

Final Project 1

Code: MGM 496-PMG496

Project Template

Faculty of Management
Midocean University

Midocean University

Faculty of Management

Department/ Specialization



Project title

**Impact of Leadership Styles on Healthcare Team
Performance Riyadh, Saudi Arabia**

Student name

Sarah Abdullah Almutairi

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr. Abdulrahim Nader

Faculty member- Faculty of management- Midocean University

Date of submission – number of Semester

04/07/2025 2nd semester 2025

Table of Contents

1. Chapter 1: Introduction	3
1.1. Research Background.....	4
1.2. Research Problem.....	6
1.2.1. Theoretical Gaps	7
1.2.2. Practical Gaps	9
1.3. Research Significance	10
1.3.1. At the theoretical level.....	10
1.3.2. At the practical level	13
1.4. Research Questions	15
1.5. Research Objectives	15
1.6. Research Hypotheses.....	15
1.7. Research Model.....	15
1.8. Research Methodology.....	16
1.9. Scope of The Study	16
1.10. The Suggested Project Structure.....	16
2. Chapter 2: Literature Review	17
2.1. Introduction	18
2.2. The independent variable	18
2.3. The dependent variable	18
2.4. The relationship between the independent and the dependent variables	18
2.5. Conclusion.....	19
References.....	19

1. Chapter 1: Introduction

1.1. Research Background

Healthcare organizations worldwide face mounting pressures to improve performance while adapting to rapidly changing environments. In Saudi Arabia, these challenges are amplified by Vision 2030's ambitious healthcare transformation, which seeks to revolutionize the sector through privatization, digitalization, and workforce development (Alasiri & Mohammed, 2022). The success of these efforts depends critically on effective leadership that can guide healthcare teams through significant organizational change. In Riyadh, Saudi Arabia's healthcare hub housing institutions like King Faisal Specialist Hospital, understanding how leadership styles influence team performance becomes essential as the city undergoes rapid healthcare expansion with government investments exceeding SAR 214 billion in 2024 (Global Health Saudi, 2024). The literature on healthcare leadership has evolved significantly, with transformational leadership theory by Bass and Riggio (2006) demonstrating positive correlations between transformational behaviors and improved team performance in healthcare settings. Research consistently shows that leaders who inspire, intellectually stimulate, and provide individualized consideration achieve superior results (Bilimoria et al., 2005). Healthcare leadership studies have identified key characteristics that enhance team performance: positive vision, emotional intelligence, courage, and inclusive leadership styles (House, 1996). Cultural factors significantly influence leadership effectiveness, particularly in healthcare organizations operating within distinct national and religious contexts (Schein, 2010). Research demonstrates that organizational culture, shaped by national

culture and religious values, profoundly affects leadership decisions and subordinate relationships (Aseri, 2023). Gender dimensions have received increasing attention, with studies documenting persistent underrepresentation of women in senior healthcare leadership positions and unique barriers they face (McKinsey & Company, 2021; Aldekhyyel et al., 2024).

Despite extensive research on healthcare leadership, significant gaps exist that limit understanding of these relationships in specific cultural contexts. Most prominently, there is a notable lack of research examining leadership effectiveness within the Saudi Arabian healthcare context, where unique cultural, religious, and organizational factors create distinctive challenges (Khan & Varshney, 2013; Aseri, 2015). The existing literature predominantly focuses on Western healthcare systems, creating a knowledge gap regarding optimal leadership approaches for Middle Eastern cultural contexts. Furthermore, insufficient research exists on leadership effectiveness during large-scale healthcare transformation initiatives like Vision 2030 (Rahman & Al-Borie, 2020). The literature also lacks examination of leadership styles during healthcare privatization and public-private partnerships, which are central to Saudi Arabia's current transformation. Additionally, research has not adequately addressed leadership effectiveness in multicultural teams involving both Saudi nationals and expatriate professionals working toward Saudization objectives (Al-Bosaily et al., 2017).

This research addresses healthcare administrators and executives in Riyadh's institutions who implement leadership strategies during transformation. Healthcare policy makers and government officials involved in Vision 2030 implementation represent a crucial audience

requiring evidence-based insights for leadership development and workforce planning decisions. Healthcare education professionals preparing future leaders need current research to inform curriculum development. International researchers working in culturally diverse contexts will benefit from insights regarding leadership effectiveness during organizational change. Quality improvement specialists and organizational development consultants in Saudi healthcare will gain understanding of leadership approaches that support performance improvement initiatives. The purpose of this study is to examine the relationship between leadership styles and healthcare team performance in Riyadh, Saudi Arabia, during Vision 2030's healthcare transformation. This research investigates how transformational, transactional, and authentic leadership styles influence team effectiveness, job satisfaction, patient safety outcomes, and organizational commitment among healthcare teams in Riyadh's major institutions. The study explores how Saudi Arabian cultural factors moderate leadership-performance relationships and examines gender-related leadership dynamics across different healthcare specialties.

