

عنوان البحث

**The Role of Strategic Governance in Driving Healthcare Growth
and Ensuring Long Term Sustainability in the Public and
Private Healthcare Sectors in Saudi Arabia**

إعداد الطالب/ محمد احمد القرني

إشراف/

د. الفیصل عبد الحمید

د. فايز جراد

العام الدراسي:

٢٠٢٥

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Master's Thesis

**The Role of Strategic Governance in Driving Healthcare Growth
and Ensuring Long-Term Sustainability in the Public and Private
Healthcare Sectors in Saudi Arabia**

A Case Study on the Saudi Healthcare Sector

Submitted by: Dr. Mohammed Ahmed Al-Qarni

Student ID: 243001664

Supervised by:

DR. ALFAISL ABDUALHAMEED

DR. FAYEZ JARAD

Department of Business Administration

Mid Ocean University

Date: July 2025

Copyright © 2025 by Dr. Mohammed Ahmed Al-Qarni
All rights reserved.

**This thesis is submitted in partial fulfillment of the requirements
for the degree of Master of Business Administration at Mid
Ocean University.**

**content of this thesis is the original work of the author unless
otherwise stated.**

**No part of this document may be reproduced without proper
citation or permission.**

Abstract

This study investigates the role of strategic governance in promoting healthcare growth and ensuring long-term sustainability in Saudi Arabia.

Through a mixed-methods approach, including a structured questionnaire distributed to 120 healthcare professionals, the study explores governance frameworks, leadership practices, stakeholder engagement, and sustainability initiatives in the healthcare sector.

The findings indicate that strong strategic governance—manifested through clear accountability, stakeholder transparency, and performance monitoring—significantly enhances operational effectiveness and patient outcomes.

The study recommends enhanced implementation of national governance policies, broader training in strategic leadership, and an institutional commitment to continuous performance assessment aligned with Vision 2030.

المخلص

تهدف هذه الدراسة إلى استكشاف دور الحوكمة الإستراتيجية في تعزيز نمو قطاع الرعاية الصحية وضمان استدامته على المدى البعيد في المملكة العربية السعودية من خلال منهجية بحثية شاملة باستخدام استبيان موجه إلى 120 من العاملين في القطاع الصحي تم تحليل ممارسات القيادة ومشاركة أصحاب المصلحة ومبادرات الاستدامة أظهرت النتائج أن الحوكمة الإستراتيجية الفعالة والتي تتجلى من خلال المساءلة والشفافية ومراقبة الأداء تسهم بشكل ملحوظ في تحسين جودة الخدمات الصحية والمخرجات التشغيلية وتوصي الدراسة بتفعيل السياسات الوطنية للحوكمة وتدريب القيادات الصحية وتبني نهج مؤسسي مستدام

يتمشى مع رؤية السعودية 2030

Dedication

To my beloved family, whose unwavering love, prayers, and encouragement have been the foundation of my strength. To my mentors and professors, whose wisdom and guidance shaped my academic journey and inspired me to strive for excellence.

To my friends and colleagues, who stood by me with support, motivation, and understanding during moments of challenge.

And to everyone who believed in me, directly or indirectly, thank you for being part of this journey of learning, growth, and perseverance.

This achievement is as much yours as it is mine.

Table of Contents

Section

Cover Page

Copyright Statement

Abstract (English)

Abstract (Arabic)

Acknowledgements

Table of Contents

List of Tables

List of Figures

List of Terms and

Abbreviations

Main Chapters

Section

Chapter 1: Introduction

1.1 Background of the Study

1.2 Problem Statement

1.3 Research Objectives

1.4 Research Questions

1.5 Significance of the Study

1.6 Scope and Limitations

1.7 Definition of Key Terms

1.8 Structure of the Study

Chapter 2: Literature Review

2.1 Strategic Governance in Healthcare

2.2 Healthcare Growth Strategies

2.3 Sustainability in the Saudi Healthcare Sector

2.4 Theoretical Framework

2.5 Empirical Review

2.6 Research Gaps

Chapter 3: Research

Methodology

3.1 Research Design

3.2 Population and Sample

3.3 Sampling Techniques

3.4 Data Collection Tools

3.5 Validity and Reliability

3.6 Ethical Considerations

3.7 Data Analysis Procedures

Chapter 4: Data Analysis and

Results

4.1 Introduction

4.2 Demographic Profile

4.3 Reliability Testing

(Cronbach's Alpha)

4.4 Descriptive Statistics

(Three Themes)

4.5 Inferential Analysis (if any)

4.6 Summary of Findings

Chapter 5: Discussion

5.1 Interpretation of Key Findings

5.2 Comparison with Previous Literature

5.3 Implications

Chapter 6: Conclusion and Recommendations

6.1 Summary of the Study

6.2 Key Conclusions

6.3 Recommendations for Practice

6.4 Recommendations for Future Research

Appendices and References

Section

Appendix A: Participant Questionnaire

Appendix B: SPSS Outputs

Appendix C: Ethics Approval /
Consent Form

References

List of Abbreviations and Terms

Abbreviation	Term
SG	Strategic Governance
MoH	Ministry of Health
KSA	Kingdom of Saudi Arabia
SDG	Sustainable Development Goals
NTP	National Transformation Program
SPSS	Statistical Package for the Social Sciences
WHO	World Health Organization
HR	Human Resources
KPIs	Key Performance Indicators
IT	Information Technology
HE	Health Economics
EHR	Electronic Health Records
CBA	Cost-Benefit Analysis
ROI	Return on Investment

SWOT	Strengths, Weaknesses, Opportunities, and Threats
GCC	Gulf Cooperation Council
HC	Healthcare
NHS	National Health System (contextual when referenced in comparative cases)
BSC	Balanced Scorecard
TQM	Total Quality Management

Chapter One: Introduction

1.1 Background of the Study

In recent years, the Saudi healthcare industry has undergone significant changes, influenced by the Kingdom's Vision 2030 – which has tasked the health sector to provide quality, efficiency, and sustainability over the long term. In this context, growing population expectations, increase of health costs and the need to come up to the international standards, make the strategic governance as an essential tool to support and direct the healthcare organizations to a sustainable growth.

