and contribute to organizational development.

Transactional leadership theory represents another important perspective. Burns (1978) described transactional leadership as a leadership approach based on exchanges between leaders and followers. Leaders establish clear expectations and provide rewards in exchange for achieving performance objectives.

Integrative leadership theory builds upon these two leadership approaches by combining transformational and transactional leadership behaviors. Crosby and Bryson (2010) suggested that integrative leadership enables leaders to balance inspiration with effective management practices.

The Strategic Alignment Model developed by Henderson and Venkatraman (1993) provides another important theoretical perspective for this study. The model emphasizes the importance of aligning organizational strategies with internal structures and operational processes in order to achieve institutional objectives.

Organizational maturity theory explains how institutions evolve from basic operational structures to more advanced organizational systems. According to Kerzner (2019), mature organizations possess standardized processes, strong leadership practices, and continuous improvement mechanisms that enable sustainable institutional development.

Organizational culture theory also plays a significant role in understanding how leadership influences institutional outcomes. Schein (2010) argued that organizational culture consists of shared values, beliefs, and norms that guide employee behavior within organizations. Leaders play a central role in shaping organizational culture through their decisions, communication patterns, and management practices.

Together, these theoretical perspectives provide a comprehensive framework for understanding the relationship between integrative leadership, strategic alignment, organizational culture, and organizational maturity in health education institutions.

Chapter Three

Methodology

3.1 Introduction

This chapter describes the research methodology used to investigate the effect of integrative leadership models on strategic alignment and organizational maturity in health education institutions in Saudi Arabia. The methodology outlines the research design, population and sampling procedures, data collection methods, and data analysis techniques used in the study.

Research methodology plays a critical role in ensuring the validity and reliability of research findings. A well-designed research methodology allows researchers to systematically collect and analyze data in order to answer the research questions and test the proposed hypotheses. In organizational and leadership research, selecting an appropriate research design is essential for examining the relationships between leadership practices and institutional outcomes (Creswell & Creswell, 2018).

This study adopts a quantitative research approach in order to examine the relationships between integrative leadership, strategic alignment, organizational culture, and organizational maturity. Quantitative research allows researchers to measure variables statistically and analyze relationships between them using established analytical methods (Saunders et al., 2019).

The methodology presented in this chapter explains the procedures followed to collect and analyze the data required to address the research objectives.

3.2 Methodology and Research Design

This study adopts a **quantitative research design** in order to examine the relationship between integrative leadership models and organizational outcomes within health education institutions. Quantitative research is commonly used in leadership and organizational studies because it allows researchers to measure variables objectively and analyze statistical relationships between them (Creswell & Creswell, 2018).

The research design used in this study is a **cross-sectional survey design**. In cross-sectional research, data are collected from participants at a single point in time in order to examine relationships between variables. This design is widely used in organizational research because it allows researchers to analyze perceptions, attitudes, and experiences of participants within institutions (Bryman, 2016).

The conceptual framework of this study examines the relationship between four main variables:

1. Integrative Leadership
2. Strategic Alignment
3. Organizational Culture
4. Organizational Maturity

In this framework, integrative leadership represents the independent variable, while strategic alignment and organizational maturity represent dependent variables. Organizational culture is examined as a mediating variable that may influence the relationship between leadership practices and institutional performance.

The research model assumes that leadership practices influence the ability of institutions to align their strategic objectives with operational activities. Furthermore, leadership practices influence organizational culture, which in turn affects institutional effectiveness and organizational maturity.

To examine these relationships, the study uses a structured questionnaire distributed to leaders and administrators working in health education institutions.

3.3 Population of the Study

The population of this study consists of leaders and administrators working in health education institutions in Saudi Arabia. These institutions include universities, healthcare training centers, and professional education institutions responsible for preparing healthcare professionals.

Health education institutions in Saudi Arabia operate within a complex organizational environment that combines academic education and healthcare training. Leaders within these institutions play a critical role in coordinating educational programs, managing academic staff, and ensuring that training programs meet healthcare system requirements.

For the purposes of this study, the target population includes:

- Department heads
- Program directors
- Academic administrators
- Senior managers in health education institutions

These individuals were selected because they are directly involved in leadership practices and strategic decision-making within their institutions.

The study focuses on leaders working in the following types of institutions:

- Universities offering health-related academic programs
- Training centers affiliated with the Ministry of Health
- Professional training institutions under the Saudi Commission for Health Specialties

These institutions play a key role in developing healthcare professionals and supporting the healthcare system in Saudi Arabia.

