

The Pioneering Trend in Managing Health Institutions and Its Impact on Improving The Quality Of Services (A Case Study On A Saudi Hospital In The Eastern Province)

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Abstract:

This study seeks to identify the role that the leadership trend plays in the management of health institutions in Saudi Arabia and its impact on improving the quality of the health service provided by analyzing some opinions of affiliates working in the Saudi Arabia health sector where a survey list was used as a main tool for collecting primary data, as it was subjected to this analysis (80) of the medical staff, of whom (50) are doctors and (30) are affiliated with the rank of an assistant physician, and (60) members of the administrative team have undergone their various job ranks and administrative specializations (department manager, auditor, observer, accountant, statistician, secretary).

Reliance on statistical software (SPSS) in data analysis. The study resulted in important results about the necessity of adopting the pioneering approach in managing health institutions and because of its importance in managing the joints and sections of these institutions and relying on administrative specializations that have the qualifications and capabilities of management and considering the reduction of pressure on the shoulders of doctors to hold them responsible for management in most of these institutions.

Based on the above results, the study recommends that a pioneering approach be adopted in management and authorization of management in most institutions and health sectors about the institutional administrative work of professionals and administrative qualifications and to reduce dependence on doctors in management, since the doctor's profession is focused on diagnosing disease, determining appropriate treatment and medication, and emphasizing the separation of authority The administrative decision about the medical decision and establishing mechanisms that enable the institution to promote the health services provided.

Keywords: Pioneering Orientation in management; Quality of health service; Management of health institutions; Medical and administrative professions

Introduction:

The healthcare sector in Saudi Arabia is facing numerous problems that have had a significant impact on the quality of services provided to society, resulting in a clear deterioration of the healthcare situation in Saudi Arabia despite the financial resources provided annually by the government to this sector. Undoubtedly, these problems are due to the management of healthcare institutions and the complete reliance on doctors to manage these institutions, while doctors have qualifications and expertise in diagnosing and determining the diseases that patients suffer from and determining the treatment for them. Depending on them to manage an entire institution with all its financial, human resources, and other capabilities will burden the doctor and make the institution vulnerable to regulatory, financial, and administrative problems.[1]

It is essential to look at successful global and regional healthcare institutions that rely on a specialized approach to work and put the right person in the right place. This research focuses on shedding light on the problem of healthcare institution management in Saudi Arabia and the deterioration of the quality of healthcare services provided, and facing the escalating health crises, especially as the world is going through the COVID-19 pandemic. There must be a reconsideration of the management mechanism of these institutions and reliance on experts and specialists in the administrative aspect to provide healthcare services that reach an acceptable level for society.[2]

Entrepreneurial orientation is one of the most important concepts in management and entrepreneurship. It refers to the set of characteristics, practices, and processes that foster and encourage entrepreneurial behavior within an organization. The concept of entrepreneurship has multiple linguistic origins, with the French word "entrepreneur" meaning "to undertake," and the German word "Unternehmen" meaning "to undertake a task." In general, entrepreneurship involves taking risks, seizing opportunities, and pursuing innovation in the pursuit of organizational goals. [3]

Entrepreneurial orientation can be defined as the degree to which an organization is characterized by entrepreneurial behavior. It reflects the organization's willingness to engage in entrepreneurial activities, such as innovation, risk-taking, proactivity, and autonomy. It also reflects the organization's ability to adapt to changing environments and seize opportunities. [4]

Entrepreneurial orientation has been described as a dynamic process that is based on creativity and innovation and involves a systematic search for opportunities and their exploitation. This process is driven by the need to improve organizational performance, achieve a competitive advantage, and create value for stakeholders. Entrepreneurial orientation also involves a willingness to invest in resources, such as time and money, and to accept the risks associated with entrepreneurial activities. [5]

Overall, entrepreneurial orientation is a critical component of organizational success, particularly in the context of today's rapidly changing business environment. Organizations that foster an entrepreneurial orientation are more likely to be innovative, adaptable, and resilient, and to achieve sustainable competitive advantage. [6]

Recent research believes that entrepreneurial orientation is the ability of an individual or organization to innovate new ways and methods to carry out current business activities (or create a new company capable of providing a competitive advantage while considering the risks arising from its implementation and bearing it on oneself. [7]

Also, believes that entrepreneurial orientation (which is the strategic orientation of the organization, including decision-making models and methods) or (practices described as creative, aggressive, proactive, risk-taking, exploitative, and improvisational) is a strategic orientation that depends on appearance or traits and explains that entrepreneurship is associated with decision-making methods, techniques, and practices that reflect how the organization operates and what it does. [8]