Strategic Governing: The systems, structures, and processes used by an organization to establish long-term aspirations, allocate resources appropriately, develop policies, and continuously monitor performance to achieve desired results. For healthcare it is the structures for decision making that link medical practice, finance, regulation and quality of care to the broader goals of the nation.

With significant investment in healthcare infrastructure in KSA, it is the increasingly important role of governance to protect the sustainability and success of the reforms. This transition is

manifested in the Health Sector Transformation Program of Vision 2030 that seeks to provide better service delivery, involve the private sector more in the delivery of services and rationalize the utilization of resources by ensuring good governance that is not only clear but also transparent.

This research investigates the dichotomous relationship between strategic governance and growth and sustainability of Saudi Healthcare (Public & Private) organisations. It examines the impact of governance practices on performance, patient outcomes, innovation, and organizational resilience

1.2 Problem Statement

Many Saudi healthcare institutions are still confronted with issues pertaining to efficiency, quality of care, financial viability, and strategic planning, despite the high level of investments and structural changes in the health sector. Although Vision 2030 has indicated a clear way forward towards transformation, a deficit exists in the effective operationalization of governance mechanisms that promote the

synchronization of organization's conduct with national healthcare goals.

In many situations, the absence of strategic management, poor accountability measures and siloed decision-making detract from the providers' ability to provide value-based care and grow sustainably. These pressures are already not unique to the public sector, but are also felt in the private healthcare providers whose quality of governance and performance is now being held to higher standards.

Additionally, little is known empirically within the Saudi context about how strategic governance practices are related to healthcare performance, and the sustainability of healthcare. The void in literature provides an entry point to consider governance structures relation with sustained good performance of healthcare organizations.

This is why the main focus addressed by this paper is the lack of knowledge on and application of strategic governance in the Saudi health sector and how this affects institutional development in terms of growth, innovation and survival.

1.3 Research Objectives

The main focus of this article is to investigate how strategic governance contributes to the growth and sustainability (in the long run) of healthcare sector in KSA. Specifically, the study aims to:

1. Evaluate the current models of governance and strategic priority in Saudi formally published healthcare organization.
2. Assess the influence of strategic governance on performance in the healthcare sector including quality of service, patient outcome and efficiency of operation.
3. Investigate the role of governance in the long-term sustainability of EOs in terms of financial soundness, innovation ability and institution adaptation.
4. What are the main challenges and obstacles faced in implementing good governance in the Saudi healthcare system?
5. Recommend strategic governance guidelines for health organizations, with a focus on Vision 2030 targets.

Main Objective: To explore the effect of strategic governance on the sustainability and development in health sector organizations in Saudi Arabia.

1.4 Research Questions

In order to meet these challenges stated, the following research questions will be addressed in the present work:

1. What is the structure of strategic governance in Saudi healthcare organisations?
2. How do strategic governance mechanisms influence performance in healthcare regarding service provision, quality of care and operational efficiency?
3. How strategic governance will help in sustaining healthcare institutions in the kingdom of Saudi Arabia?
4. What are the barriers and challenges for health care organisations in implementing and sustaining governance arrangements?
5. What are the recommended policy and strategy interventions to enhance strategic oversight to meet global health system transformation objectives?

1.5 Significance of the study

This study has significant implications for academic and practical perspectives. Theoretically, it adds to the little extant literature about strategic governance in the context of the healthcare in Saudi Arabia. Governance has been thoroughly researched in corporate and public sectors on a global level, but it has not been thoroughly investigated in the healthcare industry, especially in emerging economies such as Saudi Arabia.

By the same token, the results of this research have important implications for policymakers, healthcare managers and the leaders of health institutions. Decision-makers can create better pathways to guide transformation of health care by understanding how strategic governance affects performance and sustainability.

The research also bolsters the aims of Vision 2030 in Saudi Arabia, emphasizing governance as a fundamental enabler for sustainable healthcare growth.

Further, the survey serves as a foundation for benchmarking governance best practices and advocating for a culture of open, accountable and forward-looking management to improve patient care, organization resiliency, and sustained success.

1.6 Scope of the Study

In this research the main attention has been paid to the strategic governance of the healthcare organisations in the Kingdom of Saudi Arabia, and how this strategic governance affects the growth and the sustainability of the organisations. Public and private health-care services are the focus of the study to obtain a holistic image of the governance system of the sector.

It is geographically restricted to the Kingdom of Saudi Arabia, achieving a part of the healthcare improvements currently in progress via Vision 2030.

The studies focus on the views of managers and executives, in particular those with decision-making, policy-setting, and long-term planning responsibilities.

In terms of timing, it responds to near-present 2023–2025 data, coinciding with recent government reorganisation and changing of healthcare institutions in the country.

The paper is not concerned with technical medical procedures or clinical interventions as its focus is on strategic management, organization governance and sustainability models.

1.7 Limitations of the Study

The contribution of this study regarding strategic governance in healthcare sector in KSA is valuable although it is not beyond limitations:

1. Geographical Constraints The study is limited to the health care sector in Saudi Arabia and hence findings may not be generalizable to other

2. Limiting Participants: The research is aimed at managerial and administrative practitioners particularly, and that opinions

from frontline healthcare workers and/or patients might also cast light on institutional governance.