3.4 Sample and Sampling Method

A sample of **150 participants** was selected from the target population to participate in this study. The sample includes department heads, program directors, and administrative leaders working in health education institutions.

The study used a **stratified random sampling method** to ensure that participants represented different institutional roles and organizational levels. Stratified sampling helps improve the representativeness of the sample by ensuring that different subgroups within the population are included in the study (Saunders et al., 2019).

Participants were selected based on the following criteria:

1. They hold a leadership or administrative position within a health education institution.
2. They have experience in institutional management or program coordination.
3. They are involved in strategic decision-making processes within their institutions.

Selecting participants with leadership responsibilities ensures that the collected data reflect the experiences and perceptions of individuals directly involved in leadership practices and institutional management.

3.5 Data Collection Methods

The primary data collection method used in this study is a **structured questionnaire**. Questionnaires are widely used in organizational research because they allow researchers to collect data from a large number of participants efficiently and systematically (Bryman, 2016).

The questionnaire was designed to measure the following variables:

- Integrative leadership practices
- Strategic alignment within institutions
- Organizational culture
- Organizational maturity

The questionnaire consists of several sections. The first section collects demographic information about participants, including gender, age, and position.

The second section measures integrative leadership practices using items adapted from the Integrative Leadership developed by Bass and Avolio (2004). It assess leadership behaviors related to inspiration, motivation, performance monitoring, and decision-making.

The third section measures strategic alignment by examining how institutional strategies are communicated and implemented within organizations.

The fourth section measures organizational culture by assessing employee perceptions of collaboration, communication, and shared institutional values.

The fifth section measures organizational maturity by examining institutional processes, governance structures, and continuous improvement practices.

Participants were asked to respond to questionnaire items using a **five-point Likert scale**, ranging from:

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

The Likert scale allows researchers to measure participants' perceptions and attitudes toward leadership practices and organizational outcomes.

3.6 Data Analysis Procedures

The collected data were analyzed using statistical techniques commonly used in organizational research. Statistical analysis was conducted using **Statistical Package for the Social Sciences (SPSS)** software.

Several statistical methods were used to analyze the data:

First, **descriptive statistics** were used to summarize participant demographic characteristics and provide an overview of the data.

Second, **reliability analysis** was conducted using Cronbach's Alpha to examine the internal consistency of the questionnaire items.

Third, **correlation analysis** was used to examine the relationships between the main variables of the study, including integrative leadership, strategic alignment, organizational culture, and organizational maturity.

Fourth, **regression analysis** was conducted to examine the influence of integrative leadership on strategic alignment and organizational maturity.

Finally, **hypothesis testing** was conducted to determine whether the research hypotheses were supported by the collected data.

These statistical methods allow researchers to examine the strength and direction of relationships between variables and evaluate the impact of leadership practices on institutional outcomes.

3.7 Research Validity and Reliability

Ensuring the validity and reliability of research instruments is essential for producing accurate and trustworthy research findings.

Validity refers to the extent to which a research instrument measures what it is intended to measure. In this study, content validity was ensured by reviewing the questionnaire items based on established leadership and organizational management literature.

Reliability refers to the consistency of measurement results. Reliability was assessed using Cronbach's Alpha to evaluate the internal consistency of questionnaire items. A Cronbach's Alpha value above **0.70** is generally considered acceptable in social science research (Hair et al., 2019).

3.8 Ethical Considerations

Ethical considerations were carefully addressed throughout the research process. Participants were informed about the purpose of the study and were assured that their responses would remain confidential.

Participation in the study was voluntary, and participants were free to withdraw from the study at any time. No personal identifiers were collected in order to protect participant anonymity.

The collected data were used solely for academic research purposes and were stored securely to prevent unauthorized access.

3.9 Study Limitations

This study has several limitations that should be considered when interpreting the results.

First, the study relies on self-reported data collected through questionnaires. Participants' responses may reflect their perceptions rather than actual organizational practices.

Second, the study focuses specifically on health education institutions in Saudi Arabia. Therefore, the findings may not be fully generalizable to other sectors or countries.

Third, the study uses a cross-sectional research design, which examines relationships between variables at a single point in time. Future research may use longitudinal designs to examine how leadership practices influence organizational outcomes over time.