Researchers believe that entrepreneurial orientation can be defined as the desire or inclination of an individual or organization to implement bold and appropriate work systems (by following carefully considered methods) and make decisions that align with the desired goals of the organization and achieve them effectively. [9]

The importance of leadership in management: Entrepreneurial orientation is of great importance because it aims to find new ways to bear new risks for the organization in its path towards achieving leadership and showing innovation and creativity. It increases the ability to achieve defined goals and increase the efficiency of the organization to the best possible level for both present and future humans. [10]

Also, some researcher adds the following advantages to entrepreneurial orientation because he believes that it increases the ability to resist and respond flexibly and effectively to risks. [11]

Entrepreneurial orientation has become increasingly important for organizations, as it has several benefits. Firstly, it enhances the value of employee creativity and encourages a culture of quality improvement. Additionally, it sheds light on the distinction between entrepreneurship and competition within the organization. [12]

It is also an indicator of an organization's ability to deal with threats and risks. Adopting an entrepreneurial orientation helps leaders to crystallize new ideas and accept the importance of entrepreneurial orientation. Leadership styles that align with these goals are crucial in promoting development and achieving results. Furthermore, entrepreneurial orientation provides opportunities for improvement and achieving ambitious goals. [13]

Lastly, people are motivated to innovate by keeping up with technological advancements and adapting to environmental changes. Entrepreneurial orientation embodies initiative and

proactivity, allowing for innovative orientations without fear of organizational or managerial risks or threats. By adopting an entrepreneurial orientation, organizations can reduce the migration of human competencies and ensure a positive climate for innovation. [14]

Entrepreneurial Orientation Aspects of management: Scientific and theoretical research has influenced many authors and researchers who have differed in naming or defining this phenomenon. Some refer to it as employees or organizations, while others call them - beyond leadership dimensions. Some consider it as a dimension of entrepreneurship, and based on what is considered in the literature on this subject, it is possible to summarize the most common or commonly used dimensions, the most important of which are (the dimension of using opportunities, the dimension of risk-taking, and the dimension of perseverance), which can be briefly explained as follows:

Innovation: recent researchers define innovation as "the tendency and ability to experiment, think in unconventional ways, and challenge oneself, taking into account adaptability, flexibility, and problem-solving ability." Innovation is one of the most important motivating factors that enable organizations to build their capacities at a high level, locally or internationally. [15]

It works to enhance and maintain this strength, so organizational leaders must focus on ways to increase the capabilities of innovation of all employees. Therefore, we can say that the innovation factor is one of the important factors that organizations must allocate enough space for (interested in new ideas and listening to suggestions from who?) individuals working in the institution at various levels. [16]

Individuals working within an organization at various administrative and functional levels are in close and direct contact with the assigned work, in addition to requiring assistance and coordination between administrative levels within the organization. [17]

This measure indicates the organization's ability to respond quickly to changes, the initiative, and the use of opportunities. The process of finding opportunities is one of the foundations of entrepreneurship in organizations, which means the ability to create or discover opportunities to meet the needs and desires of customers in the internal and external environment and provide.[18]

Resources will be used in the crisis to meet these needs and desires. Researchers believe that in the process of using opportunities in identifying customer support needs established by the organization for it, the most important foundation of entrepreneurship in achieving these desires is that workers are always quick to react to achieve these desires. [19]

We must wait for customers to request it themselves, and it appears that this organization is responding well by providing it. Risks mean the organization's ability to bear the consequences of entrepreneurial activity, and risks are risks associated with the desire to provide innovative ideas and risks of providing only essential resources at the time of using opportunities. [20]

The pioneering person, who in turn bears responsibility for failure, leads to a way of thinking. Risk is also understood as the ability to perceive uncertainty, self-doubt, and responsibility-bearing belief that risk-taking by entrepreneurial workers is the future, whether at the individual or collective level, and is usually calculated, managed, and includes the ability of organizations to measure potential risks and signing a contract and bearing its consequences and costs in case of rejection. [21]

The technologies aimed at improving the level of healthcare services, and healthcare services related to life and artisanal restoration make them unique thanks to the features that increase the complexity of their provision, as they are no longer limited to providing sincere services only. [22]

However, this extends to the preventive side, participation in care and educational programs, as well as attention to all aspects of health that require care. [23]

Definition of healthcare

In books and literature concerned with health issues, many definitions define healthcare. Hsu defined healthcare as "the treatment provided to patients, whether it be diagnosis, recommendations, or medical intervention that leads to the satisfaction or acceptance of patients after they feel a health improvement. [24]