3. Data Collection Instrument The study uses a structured questionnaire for data collection, which limits the elaboration of individual differences of patrons and other contextual variables that can affect governance results.

4. Time Sensitive: As research is conducted within a finite academic calendar time horizon, the long-term implications of governance changes may not be comprehensively discernible from within the study period.

5. Self-Reported Data Bias: Respondents self-reported themselves in the survey, being influenced by social desirability or professional interests that could cause some types of systematic bias to occur.

Notwithstanding these limitations, the research aims to adhere to academic robustness, design, ethical considerations and triangulation with literature.

1.8 Structure of the Study

This study is divided into five central chapters, each of which corresponds to a critical issue of the inquiry. The form is produced to maintain clearness, unity and coherence, coherence and progression:

- Chapter One: Introduction

In this chapter the background to the study is discussed, and research problem, objectives, questions, significance, scope, and limitations are presented. It forms the core of the entire study.

- Chapter Two: Literature Review

In this chapter, theoretical foundations, previous research and relevant concepts with regard to strategic governance, healthcare performance and sustainability are discussed.

It also informs gaps that need to be addressed in future research and illuminates the study's conceptual model.

- Chapter Three: Research Methodology

In this chapter the research design, the youth population and sampling, methods of data collection and analytical method will be described. It also promotes transparency and replicability in the research.

Chapter FOUR: Data Analysis and Results

In this chapter, we present the statistical results of the quantitative analysis such as descriptive statistics, correlation analysis, and regression on SPSS. It discusses the results in relation to the aims and objectives of the study.

- Chapter Five: Summary, Conclusion, and Recommendations

The chapter concludes by discussing how the findings can be applied, drawing conclusions in relation to the research aims and offering practical recommendations for health care providers and policy makers. It also identifies implications for further research.

Chapter Two: Literature Review

2.1 Introduction

A thorough review of the strategic governance in the context of healthcare systems and its influence on the development and sustainability of the long term of healthcare systems in Saudi Arabia this chapter contribute.

The focus of the review is to lay the theoretical premise for the study by examining crucial theoretical concepts, models and empirical evidences in the area.

Chapter 2 Review of Theoretical Background This chapter opens with relevant theories which contextualize the concept of strategic governance and proceeds to an examination of definitions, dimensions, global trends of strategic governance in detail. The relationship between strategic governance and health services development, and the sustainability of healthcare systems Then it moves on to the strategic governance and health services development, and health system sustainability. The chapter ends with presenting summary and research gap that this study seeks to fill.

2.2 Theoretical Background

Agency theory developed by Jensen and Meckling 1976 posits أن conflicts often arise between principals owners or stakeholders and agents managers due to differing interests In healthcare organizations

this conflict may manifest between government or private owners and medical administrators or executives Strategic governance mechanisms such as performance monitoring accountability structures and clear strategic alignment are critical to minimizing agency costs and ensuring that agents act in the best interests of stakeholders This theory underscores the importance of transparency performance metrics and aligned incentives within governance structures

Stakeholder theory

Freeman's 1984 stakeholder theory emphasizes that organizations must consider the interests of all stakeholders not just shareholders to achieve long term success In healthcare stakeholders include not only investors but also patients healthcare professionals government agencies and community members Effective strategic governance ensures stakeholder engagement inclusive decision making

and alignment of institutional goals with societal needs This theory is especially relevant in the healthcare sector where ethical responsibility and public trust are central to organizational legitimacy

Resource Based View RBV

The Resource Based View introduced by Barney 1991 suggests that sustainable competitive advantage stems from an organization's ability to effectively utilize its internal resources and capabilities. In healthcare, this includes medical expertise, administrative skills, technological infrastructure, and strategic leadership. Strategic governance enhances resource optimization by fostering long-term planning, capacity building, and adaptive strategy execution, which are key drivers of institutional resilience and growth.

2.3 Strategic Governance: Concepts and Dimensions

Strategic governance goes beyond traditional governance, emphasizing long-range planning, alignment, and the active management of risks. It brings leadership decision-making together with input from stakeholders and performance monitoring by the institution to produce continuous value. Life Thinking

Research (e.g. Hendrikse & Heene 2004) describes strategic governance as "a system of coherence control between strategic intent, deployment of resources and institutional results". In healthcare, that means making sure leadership decisions are not only

legally compliant, but also support innovation, drive better patient outcomes, and can evolve to meet new public health needs.

2.3.2 Dimensions of Strategic Governance in Healthcare

Strategic governance is a multidimensional construct which refers to the way strategic decisions are made in hospitals. These include:

Strategic Planning and Alignment: All units and departments work towards one common strategy.

Leadership and accountability establishing roles and responsibilities, performance expectations, and reporting relationships.

Stakeholder Engagement: Engaging staff, patients, regulators, and community representatives in the creation of institutional priorities.

Policy and Ethical Adherence: Establishing policies that adhere to legal, ethical and professional standards.

Risk Mitigation and Flexibility: Identifying risks in advance and planning for systemic shocks or changes in demand.

2.3.3 Global Trends in Strategic Governance in Healthcare

Health care systems are being reformed worldwide because of demographic changes, technological development and patients' higher demands. These demands have led many healthcare organizations to embrace the strategic governance models that prioritize resilience, agility, and long-term value. In countries such as Canada, the UK and Saudi-Arabia, strategic governance processes for hospital boards, public health agencies, and private medical groups are being introduced to enhance accountability and innovation (WHO, 2022).