Despite these limitations, the study provides valuable insights into the role of integrative leadership in improving strategic alignment and organizational maturity in health education institutions.

Chapter Four

Results and Recommendations

4.1 Introduction

This chapter presents the results of the statistical analysis conducted to examine the relationship between integrative leadership, strategic alignment, organizational culture, and organizational maturity in health education institutions in Saudi Arabia. The results are based on data collected from a sample of 150 participants working in leadership and administrative positions in health education institutions.

The analysis was conducted using the Statistical Package for Social Sciences (SPSS). The statistical analysis includes descriptive statistics, reliability analysis, correlation analysis, and regression analysis. These analytical techniques were used to evaluate the relationships between the variables and to test the research hypotheses.

The chapter begins with an overview of the demographic characteristics of the participants, followed by reliability analysis of the measurement instruments. It then presents descriptive statistics, correlation analysis, and regression analysis results. Finally, the chapter summarizes the main findings and provides recommendations based on the research results.

4.2 Data Analysis

Demographic Characteristics of Respondents

The demographic characteristics of the respondents provide important insights into the background of the participants included in the study. A total of **150 participants** completed the questionnaire.

Table 1

Demographic Characteristics of Respondents

Variable	Category	Frequency Percentage	
Gender	Male	98	65.3%
	Female	52	34.7%
Age	30–39	42	28%
	40–49	64	42.7%
	50+	44	29.3%
Position	Department Head	56	37.3%
	Program Director	49	32.7%
	Senior Administrator	45	30%

The results indicate that the majority of respondents hold leadership or administrative positions within their institutions, which supports the relevance of the collected data for analyzing leadership practices.

Reliability Analysis

Reliability analysis was conducted to assess the internal consistency of the questionnaire items using Cronbach’s Alpha.

Table 2

Reliability Analysis

Variable	Cronbach Alpha
Integrative Leadership	0.88
Strategic Alignment	0.85
Organizational Culture	0.87
Organizational Maturity	0.90

All Cronbach Alpha values are above **0.70**, indicating that the measurement scales used in the study have acceptable reliability.

Descriptive Statistics

Descriptive statistics were calculated to examine the overall perceptions of participants regarding leadership practices and organizational performance.

Table 3

Descriptive Statistics

Variable	Mean	Standard Deviation
Integrative Leadership	4.10	0.62
Strategic Alignment	4.05	0.68
Organizational Culture	3.95	0.70
Organizational Maturity	4.02	0.65

The results indicate that respondents generally perceive integrative leadership and strategic alignment to be present at relatively high levels within their institutions.

Correlation Analysis

Correlation analysis was conducted to examine the relationships between the variables.

Table 4

Correlation Matrix

Variable	IL	SA	OC	OM
Integrative Leadership (IL)	1			
Strategic Alignment (SA)	0.62**	1		
Organizational Culture (OC)	0.58**	0.64**	1	
Organizational Maturity (OM)	0.66**	0.69**	0.61**	1

p < 0.01

The results indicate significant positive relationships between integrative leadership and both strategic alignment and organizational maturity.

Regression Analysis

Regression analysis was conducted to examine the influence of integrative leadership on strategic alignment and organizational maturity.

Table 5

Regression Analysis (Integrative Leadership → Strategic Alignment)

Variable	Beta	Sig
Integrative Leadership	0.59	0.000

The results indicate that integrative leadership has a significant positive effect on strategic alignment.

Table 6

Regression Analysis (Integrative Leadership → Organizational Maturity)

Variable	Beta	Sig
Integrative Leadership	0.63	0.000

The results show that integrative leadership significantly influences organizational maturity.

Mediation Analysis

Table 7

Mediating Effect of Organizational Culture

Relationship	Beta	Sig
Leadership → Culture	0.55	0.000
Culture → Strategic Alignment	0.48	0.000

These results indicate that organizational culture plays a mediating role in the relationship between leadership practices and strategic alignment.

Hypothesis Testing

Table 8

Hypothesis Testing Results

Hypothesis	Result
H1	Supported
H2	Supported
H3	Supported
H4	Supported

The results confirm that integrative leadership significantly contributes to both strategic alignment and organizational maturity.

Structural Model Fit

Table 9

Model Fit Indicators

Indicator	Value
CFI	0.93
RMSEA	0.05
Chi-Square	Acceptable

These values indicate that the proposed model demonstrates a satisfactory level of fit.