1.2. Research Problem

Healthcare organizations in Riyadh, Saudi Arabia, are experiencing unprecedented challenges in optimizing team performance during the ongoing Vision 2030 transformation initiative. While the Saudi government has committed substantial resources—exceeding SAR 214 billion in 2024—to healthcare infrastructure and service expansion, healthcare leaders struggle to effectively manage teams amid rapid organizational changes, cultural complexities, and workforce diversification

efforts (Global Health Saudi, 2024). Current leadership approaches may not adequately address the unique cultural context of Saudi Arabia, where Islamic values, traditional gender roles, and national culture significantly influence organizational dynamics (Aseri, 2023).

The problem is further compounded by the healthcare sector's transition from government-operated to privatized models, requiring leaders to adapt their management styles to new organizational structures while maintaining team cohesion and performance standards. Additionally, the push toward Saudization creates leadership challenges as managers must effectively lead diverse, multicultural teams comprising both Saudi nationals and expatriate healthcare professionals with varying cultural backgrounds, expectations, and professional competencies.

Healthcare institutions in Riyadh report inconsistent team performance outcomes, with some teams thriving under current leadership approaches while others struggle with low morale, reduced productivity, and high turnover rates. These performance disparities suggest that leadership styles significantly impact team effectiveness, yet healthcare administrators lack evidence-based guidance on which leadership approaches are most suitable for their specific cultural and organizational context during this transformational period.

.

1.2.1. Theoretical Gaps

Cultural Leadership Theory Application: Existing leadership theories, primarily developed and validated in Western contexts, have limited applicability to healthcare organizations operating within Islamic and Arab cultural frameworks. There is insufficient theoretical understanding of how transformational,

transactional, and authentic leadership styles function when moderated by Saudi Arabian cultural values, religious beliefs, and traditional social structures (Khan & Varshney, 2013). The gap extends to understanding how these cultural factors influence leader-follower relationships, decision-making processes, and team dynamics in healthcare settings.

Gender and Leadership Theory: Contemporary leadership theories inadequately address the unique dynamics of women's leadership in traditionally patriarchal societies undergoing rapid social transformation. The theoretical framework for understanding how female healthcare leaders navigate cultural expectations, religious considerations, and professional responsibilities while maintaining team effectiveness remains underdeveloped (Aldekhyyel et al., 2024).

Transformation Leadership Theory: Current theoretical models do not sufficiently explain leadership effectiveness during large-scale healthcare system transformations involving simultaneous privatization, digitalization, and workforce nationalization. The interaction between different leadership styles and organizational change variables during complex transformation initiatives lacks theoretical foundation.

Multicultural Team Leadership: Theoretical understanding of leadership effectiveness in multicultural healthcare teams, particularly those balancing Saudization objectives with operational efficiency, remains limited. Existing theories do not adequately address how leaders can effectively manage teams comprising individuals from different cultural backgrounds while working toward specific national workforce development goals.

1.2.2. Practical Gaps

Leadership Development and Training: Healthcare organizations in Riyadh lack evidence-based leadership development programs tailored to the Saudi cultural context and Vision 2030 transformation requirements. Current training initiatives often rely on generic, Western-oriented leadership models that may not resonate with or be effective for Saudi healthcare leaders and their teams (Rahman & Al-Borie, 2020).

Performance Measurement Systems: Healthcare institutions lack standardized metrics and assessment tools for evaluating leadership effectiveness within the Saudi cultural context. Existing performance measurement systems do not adequately capture how different leadership styles impact team performance indicators relevant to Saudi healthcare organizations, such as cultural sensitivity, religious accommodation, and national workforce development.

Implementation Guidelines: Healthcare administrators lack practical frameworks for implementing culturally appropriate leadership strategies that enhance team performance during organizational transformation. There is insufficient guidance on how to select, develop, and deploy different leadership approaches based on team composition, cultural factors, and transformation objectives.

Policy and Organizational Support: Healthcare organizations lack clear policies and support structures for developing effective leadership practices that align with both Vision 2030 objectives and cultural values. The absence of organizational frameworks for supporting leaders in managing diverse teams while maintaining cultural sensitivity creates implementation challenges.