2.4 Strategic Governance and Healthcare Growth in Saudi Arabia

In the context of Saudi Arabia's healthcare transformation under Vision 2030, strategic governance has become a driving force in achieving sectoral growth. Governance reforms have focused on decentralization, quality enhancement, financial control, and public-private partnerships (PPPs).

2.4.1 Vision 2030 and Healthcare Transformation

Healthcare is a cornerstone of the Kingdom's Vision 2030 reform plans. The Ministry of Health (MOH) has implemented structural reforms, such as the introduction of health clusters, the National Health Insurance Program, and the corporatization of public hospitals. These changes are designed to increase access, enhance efficiency, and quality of care (Saudi Vision 2030, 2020).

Strategic governance will also help ensure that these changes are accountable, engage stakeholders, and are implemented with long-term planning. The transformation strategy is underpinned by sound governance principles such as transparency, institutional independence, and performance-based management.

2.4.2 Role of Leadership and Accountability

Leadership plays a critical role in aligning institutional goals with national policy. Strong governance requires capable leaders who can manage change, promote innovation, and ensure accountability. Saudi hospitals adopting clinical governance frameworks report improvements in service delivery, safety, and resource optimization (Alghamdi 2021).

2.4.3 Governance Challenges and Opportunities

While significant progress has been made, challenges remain in policy coherence, data integration, and human resource development. Addressing these issues through effective governance mechanisms offers an opportunity to build resilient and adaptive healthcare institutions.

2.5 Strategic Governance and Long-Term Sustainability in Healthcare

Long term sustainability in healthcare refers to the capacity of health systems and institutions to deliver consistent high quality care over time while adapting to demographic technological and economic changes Strategic governance plays a foundational role in ensuring this sustainability by fostering resilience foresight and continuous improvement

2.5.1 Defining Healthcare Sustainability

Sustainability in the healthcare sector includes financial viability environmental responsibility and organizational adaptability According to World Health Organization 2020 sustainable healthcare systems must be able to meet the needs of present and future populations without compromising quality or equity

Strategic governance aligns institutional priorities with sustainability goals through risk management scenario planning and adaptive policy making. It helps organizations avoid short termism by embedding sustainability into their mission, budgeting, and performance evaluation processes.

2.5.2 Governance Mechanisms Promoting Sustainability

Strategic governance enhances sustainability through:

- Accountability System: A network of the monitoring/evaluation and reporting mechanisms that is transparent, efficient and effective.

- Strategic Planning: A visionary plan that is longitudinal in scope and that fits into the national objectives and the urgencies of changes of health practice.
- Stakeholder Involvement: Patient, staff, regulator and community involvement in decision-making.
- Build the Future Workforce: Investment in impetus enablers (workforce, leadership and technology infrastructure).

In Saudi Arabia, for instance,

the establishment of healthcare clusters and corporatization of hospitals is accompanied by strategic governance models that are designed to achieve a state of financial sustainability and universal access together with quality.

2.5.3 Case Studies and Empirical Evidence

Studies by Almutairi 2020 and Alzahrani and El Metwally 2021 on Saudi healthcare institutions reveal that organizations with strong governance structures show greater adaptability during crises for example COVID 19 and demonstrate improved long term performance These institutions maintain better continuity of care experience less disruption and achieve higher levels of trust and satisfaction among stakeholders

2.6 Summary of the Chapter

This chapter has introduced a wide overview of the theoretical and conceptual framing of this research work. It started with explaining the fundamental element such as strategic governance and interpreted it in the context of healthcare. The chapter proceeded to conceptualise the individual situations of the healthcare delivery system in Saudi Arabia, focusing on the reforms instated in the Vision 2030 and the growing interest on quality, efficiency, and strategic management.

This chapter has focused on how strategic governance contributes to healthcare expansion and longevity as has been viewed both through the lens of academic literature and real life examples. The review also confirmed that sound governance improves institutional performance, is essential to innovation, leads to accountability, and ensures organizational strategies are in line with national goals. These elements are necessary to achieve a system that functions well and is able to recover.

The chapter also underscored the need to incorporate stakeholder feedback, evidence-based planning, and performance monitoring into governance practices to facilitate continued growth and flexibility. With a balance of strategic foresight and operational discipline, healthcare institutions prepare themselves to flourish in tumultuous times.

This stepping-stone will then be used to further elaborate structure for the research methodology in Chapter 4 that presents the research design, sampling procedure, data collection instrument, and the ethical issues.

.

Chapter Three: Research Methodology

3.1 Introduction

This chapter describes the methodology used to explore the role of strategic governance in the development and sustainability of healthcare systems in Saudi Arabia.

It describes the design of the study design and population and sample selection, methods for data collection and the type of analytical approach to be used in order to meet the goals of the study.

The emphasis is to ensure that the procedure adopted is not only rigorous but also consistent with the practical and theoretical objectives of the study.

3.2 Research Design

Methodology This study uses a quantitative descriptive-correlational method to explore the impact of strategic governance practices on development and sustainability in the Saudi healthcare sector. The design was selected in order to recognize patterns of relationships among governance tools and KPIs in healthcare. This approach enables the assessment of relationships without controlling for variables,

which in turn maintains the face validity of organizational practice as it happens in the real world. The questionnaire-based study design helped to restore the results and analysis that are statistically significance and transferrable to the healthcare practices in Saudi Arabia. Private Duty Nurse Business Plan 14

APTER 6 6.

3.3 Population and Sampling

The study population: Hospital and healthcare department administrators, policy makers, and heads of department in public and private hospitals and healthcare centers at the main regions of Saudi Arabia.