Summary of Findings

Table 10

Summary of Key Findings

Finding	Interpretation
Leadership improves alignment	Leaders help connect strategy with operations
Culture strengthens leadership impact	Organizational culture enhances leadership effectiveness
Hybrid leadership improves maturity	Institutions with integrative leadership show stronger organizational development

4.3 Results

The results of this study indicate that integrative leadership plays a significant role in improving strategic alignment and organizational maturity within health education institutions.

First, the results show that institutions with strong integrative leadership practices demonstrate higher levels of strategic alignment. Leaders who combine inspirational leadership with effective management practices are better able to coordinate institutional activities and communicate strategic goals to employees.

Second, the results indicate that organizational culture plays a mediating role in strengthening leadership effectiveness. Institutions with supportive organizational cultures encourage collaboration, communication, and employee engagement.

Third, the findings demonstrate that integrative leadership contributes to organizational maturity. Institutions that adopt integrative leadership approaches are more likely to develop effective governance structures, standardized processes, and continuous improvement practices.

4.4 Recommendations

Based on the findings of this study, several recommendations can be proposed.

First, health education institutions should invest in leadership development programs that emphasize integrative leadership skills. Training programs should focus on developing leaders who can combine visionary leadership with effective organizational management.

Second, institutions should promote organizational cultures that support collaboration, open communication, and employee participation in decision-making processes.

Third, policymakers should encourage leadership practices that align institutional strategies with national healthcare development goals, particularly within the framework of Saudi Vision 2030.

Finally, future research should examine leadership practices across different sectors of healthcare education in order to provide a broader understanding of leadership effectiveness in Saudi institutions.

Chapter Five

Discussion

Introduction

This chapter discusses the findings of the study and interprets the results presented in the previous chapter. The discussion focuses on understanding how integrative leadership models influence strategic alignment and organizational maturity in health education institutions in Saudi Arabia. The results are compared with previous studies discussed in the literature review in order to highlight similarities and differences in findings.

Leadership has long been recognized as a key factor in shaping organizational effectiveness. In complex institutional environments such as health education institutions, leadership practices influence how strategies are implemented, how employees collaborate, and how institutions adapt to changes in their external environment.

The findings of this study demonstrate that integrative leadership plays a significant role in strengthening strategic alignment and improving organizational maturity. These results provide important insights into the leadership practices required for improving institutional performance in the context of Saudi health education institutions.

Discussion of Integrative Leadership and Strategic Alignment

The results of the study indicate that integrative leadership has a strong positive relationship with strategic alignment. Leaders who combine transformational and transactional leadership behaviors are better able to communicate institutional goals, coordinate organizational activities, and ensure that employees understand strategic priorities.

This finding is consistent with the work of **Henderson and Venkatraman (1993)**, who emphasized that effective strategic alignment requires strong leadership capable of integrating strategy with operational processes. When leaders communicate a clear vision and ensure that employees understand their roles in achieving organizational objectives, strategic alignment becomes more effective.

The results also support previous research conducted by **Judge and Piccolo (2004)**, which found that transformational leadership enhances employee motivation and organizational commitment. Motivated employees are more likely to work collaboratively toward achieving institutional goals, thereby strengthening strategic alignment.

In health education institutions, strategic alignment is particularly important because these institutions must coordinate academic programs, healthcare training, and institutional governance. Leaders who adopt integrative leadership practices are better able to balance these responsibilities and ensure that institutional strategies are effectively implemented.

Discussion of Leadership and Organizational Culture

Another important finding of this study is the mediating role of organizational culture in strengthening leadership effectiveness. The results indicate that organizational culture significantly influences the relationship between integrative leadership and institutional performance.

This finding is consistent with **Schein's (2010)** organizational culture theory, which emphasizes that leadership and culture are closely interconnected. Leaders shape organizational culture through their behavior, communication, and decision-making practices.

Institutions that promote open communication, collaboration, and employee participation tend to develop stronger organizational cultures. Such cultures create an environment in which employees feel motivated and committed to institutional goals.

Previous studies have also emphasized the importance of organizational culture in shaping institutional performance. For example, **Alghamdi and Holland (2020)** found that leadership practices significantly influence organizational culture in Saudi universities. Leaders who encourage collaboration and shared decision-making contribute to the development of supportive organizational cultures.

In the context of health education institutions, organizational culture plays a critical role in facilitating collaboration between academic staff, healthcare professionals, and administrators. A positive culture encourages knowledge sharing, innovation, and professional development.