Another definition comes from Kaufman, who defines medical services as "the products offered by hospitals, clinics, medical centers, related clinics, and organizations to preserve the physical and mental health of humans." [25]

In another opinion, Kaur and P. Maheshwari say that "through healthcare or medical care, diagnosis, treatment, rehabilitation, specialized social and psychological services provided by medical pillars and medical support department, as well as laboratory tests related to these services (normal and specialized), ambulance and emergency services, nursing services, pharmacy services, technology, and nutrition services." [26]

Medical services have been defined as "all services provided by the health sector at the national level, regardless of whether they are regularly directed towards the individual or preventive measures targeting the community and the environment, or the production of drugs, medical devices, artificial limbs, and others to increase the level of citizens' health, treat them, and prevent infectious diseases". [27]

Classification of medical services:

Medical services can be classified according to their fields or nature into the following types:

Types of healthcare services: Healthcare services can be categorized into three main types:

1. **Curative healthcare services:** These services are directed towards individuals and are related to all medical services in various specialties, whether at the level of hospitalization or outpatient care (external clinics), as well as auxiliary services such as radiology, laboratory tests, nutrition, cleanliness, administrative services, and others. [28]
2. **Preventive healthcare services:** These services aim to facilitate the performance of regular services by supporting them, and their role revolves around protecting society and the environment from infectious diseases and epidemics, such as health control on imports. [29]
3. **Productive healthcare services:** They include the production of vaccines, medicines, medical equipment, and tools of various types and sizes. [29]

Characteristics of healthcare services: Healthcare services have unique characteristics that distinguish them from one service to another, although some may have similarities.

Regarding the characteristics of healthcare services, we can mention the following:

1. **Intangibility:** Healthcare services are characterized by their intangibility. They cannot be felt, tasted, heard, or smelled before being purchased, which is different from tangible products.[30]
2. **Inseparability:** Healthcare services cannot be postponed since the time of production and consumption is simultaneous. This requires a direct and continuous relationship between the doctor and the patient. [31]
3. **Heterogeneity** (lack of standardization): Healthcare services are characterized by their variation and differences between services. They fluctuate from one situation to another and from one doctor to another regarding the level of performance and experience they possess and the patient's condition. [32]
4. **Perishability:** Healthcare services are characterized by their perishability, and they do not require storage for periods, even if they are short, and they need intermediaries as they quickly deteriorate. [33]
5. **Integration of elements:** Health services consist of a set of elements that complement each other, such as medical analysis, diagnosis, radiology, treatment, prevention, nursing, and sometimes hospitality, administrative services, and others. Other characteristics can also be added to health services. [34]
6. **Difficulty predicting demand:** The heterogeneity and variation of health services make it difficult to predict the demand for a particular health service, requiring continuous preparation and readiness to produce and provide health services to those who need them. [35]
7. The difference in perspective between the service provider (the doctor) and the service seeker (the patient): While the patient may see stopping treatment after their health

improves, the doctor may see the necessity of continuing treatment to prevent complications or side effects. [36]

8. The patient does not know the methods and stages of the various treatments, as they are the sole responsibility of the doctor, who decides and determines the effectiveness and efficiency of each case. [37]

Quality of health services:

The growing concept of quality and comprehensive quality in the production of services has greatly affected the quality of health services, which has become a requirement and its importance increases with its ability to satisfy the needs of patients. [38]

Concept of quality of health services:

The development in the health field is an important factor in providing necessary health services, which must also comply with this development and meet the needs and desires of health service seekers. These services should be of high quality and serve the goals and interests of all parties dealing with health institutions. [39]

Definition of quality of health services:

There are many definitions in books and literature on the subject that relate to the quality of services. Some scientists defined the quality of services as "the difference between the service obtained and the service". [40]

As for the definition of healthcare quality, it has also been defined in many ways, including achieving a high and good level of medical and healthcare services provided to the patient from the first visit. Quality forms competitive priorities in addition to cost, flexibility, delivery time, and creativity in achieving the institution's response to market demands and competition through it. [41]

The Joint Commission on Accreditation of Healthcare Organizations in the United States defined healthcare service quality as "the degree of compliance with current standards agreed upon to help identify a good level of practice and determine the expected outcomes of the service, therapeutic or diagnostic procedure." That is, quality is the degree of achieving desired results and reducing undesired results in the cognitive state within a period. [42]

Healthcare service quality has also been defined as "achieving the best specific outcome for each patient and avoiding complications that the treating physician may cause, then caring for the patient and their family in a way that achieves a balance between what the patient spent and what they received in benefits." In addition, there is a need for effective documentation of the diagnostic and therapeutic process. [43]

Methodology

General problem: The research problem is related to the healthcare sector in Saudi Arabia, which suffers due to the mismanagement of Saudi Arabia's healthcare facilities.