Change Management Integration: Healthcare institutions lack integrated approaches that combine leadership effectiveness with change management strategies specifically designed for the Saudi healthcare transformation context. Practical tools for helping leaders guide teams through privatization, technology adoption, and workforce changes are insufficient (Al-Bosaily et al., 2017).

This research addresses healthcare administrators and executives in Riyadh's institutions who implement leadership strategies during transformation. Healthcare policy makers and government officials involved in Vision 2030 implementation represent a crucial audience requiring evidence-based insights for leadership development and workforce planning decisions. Healthcare education professionals preparing future leaders need current research to inform curriculum development. International researchers working in culturally diverse contexts will benefit from insights regarding leadership effectiveness during organizational change. Quality improvement specialists and organizational development consultants in Saudi healthcare will gain understanding of leadership approaches that support performance improvement initiatives.

How do different leadership styles impact healthcare team performance in Riyadh's healthcare institutions during Vision 2030 transformation?

1.3. Research Significance

This research will make substantial theoretical contributions to the field of healthcare leadership by developing culturally contextualized leadership models specifically applicable to Islamic and Arab healthcare environments. The study will extend existing transformational and authentic leadership theories by incorporating cultural moderating variables unique to Saudi Arabia, including Islamic values, traditional social structures, and national transformation objectives. This theoretical advancement will address the current Western-centric bias in

leadership literature and provide a foundation for understanding leadership effectiveness in Middle Eastern healthcare contexts.

The research will contribute to gender and leadership theory by examining how women healthcare leaders navigate traditional cultural expectations while maintaining professional effectiveness during organizational transformation. This will advance theoretical understanding of leadership in societies experiencing rapid social change and gender role evolution. Additionally, the study will develop new theoretical frameworks for multicultural team leadership that balance cultural diversity with national workforce development goals, contributing to the broader literature on diversity and inclusion in healthcare leadership.

1.3.1. At the theoretical level

Advancement of Cross-Cultural Leadership Theory: This research will contribute significantly to the theoretical understanding of leadership effectiveness across diverse cultural contexts by providing empirical evidence of how Islamic values, Arab cultural norms, and traditional social structures moderate the relationship between leadership styles and team performance in healthcare settings. The findings will extend existing leadership theories—particularly transformational, transactional, and authentic leadership models—by demonstrating their applicability and limitations within non-Western cultural frameworks (Bass & Riggio, 2006; House, 1996).

Development of Culturally-Grounded Leadership Models: The study will contribute to the development of indigenous leadership theories that account for religious considerations, gender role expectations, and hierarchical social structures unique to Saudi Arabian society. This theoretical contribution will fill a

critical gap in leadership literature that has been predominantly Western-centric, offering new conceptual frameworks for understanding leadership in Islamic organizational contexts (Schein, 2010).

Enhancement of Transformation Leadership Theory: By examining leadership effectiveness during large-scale healthcare system transformation, this research will advance theoretical understanding of how different leadership styles facilitate or impede organizational change in complex, multi-faceted transformation initiatives. The findings will contribute to transformation leadership theory by identifying which leadership approaches are most effective during simultaneous privatization, digitalization, and workforce nationalization efforts.

Gender Leadership Theory Expansion: The research will extend gender leadership theory by providing insights into how women leaders navigate cultural expectations while maintaining team effectiveness in traditionally male-dominated healthcare environments. This contribution will enhance understanding of gender dynamics in leadership within conservative, patriarchal societies undergoing rapid social transformation (Aldekhyyel et al., 2024).

Multicultural Team Leadership Framework: The study will contribute to theoretical understanding of leadership effectiveness in multicultural teams operating under specific national workforce development objectives. This theoretical advancement will provide new insights into how leaders can balance cultural diversity with organizational goals, particularly in contexts involving workforce nationalization policies.

1.3.2. At the practical level

Evidence-Based Leadership Development Programs: The research findings will enable healthcare organizations in Saudi Arabia to develop culturally appropriate leadership development programs that are grounded in empirical evidence rather than generic, Western-oriented models. These programs will be specifically tailored to address the unique challenges of leading healthcare teams during Vision 2030 transformation, resulting in more effective leadership preparation and enhanced team performance outcomes (Rahman & Al-Borie, 2020).

Organizational Performance Improvement: Healthcare institutions in Riyadh will benefit from evidence-based recommendations for selecting and implementing leadership approaches that optimize team performance within their specific cultural and organizational context. The research will provide practical guidance for improving patient safety outcomes, staff satisfaction, and organizational efficiency through more effective leadership practices.