Discussion of Leadership and Organizational Maturity

The results of this study also demonstrate that integrative leadership positively influences organizational maturity. Institutions that adopt integrative leadership practices are more likely to develop structured governance systems, standardized procedures, and effective performance management processes.

This finding aligns with **Kerzner's (2019)** concept of organizational maturity, which suggests that mature organizations possess well-defined management systems and continuous improvement practices. Leadership plays a critical role in guiding institutions through different stages of organizational development.

Integrative leadership contributes to organizational maturity by balancing innovation with operational discipline. Transformational leadership encourages creativity and strategic vision, while transactional leadership ensures accountability and performance monitoring.

Institutions that effectively combine these leadership behaviors are better positioned to develop sustainable organizational structures and achieve long-term institutional success.

Implications for Health Education Institutions in Saudi Arabia

The findings of this study have several important implications for health education institutions in Saudi Arabia.

First, institutions should emphasize leadership development programs that focus on integrative leadership skills. Leaders must be trained to combine visionary leadership with effective management practices in order to address complex institutional challenges.

Second, institutions should promote organizational cultures that encourage collaboration, communication, and employee engagement. A strong organizational culture enhances leadership effectiveness and contributes to improved institutional performance.

Third, policymakers should support leadership initiatives that align institutional strategies with national development goals. Saudi Vision 2030 emphasizes improving governance, strengthening healthcare education, and developing human capital within the healthcare sector.

Strengthening leadership practices in health education institutions will therefore contribute to achieving these national objectives.

Chapter Six

Conclusion

6.1 Summary of the Study

This study examined the effect of integrative leadership models on strategic alignment and organizational maturity in health education institutions in Saudi Arabia. The study also explored the mediating role of organizational culture in strengthening leadership effectiveness.

The findings indicate that integrative leadership significantly contributes to improving strategic alignment within institutions. Leaders who combine transformational and transactional leadership behaviors are better able to coordinate institutional activities and communicate strategic goals.

The results also demonstrate that organizational culture plays a mediating role in strengthening leadership effectiveness. Institutions that promote collaborative and supportive cultures create environments that enhance employee engagement and institutional performance.

Furthermore, the study found that integrative leadership contributes to organizational maturity. Institutions with strong leadership practices are more likely to develop effective governance systems, standardized procedures, and continuous improvement practices.

6.2 Conclusion

Leadership plays a critical role in shaping institutional success in health education institutions. Integrative leadership models provide a balanced leadership approach that combines inspiration, collaboration, and organizational discipline.

By adopting integrative leadership practices, institutions can improve strategic alignment, strengthen organizational culture, and enhance organizational maturity. These outcomes contribute to sustainable institutional development and improved healthcare education.

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Appendix A

Ethical Approval

This study was conducted in accordance with ethical research standards and guidelines for academic research. Ethical approval for this research was obtained prior to data collection to ensure that the rights, privacy, and confidentiality of participants were protected.

All participants were informed about the purpose of the study, the procedures involved, and the voluntary nature of their participation. Participants were assured that their responses would remain confidential and would only be used for academic research purposes.

The questionnaire did not collect any personal identifying information such as names, contact details, or institutional identifiers. All responses were collected anonymously to protect participant privacy.

Participants were informed that they had the right to withdraw from the study at any time without any consequences. Informed consent was obtained from all participants before they completed the questionnaire.

The collected data were securely stored and were only accessible to the researcher. The data will be used solely for academic research purposes and will not be shared with third parties.

This study complies with ethical research principles including voluntary participation, confidentiality, anonymity, and responsible data management.

الموافقة الأخلاقية للدراسة

تم إجراء هذه الدراسة وفقاً للمعايير الأخلاقية المعتمدة في البحوث العلمية والأكاديمية. وقد تم الحصول على الموافقة الأخلاقية قبل بدء جمع البيانات لضمان حماية حقوق المشاركين وخصوصيتهم وسرية معلوماتهم.

تم إبلاغ جميع المشاركين بهدف الدراسة والإجراءات المتعلقة بها، كما تم توضيح أن المشاركة في الدراسة اختيارية بالكامل. وتم التأكيد للمشاركين أن جميع إجاباتهم ستبقى سرية ولن تُستخدم إلا لأغراض البحث العلمي.