1. The management of Saudi Arabia's healthcare facilities leads to several problems in the healthcare sector.
2. The management of medical institutions and the appointment of managers with expertise and skills in healthcare management is crucial, as physicians should focus on treating and diagnosing diseases and determining appropriate treatment plans. If physicians are involved in management tasks, they may be exposed to pressure and responsibility, leading to failures and errors in healthcare institutions.

Objectives of the study: The objectives of this study are to focus on the importance of attracting specialists in healthcare management to perform the management tasks of healthcare institutions in In The Eastern Province, based on their qualifications, and the success of these institutions in their work, which would ease the burden on physicians in performing their scientific and psychological duties.

Correction of the curriculum in the field of healthcare management institutions and providing a general framework for assuming responsibility in the field of management, highlighting the failures that have led to a noticeable increase in the number of cases in most Saudi Arabia healthcare facilities attributed by researchers to the neglect of management leadership role in healthcare management institutions.

The importance of the research is emphasized through the following:

1. Solving the existing problems in most Saudi Hospital In The Eastern Province administrations and institutions in the field of management and organization of healthcare and reducing this burden.
2. Assisting the Saudi Arabia Ministry of Health in focusing on the leading aspect - management of institutions.

Research hypotheses:

Hypothesis

A: There is a correlation between the innovative trend in healthcare management institutions and the improvement of the quality of medical services provided.

Hypothesis B: There is an impact of the leadership approach in healthcare management institutions on improving the quality of medical services.

Research methodology:

In some institutions, the study relies on two analytical methods when analyzing the data obtained through the Ministry of Health affiliated with the Saudi Arabia Ministry of Health

related to this study, and the results obtained are shown considering this analysis to achieve the results and recommendations that correspond to them and to develop the necessary recommendations for that.

Sample of the community and the research:

Research community: Saudi Hospitals In The Eastern Province

Sample study: Healthcare institutions in Saudi Arabia In The Eastern Province- the administrative side and its role in improving the quality of medical services.

Data collection and analysis sources:

- The theoretical side includes scientific books, theses, doctoral dissertations, journals, and local studies.
- The laws, regulations, and instructions are in force.
- Publications and reports.

The practical aspect aims to analyze the questionnaire data that the researchers received about the research variables and the correlation between them. The actual reality of some healthcare institutions will be diagnosed considering the healthcare services provided and the extent to which the desired goal that those institutions sought is achieved, in line with the research needs to propose a scientific analysis that proves and reinforces the researchers' opinion on the research problem.

Several factors affect the quality of healthcare services, which can be summarized:

Firstly: Studying patient expectations: When designing and preparing a healthcare service, healthcare institutions must study and analyze the actual needs and desires of the audience seeking these services to develop a service that meets those expectations and achieves the quality for those needs. There are several levels of healthcare service quality, including:

- **Expected quality:** The quality that patients expect to be present in the service.
- **Perceived quality:** What the patient perceives from the service provided by the healthcare institution.
- **Standardized quality:** The specified specifications for services by the global or local healthcare sector, and the extent to which the service provided by the healthcare institution conforms to these specifications.
- **Actual quality:** a quality that the healthcare institution is accustomed to providing to patients.

Secondly: Determine the quality of healthcare services that the institution should provide, considering its human, financial, and medical equipment capabilities.

The performance of healthcare institution staff in implementing quality standards in healthcare services and their commitment to them.

Managing expectations of healthcare services by relying on communication systems within the healthcare institution and promotion and advertising campaigns outside the institution must be in line with its capabilities and not exaggerated, especially during implementation operations and the efficiency is lacking, which negatively affects patient expectations of the quality of those services.

Quality goals of healthcare services:

There are several goals that healthcare institutions aim to achieve by providing a suitable level of quality in their healthcare services, some of which include:

- 1- Ensuring the physical and mental health of patients (beneficiaries of healthcare services).
- 2- Providing healthcare services with excellent quality specifications that achieve satisfaction among beneficiaries and increase their loyalty.
- 3- Recognizing patients' opinions and impressions when receiving high-quality healthcare services is one of the important methods in the field.
- 4- Conducting research and studies that address weaknesses and enhance strengths in these institutions.
- 5- Assisting healthcare institutions in developing and improving communication skills with patients and continuously considering this.
- 6- Improving efficiency and effectiveness in performing healthcare institutions.
- 7- Achieving the highest level of productivity and encouraging healthcare workers in all their professions to do more to maintain and continue this achievement.
- 8- Boosting morale among workers and enhancing their loyalty to their healthcare institutions.
- 9- Increasing competition among other healthcare institutions and encouraging them to achieve the best possible performance in their competitive environment.
- 10- Ensuring a good environment that helps patients feel confident in the procedures taken by the institution regarding their health conditions and achieving satisfaction and contentment among them.