The sampling frame was based on institutions that were reported to have adopted or were beginning to develop strategic governance structures. Participants with experience in governance initiatives will be targeted for inclusion and purposive sampling will be used to select participants. All analyses were performed on a pooled sample of 120 subjects, which was judged appropriate to guarantee adequate statistical power in correlational test but still practical for data collection and data management.

3.4 Sampling Technique

A purposive sampling strategy was used to identify respondents directly involved in strategic governance activities in the health care area. This process allowed the researcher to concentrate on those who were more likely to deliver truthful and relevant information. The inclusion criterion was a 2 year experience in managing health care organizations and being familiar with strategic planning and governance. The credibility of study was also strengthened through purposive sampling in order to guarantee informed and culturally appropriate findings.

3.5 Data Collection Methods

The main data was the questionnaires structured to assess the effects of strategic governance on growth and sustainability of the health services sector. The questionnaire included three main parts, one for representing the fundamental dimensions of the study:

1. Strategic Governance Practices
2. Healthcare Growth and Institutional Performance
3. Long-Term Sustainability in Healthcare

Each subsection comprises 5 items rated on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). It permits to capture the nuanced perceptions while at the same time leaving the interscorer reliability and comparability of the responses preserved.

The survey was administered using an online platform, which was sent to potential respondents via emails and the professional WhatsApp group sharing to facilitate accessibility and wider dissemination. Confidentiality and anonymity of the respondents were assured while data were collected in a span of 2 weeks.

Prior to large scale implementation the survey instrument was tested in a pilot with a limited number of health professionals (n = 10) for clarity, relevance and reliability of the items. We revized our manuscript slightly according to their comments.

Responses were saved and exported to SPSS software for quantitative analysis of descriptive statistics, reliability test and hypotheses testing using correlation and regression analysis.

3.6 Research Instrument (Questionnaire)

We have adopted a structured questionnaire as collection instrument which included closed-end questions that capture perception of strategic governance practices and the linkages with health care growth and sustainability.

The questionnaire was organized along three major dimensions:

- Strategic Management Practices (5 items)
- Healthcare Expansion and Performance (5 Items)
- Long-Term Sustainability (5 items)

The participants used a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) to rate each item. Attention was chosen as the scale of the study because of its ease of application and

its effectiveness in measuring the attitudes and perceptions of participants.

Content validity of the WHO-HRQOL was established with faculty members of health care management and business administration through expert opinion. Content validity was ensured by ensuring the connection of every question with the research objectives and conceptual framework.

To determine reliability, a pilot test was performed and Cronbach's Alpha was computed for each part. A level of 0.70 was accepted for the internal consistency.

3.6 Validity and Reliability

To help validate the content, we discussed on questionnaire with two academics who were experienced research experts in health care governance to check the clarity, relevance and consistency with the research aims.

The internal consistency of the device was analyzed with Cronbach's Alpha. The alpha coefficient of all three dimensions was higher than the cut-off value of 0.70, demonstrating that the instrument was reliable.

3.7 Data Analysis Techniques

Data derived from the 120 questionnaires were analyzed using SPSS Version 26. The analysis included:

- Descriptive statistics (mean, SD and frequency).
- Correlation analysis: In order to test the association between governance dimensions and organizational outcomes.
- Regression Models: To determine the strength of governance factors as predictors of growth and sustainability indices.

Findings were displayed in tables and discussed according to the hypotheses in the study.

3.8 Ethical Considerations

Throughout the study the ethical virtues were preserved. Participants were given the following explanation of the study purpose, an assurance of confidentiality and the freedom to withdraw at any time. No identifiable personal or institutional information were collected.

The study was conducted in accordance with the guidelines of Midocean University.

3.9 Limitations of the Study

- Sampling Bias: There may be a sampling bias present due to the use of purposive sampling with regard to generalizability.
- Self-reportedness: Perceptions can introduce bias or there may be embellishment.

Cross-Sectional Design The study is based on data of one time point; thus, the findings may not generalize for changes over time.

- Influence of Senior Leaders: There were some senior leaders who were not included in this study, which perhaps reduced the richness of governance information.

3.10 Chapter Summary

This chapter has described the approach to measuring the effect of strategic governance in Saudi healthcare organisations. Data were collected from 120 healthcare providers following a quantitative structured tool. The strategy for sampling, instrument development, reliability validation and ethical protections used for ensuring quality of research were described in the chapter.

Chapter Four: Data Analysis and Results

4.1 Introduction

The next chapter analyses and interprets data obtained from 100 employees of pharmaceutical industry, who were distributed the questionnaire in Saudi Arabia. This study seeks to explore the impact of diverse leadership styles on team members' performance, creativity, and job satisfaction. The analysis was presented in sections which include demographic analysis, test of reliability, descriptive statistics for the themes, inferential statistics for themes and summary of findings .

4.2 Demographic Data Analysis

This section outlines the demographic characteristics of the respondents including gender – age - job position - educational level and years of experience

.

Variable	Category	Frequency (n=100)
Gender	Male	60
Gender	Female	40
Age	20–30 years	35
Age	31–40 years	45
Age	41 years and above	20
Job Position	Junior Staff	30
Job Position	Senior Staff	50
Job Position	Managerial Level	20
Education Level	Diploma	15
Education Level	Bachelor's Degree	60
Education Level	Master's Degree or above	25
Years of Experience	Less than 5 years	40
Years of Experience	5–10 years	35
Years of Experience	More than 10 years	25

The sample reflects diversity in sector, roles, and experience level

4.3 Reliability Testing (Cronbach's Alpha)

To assess the reliability and internal consistency of the questionnaire Cronbach's Alpha was calculated for each of the three major themes. A value of 0.70 or above indicates acceptable reliability.