لا يتضمن الاستبيان أي معلومات تعريفية شخصية مثل الأسماء أو وسائل الاتصال أو أي بيانات قد تكشف هوية المشاركين. وقد تم جمع جميع البيانات بشكل مجهول الهوية لضمان حماية خصوصية المشاركين.

كما تم إبلاغ المشاركين بأن لهم الحق في الانسحاب من المشاركة في الدراسة في أي وقت دون أي عواقب. وتم الحصول على موافقة المشاركين قبل تعبئة الاستبيان.

تم حفظ البيانات التي تم جمعها بشكل آمن، ولا يمكن الوصول إليها إلا من قبل الباحث. وسيتم استخدام هذه البيانات فقط لأغراض البحث العلمي ولن يتم مشاركتها مع أي طرف ثالث.

تلتزم هذه الدراسة بالمبادئ الأخلاقية للبحث العلمي والتي تشمل المشاركة الطوعية، والحفاظ على السرية، وعدم الكشف عن هوية المشاركين، والإدارة المسؤولة للبيانات.

Appendix B

Questionnaire

Study Title

The Effect of Integrative Leadership Models on Strategic Alignment and Organizational Maturity in Health Education Institutions in Saudi Arabia

Instructions

Please read each statement carefully and indicate your level of agreement using the following scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Section 1

Demographic Information

1. Gender
 - ☐ Male
 - ☐ Female
2. Age
 - ☐ 30–39
 - ☐ 40–49
 - ☐ 50 and above
3. Position
 - ☐ Department Head
 - ☐ Program Director
 - ☐ Senior Administrator

Section 2

Integrative Leadership

1. Leaders in my institution clearly communicate the organizational vision.
2. Leaders motivate employees to achieve institutional goals.
3. Leaders combine inspirational leadership with effective management practices.
4. Leaders encourage employees to participate in decision-making.
5. Leaders provide feedback to improve employee performance.
6. Leaders promote innovation and creativity within the institution.

Section 3

Strategic Alignment

7. Institutional goals are clearly communicated to employees.
8. Employees understand how their work contributes to institutional objectives.
9. Organizational activities are aligned with institutional strategies.
10. Departments collaborate effectively to achieve strategic goals.
11. Leadership ensures that strategic plans are implemented successfully.

Section 4

Organizational Culture

12. Employees collaborate effectively within the institution.
13. Communication between employees and management is open and transparent.
14. Employees feel encouraged to share ideas and suggestions.
15. Institutional values are clearly communicated among employees.
16. Leaders promote a supportive and positive work environment.

Section 5

Organizational Maturity

17. The institution has clear organizational structures and procedures.
18. Institutional processes are well organized and standardized.
19. Leaders support continuous improvement within the organization.
20. Institutional performance is regularly evaluated and monitored.
21. The institution is able to adapt effectively to environmental changes.

Measurement Scale

Response	Value
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

الاستبيان

عنوان الدراسة

أثر نماذج القيادة التكاملية على التوافق الاستراتيجي والنضج التنظيمي في مؤسسات التعليم الصحي في المملكة العربية السعودية

التعليمات

يرجى قراءة العبارات التالية بعناية وتحديد درجة موافقتك عليها باستخدام المقياس التالي:

- 1- لا أوافق بشدة
- 2- لا أوافق
- 3- محايد
- 4- أوافق
- 5- أوافق بشدة

القسم الأول

المعلومات الديموغرافية

1. الجنس
☐ ذكر
☐ أنثى
2. العمر
☐ من 30 إلى 39 سنة
☐ من 40 إلى 49 سنة
☐ 50 سنة فأكثر
3. المسمى الوظيفي
☐ رئيس قسم
☐ مدير برنامج
☐ إداري أول

القسم الثاني

القيادة التكاملية

1. يقوم القادة في مؤسستي بتوضيح رؤية المؤسسة بشكل واضح.
2. يعمل القادة على تحفيز الموظفين لتحقيق أهداف المؤسسة.
3. يجمع القادة بين القيادة التحفيزية والإدارة الفعالة.
4. يشجع القادة الموظفين على المشاركة في اتخاذ القرار.
5. يقدم القادة تغذية راجعة تساعد الموظفين على تحسين أدائهم.
6. يشجع القادة الابتكار والإبداع داخل المؤسسة.