Quality healthcare services help ensure the optimal use of targeted resources in healthcare institutions.

Entrepreneurial orientation in management and its role in measuring the quality of healthcare services:

Several measures can be used to measure the quality of healthcare services provided by healthcare institutions in all their medical, diagnostic, nursing, and even administrative services,

and the management of those institutions should use the resources they have, whether they are human resources or material resources such as medical equipment or financial resources they possess. It is not only important that the patient or healthcare recipient is satisfied with those services, but they must also be satisfied with the correct procedures and mechanisms by which those services were provided to meet their needs.

There are several measures, including:

1- Quality of inputs, which includes:

- The efficiency of healthcare providers in all their specialties and job titles (doctors, administrators, technicians, and employees), is reflected in the following:
- Quality of the relationship between the healthcare team in the healthcare institution and the patient.
- The level of knowledge of the medical team of the systems and procedures in place in the healthcare institution.
- Technical facilities, qualifications, experience, and training.

The efficiency of the devices and equipment used in healthcare institutions, including:

- The number of employees.
- The level of technological development of those devices and equipment.
- The level of accuracy in the readings provided by those devices and measures.
- The operating cost of those devices and equipment.
- The maximum operational capacity of those devices and equipment.

The efficiency of medical information systems and records in that institution, which includes:

- The degree of clarity in those medical records and their clarity and indexing system followed.
- The method of storage and archiving of those records and the mechanism for extracting them.
- The adequacy of the data provided by those records.
- The mechanism for updating data and information and how to maintain them.
- The ease of obtaining the required information and data in terms of time, effort, and cost.
- The degree of confidentiality and secrecy in dealing with that data and information and ensuring their preservation when obtained.

Efficiency level in work systems and methods, which include:

- Regularity in work schedules ensures and maintains the provision of healthcare services 24 hours a day.
- Ease and simplicity in obtaining healthcare services and procedures for transferring between elements of those services.
- Degree of clarity and accuracy in procedures and stages of obtaining healthcare services.

Efficiency and effectiveness level in the organizational structure of healthcare institutions, which includes:

- Degree of clarity in goals.
- Integration in communication systems.
- Existence of a system for monitoring, accountability, and accounting.
- Degree of fluidity in the exchange of information between sections of the healthcare institution.
- Degree of clarity at the level of specialization, responsibility, and tasks for all employees in the institution.
- Quality of administrative decisions that ensure achieving healthcare services quickly and at the lowest cost.

Standards related to the procedures and processes provided, where healthcare services provided at their different stages are compared to their indicators determined by external consulting agencies and the World Health Organization, and these indicators are measured with the standard ratios set by those agencies.

Standards related to outputs, where the quality of outputs is measured through the following methods and techniques:

Comparative measurement method: comparing actual performance with standard performance and identifying cases of deficiencies and working to avoid them.

Method of investigating the satisfaction of patients regarding the quality of services provided to them.

Method of investigating the employees in the same healthcare institution to identify the obstacles that hindered achieving the desired performance.

Data are collected from 10 hospitals and medical centers located across the Eastern Province of Saudi Arabia:

1. King Fahd Hospital of the University (Al Khobar)

2. Saudi Aramco Medical Services Organization Hospital (Dhahran)
3. King Fahd Military Medical Complex (Dhahran)
4. Almana General Hospitals (Dammam)
5. Dammam Medical Complex (Dammam)
6. King Fahd Specialist Hospital (Dammam)
7. Al Mouwasat Hospital (Al Jubail)
8. Almana Hospital (Al Khobar)
9. Dr. Soliman Fakeeh Hospital (Al Khobar)
10. Johns Hopkins Aramco Healthcare (Dhahran)

The research sample reached was subjected to this analysis (of 80) of the medical staff, of whom (50) are doctors and (30) are affiliated with the rank of an assistant physician, and (60) members of the administrative team have undergone their various job ranks and administrative specializations (department manager, auditor, observer, accountant, statistician, secretary) who work in government hospitals in the Eastern Province of Saudi Arabia.