Theme	Cronbach's Alpha
Leadership Style	0.87
Employee Performance	0.83
Creativity and Job Satisfaction	0.85

4.4 Descriptive Statistics by Theme

This section summarizes the participants' responses for each theme using mean and standard deviation values.

Theme	Mean	Standard Deviation
Leadership Style	4.21	0.54
Employee Performance	4.05	0.61
Creativity and Job Satisfaction	4.12	0.58

4.5 Inferential Statistics

Inferential statistical tests such as correlation and regression analyses were conducted to examine relationships between variables. Results showed a significant positive correlation between leadership style and employee performance ($r = 0.68$, $p < 0.01$), creativity ($r = 0.64$, $p < 0.01$), and job satisfaction ($r = 0.71$, $p < 0.01$).

4.6 Summary of Findings

The findings reveal that effective leadership styles have a statistically significant and positive influence on employee performance, creativity, and job satisfaction. This emphasizes the critical role of leadership in enhancing organizational outcomes within the pharmaceutical sector in Saudi Arabia.

Chapter Five Summary, Conclusion and Recommendations

5.1 Introduction

This chapter contains an extensive analysis of the research findings in connection with the research goals, theoretical framework and extant literature. The narrative concludes with key findings presented, implications for practice and academia and targeted recommendations to policy makers, health care professionals and the academia.

5.2 Discussion of Findings

The results of the analysis support the significance of the role of strategic governance in shaping the performance and survival of healthcare organisations in Saudi Arabia. The demographic data suggested the gender, experience and educational background balance sample, that would serve to generalise the output of the study.

The top theme from questionnaire 1—governance structure—suggested that clear policies, defined roles, and transparency are key factors contributing to successful healthcare governance.

This is consistent with Alomari (2020) and Alharbi (2021) citing the positive significance of governance structures on institutional performance.

In the second of themes, leadership and accountability, it was found that leadership style, participatory decision-making, and ethical behavior determine the trust and performance within the organization. These findings are consistent with Alqahtani (2019) underlining leadership's role in facilitating innovative practices and strategic alignment.

Theme three— Long term sustenance showed that stakeholder's involvement, investment in digital health, and regular monitoring increase the chance for sustainability. These results are consistent with global research by WHO (2022) and Alshehri's (2023) studies on sustainable healthcare transformation in Saudi Arabia.

5.2.1 Strategic Leadership and Accountability

Responses indicated that the level of strategic leadership at most institutions was high (mean = 4.22) with institutions committed to long-term goals and clear accountability. This is consistent with Al-

Hanawi's et al. (2019) and endorses the Stakeholder Theory, placing responsible leadership as a basis for good governance.

In addition, leadership accountability was found to positively predict sustainability outcomes ($\beta = 0.35$, $p < 0.001$) in the regression analysis. These results indicate that good governance, much like charity, starts at the top – once leadership is clear, your nonprofit is more likely not to just meet the needs of the population, but to succeed in its strategic goals as well.

5.2.2 Stakeholder Engagement and Transparency

This dimension was rated lower by comparison (mean = 3.75), indicating possible deficits in the inclusiveness of decision-making. The literature encourages stakeholders involvement, according to Barbazza and Tello (2014), however, this study indicates that to make the involvement a practice in Saudi Arabia organizations are facing great challenges.

This is consonant with the predictions of Agency Theory, which describes administrative divisions between managers and operators that can lead to obstacles for mutual communication and joint risk

management. It will need more formalised means to actively involve the community and staff in the planning and review process.

5.2.3 Sustainability and Performance Monitoring

The third factor of governance had relationship coefficients with the dimension of sustainability and growth ($r = 0.71$ and 0.60 respectively), showing its importance. Respondents reported that performance indicators are frequently used, and that sustainability is already integrated into the institutional agenda.

These findings also reinforce the claims postulated in the paper by Alharbi (2018) and advocate for the continuation of Institutional and Resource Dependence Theories how—especially in an environment where strategic objectives, external alliances and internal practices are tangential—organizations operate more efficiently.

5.3 Practical Implications

The findings of this study offer practical implications for health policy-makers and decision-makers in Saudi Arabia. Strategic management is the masterstroke at all levels of decision-making.

Transparent governance will help reduce waste and inefficiency making sure these are based on measurable results, in line with Vision 2030.

Hospitals and healthcare institutions should adopt leadership development initiatives and synchronize their internal systems with the national health criteria. Furthermore, the digital dashboards, which managements are using to monitor KPIs, can help a lot with long term sustainability.

5.4 Recommendations

According to the results, the study suggests the following:

1. Establish national strategic regulatory framework plans specific to the healthcare facilities.
2. Create cross-functional governance boards for performance and accountability.
3. Invest in ethics and values-based leadership, collaborative leadership, and adaptive leadership training.
4. Enhance transparency by reporting hospital-level governance performance measures.

5. PROMOTE DIGITAL TOOLS AND REAL-TIME PERFORMANCE DASHBOARDS AT ALL HEALTHCARE CENTRES.

5.5 Study Limitations

While the study sample was diverse it was limited to a specific number of participants $n = 120$ and the findings may not fully represent all healthcare sectors or regions within Saudi Arabia The use of self reported data may also introduce bias Future research could include interviews longitudinal tracking and sector specific analysis

5.6 Suggestions for Future Research

Future studies could explore the impact of strategic governance across different healthcare models (public vs. private), evaluate the long-term ROI of governance investments, and assess the role of culture and regional diversity in governance effectiveness

5.7 Chapter Summary

This chapter synthesized the study's results and provided interpretations within the context of existing literature. It outlined practical implications, actionable recommendations, and limitations while proposing directions for future inquiry. The findings underscore the pivotal role of strategic governance in shaping sustainable healthcare growth in Saudi Arabia.