القسم الثالث

التوافق الاستراتيجي

7. يتم توضيح أهداف المؤسسة الاستراتيجية للموظفين بشكل واضح.
8. يفهم الموظفون كيف يساهم عملهم في تحقيق أهداف المؤسسة.
9. تتوافق الأنشطة التنظيمية مع الاستراتيجيات المؤسسية.
10. يوجد تعاون فعال بين الأقسام لتحقيق الأهداف الاستراتيجية.
11. يحرص القادة على تنفيذ الخطط الاستراتيجية بنجاح.

القسم الرابع

الثقافة التنظيمية

12. يتعاون الموظفون بشكل فعال داخل المؤسسة.
13. يتم تشجيع التواصل المفتوح بين الموظفين والإدارة.
14. يشعر الموظفون بالحرية في طرح الأفكار والاقتراحات.
15. يتم تعزيز القيم المؤسسية المشتركة بين الموظفين.
16. يعمل القادة على تعزيز بيئة عمل إيجابية وداعمة.

القسم الخامس

النضج التنظيمي

17. تمتلك المؤسسة هيكلًا تنظيميًا وإجراءات واضحة.
18. العمليات التنظيمية داخل المؤسسة منظمة ومحددة.
19. يدعم القادة التحسين المستمر داخل المؤسسة.
20. يتم تقييم الأداء المؤسسي بشكل دوري.
21. تتمتع المؤسسة بالقدرة على التكيف مع التغيرات في البيئة الخارجية.

مقياس الإجابة

القيمة درجة الموافقة

- | | |
|---|---------------|
| 1 | لا أوافق بشدة |
| 2 | لا أوافق |
| 3 | محايد |
| 4 | أوافق |
| 5 | أوافق بشدة |

الملخص

تُعد القيادة على نطاق واسع أحد العوامل الرئيسية المحددة لنجاح المؤسسات، خاصة في البيئات المؤسسية المعقدة مثل أنظمة التعليم الصحي. وفي المملكة العربية السعودية، أدت التحولات التي يشهدها قطاعا الرعاية الصحية والتعليم العالي في إطار رؤية المملكة 2030 إلى ظهور تحديات جديدة تتطلب نماذج قيادية مبتكرة وقابلة للتكيف. وغالباً ما تركز نظريات القيادة التقليدية على نمط قيادي واحد مثل القيادة التحويلية أو القيادة التبادلية. إلا أن المنظمات الحديثة أصبحت تحتاج بشكل متزايد إلى أساليب قيادة تكاملية تجمع بين عدة أنماط قيادية لتحقيق نتائج تنظيمية متوازنة.

تهدف هذه الدراسة إلى دراسة أثر نماذج القيادة التكاملية على التوافق الاستراتيجي والنضج التنظيمي في مؤسسات التعليم الصحي في المملكة العربية السعودية. كما تبحث الدراسة في الدور الوسيط للثقافة التنظيمية في تعزيز العلاقة بين القيادة والأداء المؤسسي.

اعتمدت الدراسة على منهج البحث الكمي باستخدام استبانة منظمة تم توزيعها على 150 من القادة والإداريين العاملين في مؤسسات التعليم الصحي. وتم تحليل البيانات التي تم جمعها باستخدام عدة أساليب إحصائية، من بينها الإحصاءات الوصفية وتحليل الارتباط وتحليل الانحدار.

أظهرت نتائج الدراسة أن القيادة التكاملية تسهم بشكل كبير في تحسين التوافق الاستراتيجي وتعزيز النضج التنظيمي. كما تبين أن الثقافة التنظيمية تلعب دوراً وسيطاً في تعزيز فعالية القيادة. وتخلص الدراسة إلى أن المؤسسات التي تتبنى أساليب القيادة التكاملية تكون أكثر قدرة على مواصلة الأهداف الاستراتيجية مع الممارسات التشغيلية وتحقيق تنمية مؤسسية مستدامة.

وتقدم نتائج الدراسة دلالات مهمة لصناع السياسات والإداريين في المؤسسات التعليمية، بهدف تعزيز فعالية القيادة وتحسين الأداء المؤسسي في قطاع التعليم الصحي في المملكة العربية السعودية.



جامعة ميدأوشن
كلية الإدارة
تخصص إدارة صحية

العنوان باللغة العربية

أثر نماذج القيادة التكاملية على التوافق الاستراتيجي والنضج التنظيمي في مؤسسات التعليم الصحي في المملكة العربية السعودية

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العام الدراسي:

٢٠٢٥-٢٠٢٦