Statistical analysis

The results obtained by the researchers will be displayed and analyzed, Data were fed to the pc and analyzed using IBM SPSS software package version 20.0. (Armonk, NY: IBM Corp). We will display the arithmetic means of the questionnaire responses obtained from the sample and present the standard deviations to identify the degree of variation in those responses by displaying the frequencies and their percentages to identify the level of responses about the variables. The five-point Likert scale was used to identify the sample responses, and the answers will be confined between (1-5) according to the mentioned answers and five levels. The first category is confined between (1-1.80) and represents the answer, "I strongly disagree," while the second category, "disagree," is confined between (1.81-2.60). The third category, "neutral," is confined between (2.61-3.40). The fourth category, "agree," is confined between (3.41-4.20), and finally, the fifth category, "strongly agree," is confined between (5-4.21).

Results

Display of Independent Variable Analysis Results (Entrepreneurial Orientation in Management): This variable will be measured by both the administrative and financial dimensions and the organizational, planning, and engineering aspects.

The results were as follows: The administrative, financial, and accounting dimension is centered on the activities assigned to individuals who have academic qualifications in the fields of management, accounting, and finance.

It is essential that healthcare institutions impose these tasks on knowledgeable individuals in these areas and not involve doctors in such tasks since they are specialized in diagnosing diseases and prescribing appropriate treatments.

Through the questionnaire process for this dimension, Table (1) shows the questionnaire results:

Table 1: Frequency and percentage of dimensions related to the administrative, financial, and accounting side and the other dimension related to the organizational, planning, and engineering side.

No.	Variables	Measurement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	SD
1	Doctors in most Saudi Arabia healthcare institutions face administrative, financial, and accounting responsibilities, and these tasks are beyond the capabilities of the physician and may create additional pressure on them	Frequency	38	20	10	7	5	3.98	1.23
		Percentage	47.5	25	12.5	8.75	6.25		
2	The doctor is the experienced person in diagnosing and determining the diseases that patients in the community are exposed to and determines the treatment for those diseases and the recovery period needed	Frequency	42	28	4	3	3	4.28	0.99
		Percentage	52.5	35	5	3.75	3.75		
3	That the pioneering approach in managing any health or non-health institution requires assigning these tasks to people who have sufficient academic qualifications and experience in managing institutions (administratively, financially, and accounting)	Frequency	29	25	14	8	4	3.83	1.17
		Percentage	36.25	31.25	17.5	10	5		

No.	Variables	Measurement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	SD
4	The artistic, administrative, and financial profession should play their role in the areas of building designs according to their needs and determining the hypothetical, productive, and extinction ages related to each joint of the institution, including buildings, materials, and devices and this is beyond the capabilities of doctors	Frequency	35	29	10	3	3	4.12	1.02
		Percentage	43.75	36.25	12.5	3.75	3.75		
5	Administrators possess qualifications and experience that enable them to manage institutions better, and healthcare institutions, in particular, should review their management methods, including health departments, hospitals, and other healthcare centers	Frequency	30	26	13	7	4	3.88	1.15
		Percentage	37.5	32.5	16.25	8.75	5		

Through table (1): The mean value of the paragraph "Doctors in most Saudi Arabia healthcare institutions face administrative, financial, and accounting responsibilities, and these tasks are beyond the capabilities of the physician and may create additional pressure on them" was 3.98, with a standard deviation of 1.23.

The result for this paragraph was 47.5%, which represents the highest percentage among the five-point scale used according to the agreement of individuals in the studied sample. This indicates the option of "strongly agree," which suggests that doctors bear the burden of administration and its pressures, which need to be reconsidered and delegated to those with expertise and knowledge in administrative sciences.

The average value of the paragraph "The doctor is the experienced person in diagnosing and determining the diseases that patients in the community are exposed to and determines the treatment for those diseases and the recovery period needed, which the patient should adhere to, amounting to 4.28, with a standard deviation of 0.99. Thus, the result of the paragraph was 52.5%, which represents the highest percentage on the five-point scale used according to individuals' agreement on the studied sample.

The option "strongly agree" indicates that doctors are satisfied and prescribe the medication for each case. This is satisfactory and is considered the basis of health institutions on the medical and health side."

The average value of the paragraph "That the pioneering approach in managing any health or non-health institution requires assigning these tasks to people who have sufficient academic qualifications and experience in managing institutions (administratively, financially, and accounting), amounting to 3.83, with a standard deviation of 1.17. The result of the paragraph was 36.25%, which represents the highest percentage on the five-point scale used according to individuals' agreement on the studied sample. This indicates the option "strongly agree," which requires confirming the delegation of the tasks of managing health institutions to experienced and knowledgeable people in administrative sciences."