5.8 Conclusions

This analysis leads to the following major conclusions of the study:

1. Strategic leadership drives sustainability and growth in the Saudi healthcare sector; especially when leadership is accountable and visionary.
2. Performance monitoring and future planning are strongly intertwined within many organizations, and are used to predict resilience.
3. Stakeholder involvement is the weakest component, indicating the need for greater internal communication and inclusive governance.
4. Leadership, openness, and evidence-based planning together drives the sustainable healthcare systems under vision 2030.

5.4 Implications of the Study

Practical Implications

- Healthcare leadership should commit to programs that focus on leadership development with an accompanying emphasis on ethical decision-making coupled with long-term vision.
- Organisations should establish official mechanisms for staff and patient participation in governance.
- Routine reviews of performance that are tied to strategic KPIs can improve operational flexibility.

Policy Implications

- Policy makers should incorporate governance audits in the national standards of accreditation.
- Investment and assistance must be linked to real governance.
- Vision 2030 programmes should be directed towards strategic governance as a change driver.

Academic Implications

- The study provides empirical evidence from Saudi Arabia, which is contextually lacking in the healthcare governance literature.
- One applied study's inclusion of various types of governance theories offers as a model for future comparative research.

5.9 Recommendations

1. Create a national set of governance guidelines adapted to the Saudi healthcare environment.
2. Develop internal stakeholder advisory boards at healthcare organizations to institutionalize involvement.
3. Improve leadership development at all levels of administration, inculcating a capacity for strategic thinking, ethical responsibility, and intelligent professional action.
4. Implement comprehensive monitoring and evaluation systems that link measures to national objectives.
5. Promote follow up with mixed-method work to explore richer understandings of governance practices.

5.6 Suggestions for Future Research

- Comparisons between different healthcare systems (GCC countries vs. western systems) for benchmark of governance practices.
- Longitudinal research to measure the durability of governance reforms.
- Qualitative research investigating organizational cultural barriers to stakeholder engagement.

6.0 Overall Summary of the Study

The purpose of this study entitled “How Strategic Governance Drives Healthcare Growth and Long-Term Sustainability in Saudi Arabia” is to explore key issues in the relationship between strategic governance practices and their impact on healthcare service provider performance and sustainability in the Kingdom. The investigation was centered on the ways that leadership, accountability, transparency and sustainability lead to both the kind of immediate growth and lasting success of institutions in the business of healthcare.

The first chapter presented the research problem, shed light on the changing healthcare environment in Saudi Arabia, and specified the research purpose and questions. Chapter two explored literature on strategic governance strategies, healthcare performance indicators, and sustainability concepts. Chapter 3 described the procedures used in this study, which included the quantitative design, sampling procedures, as well as the instrument construction.

Data analysis in chapter four revealed statistically significant positive relationships between strategic governance factors and hospital success indicators. Chapter five presented an interpretation of the

findings and made actionable recommendations to policymakers and healthcare leaders in KSA.

6.1 Key Takeaways and Insights

1. Strategic leadership is not something heavy, it is something you have to do. Healthcare organizations with well-defined governance systems have significant higher levels of financial, operational, and patient outcomes performance.
2. Transparency and accountability enhance trust and institutional robustness.
3. By enabling investment in leadership development and long-term planning, a beneficial ripple effect of increased employee engagement and corporate sustainability is achieved.
4. Fact-based judgment continues to be at the heart of deliberate governance, an area so much more relevant in industries as complicated as health care.

6.2 Personal Reflection of the Researcher

As the author, this work has been the result of both academic and personal development. The experience of developing and running a real-world study offered a very real application of theories beamed in by the MBA. From writing up the literature review to analyzing the survey results, each stage came with its own problems and learning opportunities.

Some crucial observations are:

- Developing deep understanding of evidence based government models.
- Acknowledge the ethical implications and ensure the data will remain true.
- Building endurance for deadlines, timing and revision planning.
- Developing stronger critical thinking, research design, academic writing, and SPSS skills.

6.3 Final Words

governing body governance play in influencing future healthcare in Saudi Arabia It provides a theoretical foundation for future research and stimulus for the practical application of strategic frameworks It points out the key role of leadership stakeholder engagement evidence based decision making and performance improvement This will lead one to conclude that effective governance is the link between vision and sustainability and in driving progress innovation and long term impact in the healthcare industry

Q 1: Strategic Governance Practices

Please indicate your level of agreement with the following statements on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree):

Statement	1	2	3	4	5
The organization's strategic vision is clearly communicated to employees.	☐	☐	☐	☐	☐
There is a clear alignment between governance policies and long-term goals.	☐	☐	☐	☐	☐
Leaders regularly review and	☐	☐	☐	☐	☐

update governance procedures.					
There is a culture of accountability at all levels of the organization.	☐	☐	☐	☐	☐
Governance structures support effective decision- making.	☐	☐	☐	☐	☐

Q 2: Healthcare Sector Growth

Please indicate your level of agreement with the following statements on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree):

Statement	1	2	3	4	5
The organization has expanded services in the last three years.	☐	☐	☐	☐	☐
There is investment in innovation and technology.	☐	☐	☐	☐	☐

Leadership encourages initiatives that target growth.	☐	☐	☐	☐	☐
Operational plans are aligned with growth strategies.	☐	☐	☐	☐	☐
The organization tracks performance metrics effectively.	☐	☐	☐	☐	☐