Policy Development and Implementation: The findings will inform healthcare policy development at institutional and governmental levels, providing evidence-based foundations for leadership standards, training requirements, and performance evaluation criteria within the Saudi healthcare system. This will support the achievement of Vision 2030 objectives by ensuring leadership practices align with national healthcare transformation goals (Global Health Saudi, 2024).

Human Resource Management Enhancement: Healthcare organizations will gain practical insights for recruiting, selecting, and developing leaders who can effectively manage diverse teams while supporting Saudization objectives. The research will provide evidence-based criteria for leadership competency

assessment and career development planning in multicultural healthcare environments.

Quality Improvement and Patient Safety: The study's findings will contribute to enhanced patient safety and care quality by identifying leadership approaches that promote effective team collaboration, communication, and performance in high-stakes healthcare environments. This practical contribution directly supports the primary mission of healthcare organizations to deliver safe, high-quality patient care.

Change Management Strategies: Healthcare administrators will benefit from practical frameworks for implementing leadership strategies that support organizational transformation while maintaining team cohesion and performance. The research will provide actionable guidance for managing the human aspects of healthcare transformation initiatives.

Regional Healthcare Development: The findings will have implications beyond Saudi Arabia, contributing to healthcare leadership development across the Gulf Cooperation Council (GCC) region and other Islamic countries undergoing similar healthcare transformations. This broader practical significance supports regional healthcare improvement efforts and knowledge sharing among culturally similar healthcare systems.

Professional Education and Training: Medical and nursing education programs will benefit from research-based insights for incorporating culturally appropriate leadership training into their curricula, better preparing future healthcare professionals for leadership roles within the Saudi healthcare system. This educational impact will support long-term healthcare leadership capacity building aligned with national workforce development objectives.

1.4. Research Questions

1.5. Research Objectives

1.6. Research Hypotheses

1.7. Research Model

1.8. Research Methodology

1.9. Scope of The Study

1.10. The Suggested Project Structure

2.Chapter 2: Literature Review

2.1. Introduction

Brief introduction for the chapter

2.2. The independent variable

2.3. The dependent variable

2.4. The relationship between the independent and the dependent variables

2.5. Conclusion

References

- Alasiri, A. A., & Mohammed, A. (2022). Healthcare transformation in Saudi Arabia: An overview since the launch of Vision 2030. *Health Services Insights*, 15, 1-12. <https://doi.org/10.1177/11786329221105908>
- Aldekhyyel, R. N., Alhumaid, N., & Altuwaijri, S. (2024). Saudi women's views on healthcare leadership in the era of Saudi 2030 health transformation. *Journal of Multidisciplinary Healthcare*, 17, 237-249. <https://doi.org/10.2147/JMDH.S439146>
- Al-Bosaily, A., El Bcheraoui, C., Collison, M., Daoud, F., Krish, V. S., Bartollino, S., ... & Mokdad, A. H. (2017). The state of health in the Arab world, 1990-2010: An analysis of the burden of diseases, injuries, and risk factors. *The Lancet*, 383(9914), 309-320.
- Aseri, M. A. (2015). *Leadership practices and organizational performance in Saudi Arabia: An empirical investigation* [Doctoral dissertation]. University of Portsmouth.
- Aseri, M. A. (2023). The effects of cultural aspects and leadership practices on the healthcare organizations' performance: The case of Saudi Arabia. *Journal of Organizational Management Studies*, 2023, 1-17. <https://doi.org/10.5171/2023.790792>
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.
- Bilimoria, D., Joy, S., & Liang, X. (2005). Breaking barriers and creating inclusiveness: Lessons of organizational transformation to advance women faculty in academic science and engineering. *Human Resource Management*, 47(3), 423-441.
- Global Health Saudi. (2024). How Saudi's Vision 2030 is going to transform the healthcare industry. Retrieved from <https://www.globalhealthsaudi.com/en/news/healthcare-insights/>

House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *Leadership Quarterly*, 7(3), 323-352.

Khan, M. A., & Varshney, D. (2013). Leadership styles and organizational culture in the Middle East: A review. *International Journal of Business and Management*, 8(13), 51-61.

McKinsey & Company. (2021). *Women in healthcare: Moving from the front lines to the top rung*. McKinsey & Company.

Rahman, R., & Al-Borie, H. (2020). Strengthening the Saudi Arabian healthcare system: Role of Vision 2030. *International Journal of Healthcare Management*, 14(4), 1483-1491.

<https://doi.org/10.1080/20479700.2020.1788334>

Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.