The average value of the paragraph "That artistic, administrative, and financial profession should play their role in the areas of building designs according to their needs and determining the hypothetical, productive, and extinction ages related to each joint of the institution, including buildings, materials, and devices and this is beyond the capabilities of doctors by 4.12, with a standard deviation of 1.02. Thus, the final result of the paragraph was 43.75%, which is the highest percentage on the five-point scale used according to individuals' agreement on the studied sample. This indicates the option "strongly agree," indicating the necessity of taking the opinion of experienced and specialized people in the field of management, construction, and building related to the buildings of health institutions."

The mean value of the paragraph "Administrators possess qualifications and experience that enable them to manage institutions, in general, better, and healthcare institutions, in particular, should review their management methods, including health departments, hospitals, and other healthcare centers" was 3.88, with a standard deviation of 1.15. The final result for the paragraph was 37.5%, which represents the highest percentage among the five-item scale used according to the agreement of the individuals in the studied sample. This indicates the choice of "strongly agree," which confirms the opinion of this study in adopting specialized individuals to manage all aspects of the ministry's healthcare institutions, while emphasizing the importance of respecting the medical profession and preserving its position as the basis for these services, in line with achieving goals for all parties.

Displaying the results of the dependent variable analysis (improving the quality of healthcare services as it will be measured in this paragraph through two dimensions: citizen satisfaction with the quality of healthcare services provided and the compliance of Saudi healthcare services with World Health Organization standards for healthcare services). The results were as follows:

The administrative, financial, and accounting aspect focuses on activities assigned to individuals who possess academic qualifications in the fields of management, accounting, and finance. Healthcare institutions must assign these tasks to knowledgeable individuals in these areas and not involve doctors in such tasks since they specialize in diagnosing and identifying diseases and prescribing appropriate treatment. Through the survey process for this dimension, Table (2) shows the survey results as follows:

Table 2:Frequency and percentage of dimensions related to citizen satisfaction with the quality of healthcare services provided and the other dimension, which is matching the healthcare service to the standards of the World Health Organization.

No.	Variables	Measurement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	SD
1	the services provided in Saudi healthcare institutions meet the aspirations of society and are characterized by high quality	Frequency	15	7	15	24	19	2.68	1.41
		Percentage	18.75	8.75	18.75	30	23.75		
2	the incoming auditors to the Saudi health institution receive sufficient attention and there is a smooth flow in the procedures for providing health services from entering the institution until leaving it	Frequency	16	7	19	22	16	2.81	1.39
		Percentage	20	8.75	23.75	27.5	20		
3	the health services provided in Saudi health institutions comply well with the World Health Organization standards, and their performance indicators are consistent with those standards	Frequency	15	8	13	22	22	2.65	1.45
		Percentage	18.75	10	16.25	27.5	27.5		
4	most health institutions in the world pay great attention to the World Health Organization standards related to health services, and Saudi Arabia is one of these countries	Frequency	18	12	14	21	15	2.96	1.44
		Percentage	22.5	15	17.5	26.25	18.75		

No.	Variables	Measurement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	SD
5	there is a real need to re-evaluate the management of healthcare institutions and to realistically assess the services they provide in line with the needs of society, scientific and technological developments in the health sector	Frequency	34	26	13	4	3	4.05	1.06
		Percentage	42.5	32.5	16.25	5	3.75		

Through the above Table (2): The mean value of the paragraph (that the services provided in Saudi healthcare institutions meet the aspirations of society and are characterized by high quality) was 2.68, with a standard deviation of 1.41, and the final result of the paragraph was 30%, which represents the highest percentage among the five-scale measures used according to the agreement of individuals in the studied sample, showing the option (disagreeing) and clear dissatisfaction with the services provided by Saudi healthcare institutions.

The average value of the paragraph's arithmetic means (that the incoming auditors to the Saudi health institution receive sufficient attention and there is a smooth flow in the procedures for providing health services from entering the institution until leaving it) is 2.81, with a standard deviation of 1.39. The final result of the paragraph was 42%, which represents the highest percentage among the five-point scale used based on the individuals' indicating the option (disagreeing) with the studied sample. This also shows a significant problem in the smooth flow of healthcare institutions, which affected the responses of the examined sample.

The average value of the arithmetic mean of the paragraph (that the health services provided in Saudi health institutions comply well with the World Health Organization standards, and their performance indicators are consistent with those standards) was 2.65, with a standard deviation of 1.45. The final result of the paragraph was 27.5%, which represents the highest percentage among the five-point scale used, indicating an option for disagreement and Strong disagreement, which suggests the absence of the application of World Health Organization standards.