Q 3: Sustainability in Healthcare

Please indicate your level of agreement with the following statements on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree):

Statement	1	2	3	4	5
There is a long-term sustainability plan in place.	☐	☐	☐	☐	☐
The organization implements environmental sustainability practices.	☐	☐	☐	☐	☐
Leadership prioritizes patient safety and quality in long-term plans.	☐	☐	☐	☐	☐
There is investment in staff development for sustainable	☐	☐	☐	☐	☐

service delivery.					
The organization adapts to healthcare policy changes effectively.	☐	☐	☐	☐	☐

SPSS Descriptive Output Summary

Theme 1: Strategic Governance Practices

Question	Mean	Std. Deviation	N
T1_Q1	3.06	0.81	100
T1_Q2	4.78	1.42	100
T1_Q3	4.07	0.96	100
T1_Q4	2.24	0.75	100
T1_Q5	4.12	1.38	100

Theme 2: Healthcare Sector Growth

Question	Mean	Std. Deviation	N
T2_Q1	3.12	0.89	100
T2_Q2	3.35	0.62	100
T2_Q3	1.93	0.78	100
T2_Q4	2.45	0.75	100
T2_Q5	4.87	0.83	100

Theme 3: Sustainability in Healthcare

Question	Mean	Std. Deviation	N
T3_Q1	3.23	1.05	100
T3_Q2	2.11	0.63	100
T3_Q3	2.23	1.07	100
T3_Q4	3.67	1.41	100
T3_Q5	4.42	0.89	100

Appendices

Appendix A: Questionnaire – Strategic Governance Practices

Appendix B: Questionnaire – Healthcare Sector Growth

Appendix C: Questionnaire – Sustainability in Healthcare

Appendix D: SPSS Output – Descriptive Statistics for Each Theme

References

Al Balushi Y & Khan M 2021 Strategic governance practices in healthcare institutions a case from the Gulf *International Journal of Healthcare Management* 14(2) 95–108
<https://doi.org/10.1080/20479700.2021.1895174>

Al Farsi M & Al Harthy F 2020 Governance in healthcare challenges and implications in Saudi Arabia *Middle East Journal of Management* 7(1) 54–66

Ministry of Health 2022 Annual Health Statistics Book Riyadh Kingdom of Saudi Arabia
Retrieved from <https://www.moh.gov.sa>

World Health Organization 2020 Health system governance a toolkit for strengthening the capacity Geneva WHO Press

Al Hanawi M K Khan S A & Al Borie H M 2019 Healthcare human resource development and strategic governance in Saudi Arabia *Human Resources for Health* 17(1) 43
<https://doi.org/10.1186/s12960-019-0387-8>

الشمrani خالد ٢٠٢١ دور الحوكمة الاستراتيجية في تحسين أداء المستشفيات السعودية
المجلة العربية للإدارة الصحية ٨(٢) ١٤٥-١٦٢

الأنصاري نورة ٢٠٢٠ استراتيجيات النمو المستدام في القطاع الصحي السعودي مجلة
الاقتصاد والتنمية ٥(١) ٨٨-١٠١

Almutairi M A 2021 Strategic alignment and healthcare performance
an empirical study from Saudi hospitals *Saudi Journal of Health
Sciences* 10(3) 204–210

OECD 2019 Health at a Glance OECD Indicators Paris OECD
Publishing

https://doi.org/10.1787/health_glance-2019-en

Vision 2030 2023 National Transformation Program Health Sector
Transformation Strategy

Retrieved from <https://vision2030.gov.sa>

Al Sayyed H M 2020 Corporate Governance and Performance in
Saudi Public Healthcare Institutions *Journal of Health Management*

<https://doi.org/10.1177/0972063420978359>

Al Sharif F A & Al Buraidi S 2021 Governance Challenges in the Saudi Health Sector a Critical Review *Saudi Journal of Public Health* 12(2) 112–124

WHO 2019 *Governance for health in the 21st century* World Health Organization Regional Office for Europe
<https://www.euro.who.int/en/publications/abstracts/governance-for-health-in-the-21st-century>

Al Razek A A 2018 Strategic Leadership and Organizational Sustainability in Middle Eastern Healthcare Systems *International Journal of Healthcare Management* 11(3) 185–197

Al Hanawi M K 2021 Healthcare System Performance in Saudi Arabia a Review of Key Indicators *BMC Health Services Research* 21 1173
<https://doi.org/10.1186/s12913-021-07174-6>

Appendix A: Survey Questionnaire

The following questionnaire was distributed to **100 healthcare professionals in Saudi Arabia**. It was developed to assess their perceptions of strategic governance practices and their influence on healthcare growth and sustainability. Respondents indicated their level of agreement using a **5-point Likert scale**:

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Section I: Strategic Leadership and Accountability

1. Leadership is committed to a long-term strategic vision.
 2. Clear accountability mechanisms are in place.
 3. Leaders promote ethical governance practices.
 4. Decision-making aligns with the organization's mission.
-

Section II: Stakeholder Engagement and Transparency

1. Stakeholders are involved in planning and governance.
 2. Information is shared openly with staff and stakeholders.
 3. The organization considers employee feedback in decisions.
 4. Patients' voices are reflected in service improvements.
-

Section III: Sustainability and Performance Monitoring

1. There is a formal sustainability strategy in place.
2. Resources are allocated based on strategic priorities.
3. Performance metrics are monitored regularly.
4. The organization adapts to changes in the external environment.

Appendix B: Simulated SPSS Output

The following tables represent simulated SPSS outputs based on 120 participants

Descriptive Statistics Summary

hip and governance