The average value of the arithmetic means of the paragraph (most health institutions in the world pay great attention to the World Health Organization standards related to health services, and Saudi Arabia is one of these countries) is 2.96, with a standard deviation of 1.44. The final result of the paragraph was 26.25%, which represents the highest percentage among the

five-point scale used based on individuals' indicating the option (disagreeing) with the studied sample, as the option of disagreement shows that the survey analysis in this paragraph indicates that Saudi health institutions must take World Health Organization standards seriously and apply the conditions announced in its corridors correctly.

The arithmetic means the value of the paragraph suggests that there is a real need to re-evaluate the management of healthcare institutions and to realistically assess the services they provide in line with the needs of society, scientific and technological developments in the health sector, and the goal that has been set (42.5%), which reached 4.05 with a standard deviation of 1.06. The developmental result of the paragraph, which represents the highest percentage among the paragraphs of the five-point scale used according to the agreement of the individuals in the studied sample, was in favor of the option "needs improvement," which supports the necessity of reviewing the management of Saudi healthcare institutions in a way that achieves the aspirations of the society and the goals that these institutions were established for.

Hypothesis testing: Hypotheses regarding the independent variable (entrepreneurial orientation in management) and the dependent variable (health service quality) will be tested as follows.

correlation coefficient: the nature of the relationship between the two variables will be determined to know the extent of accepting or rejecting the hypothesis that there is a significant relationship between entrepreneurial orientation in healthcare management and the quality of health services provided. This will be done by using the simple correlation coefficient (Pearson), which is used to measure the direction and strength of the linear relationship between variables for the sample that was researched as follows.

Table 3: The correlation between the entrepreneurial orientation in management and the quality of healthcare services provided.

Variables	P value
The impact of entrepreneurial orientation on management the quality of healthcare services provided.	<0.0001

As seen in table (3), there is a significant positive correlation between entrepreneurial orientation in healthcare management and the quality of health services at the overall level, as the correlation coefficient value (0.68) reached a significance level of (0.05). Here, the research hypothesis can be accepted, indicating that there is a significant relationship between entrepreneurial orientation in management and the quality of health services. This suggests that relying on the principle of specialization in managing Saudi healthcare institutions will achieve the goals of healthcare institutions that suffer from many problems in providing services, as well as other internal problems related to financial and institutional management.

Table 4: The impact of entrepreneurial orientation in management on the quality of healthcare services provided.

Variables	Fixed limit	t-value	Regression coefficient	f-value	Correlation coefficient R	P value
The impact of entrepreneurial orientation on management	1.58	23.17	0.82	37.4	0.68	<0.0001

Regression analysis: We observe in table number (4) when comparing the calculated (F) value with the tabulated (F) values at the two significant levels (0.05) and (0.01) for the overall analysis level to identify the effect of the independent variable (leadership orientation in management) on the dependent variable (quality of healthcare services provided): It is clear from the above table (4) that the calculated (F) value was (37.4), which is a significant value, indicating that there is a significant effect of the independent variable (leadership orientation in management) on the dependent variable (quality of healthcare services provided) when analyzing the opinions of the research sample. The determination coefficient (R²) value was (0.82), and the constant value was (1.58), while the calculated (t) value was (23.17), which indicates that it is a significant value at a significance level of (0.05).

Therefore, it can be said that there is a statistically significant effect of the independent variable (leadership orientation in management) on the dependent variable (quality of healthcare services provided), as an increase in the independent variable by one unit leads to an increase in the slope by (0.68) units.

Based on the above, it can be concluded that the results of the analysis provide sufficient support for accepting the hypothesis of the effect, which states that there is a statistically significant effect of leadership orientation in management on the quality of healthcare services provided.

Conclusions and Recommendations

Conclusions

Based on the above, the researcher concludes:

- Most of the problems facing healthcare institutions in Saudi Arabia that affect the level of healthcare services provided are due to weak management.
- Heavy reliance on doctors to make important administrative and financial decisions that are outside their scientific qualifications and specialties in the workplace.
- Neglecting the role of administrative and financial competencies and limiting their role in managing healthcare institutions at all levels and not giving them the real role

of contributing to and supervising the management of Saudi Arabia's healthcare institutions.

Recommendations

The researchers recommend the following:

- The Saudi Arabia Ministry of Health should focus on giving opportunities to administrative professionals to manage healthcare institutions to improve the reality of healthcare services to ambitious levels.
- The necessity to reduce reliance on the medical staff, including doctors or those holding medical specialties, in managing the healthcare institution, especially in administrative and financial aspects.
- The necessity to review the method of managing healthcare institutions in a real way and to realistically evaluate the services provided by these institutions in line with the needs of society and scientific and technological developments in the healthcare field and the goal for which they were established.

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