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The Impact of Strategic Leadership and Its Role in Achieving Sustainable Development within Economic Institutions in the Kingdom of Saudi Arabia

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Abstract*— The practice of strategic leadership in institutions contributes significantly to achieving the ability to disseminate and understand strategies, realizing good performance and accurately evaluating it. Hence, the proposed plan is titled "The Impact of Strategic Leadership and Its Role in Achieving Sustainable Development within Economic Institutions in the Kingdom of Saudi Arabia." This study aims to elucidate the focus of sustainable development on achieving a better future for everyone, addressing global challenges such as poverty, inequality, climate change, safety, and justice. This necessitates the presence of strategic leadership with a visionary outlook that aligns with this rapid environmental change to achieve sustainable development and reach a sustainable future.

Keywords: Leadership, Strategic Leadership, Sustainable Development, Economic Institutions.

I. INTRODUCTION

Strategic leadership constitutes a pivotal axis in both public and private institutions across all their activities. Through strategic leadership, individuals are guided and directed toward achieving specific objectives. Additionally, it involves continuous interactive relationships between leaders and subordinates. Thus, leadership serves as a link between future plans and goals, striving to realize these plans. Its role extends to developing and enhancing positive aspects within the organization, addressing and rectifying negative facets. Consequently, leadership aids in directing the behavior of employees towards the attainment of the institution's outlined objectives.

Within the framework of effective leadership styles, sustainable leadership stands out as a novel approach aiming to achieve outstanding results and maintain them. It fosters creativity and innovation in the workplace by adopting a clear vision and sustainable long-term direction. The application of sustainable leadership seeks to create a developmental strategy with the goal of influencing individuals and assuming responsibility towards them.

The practice of strategic leadership within organizations contributes to the dissemination and understanding of strategies at all levels. It also ensures good performance, precise performance evaluation, and allows managers to continuously monitor and review the institution's situation. In the modern era characterized by rapid changes and developments, particularly in the financial and business sectors, the presence of strategic leadership becomes imperative. Leaders must possess the skills and capabilities to adopt future visions to confront the requirements of change. All of this contributes to redirecting institutions strategically, fostering sustainable development.

A. Problem Statement

Sustainable leadership, as a leadership paradigm, contributes to preserving available resources and working to avoid their unjustified depletion. This method effectively focuses on individuals with a strategic mindset in their work, aiming to influence others and propel them towards active participation by clarifying their roles and responsibilities in achieving social development. Additionally, the application of sustainable leadership extends beyond being merely a new approach involving a set of organizational actions or behaviors. It is an ethical behavior that contributes to influencing others and assisting them in achieving optimal results that would be challenging without relying on this leadership style.

This leadership style is designed to actively engage individuals with a strategic mindset, fostering their impact on others and driving them towards effective participation. By elucidating their roles and responsibilities in realizing social development, sustainable leadership not only avoids the unjustified depletion of resources but also distances organizations from harmful negative practices in general.

Moreover, sustainable leadership is not confined to being a new style that encompasses a set of procedures or behaviors adopted by the organization. Instead, it is an ethical behavior that contributes to influencing others and assisting them in achieving the best results that are difficult to attain without relying on this approach.

In this context, sustainable development seeks to focus on achieving a better and more sustainable future for everyone. It addresses global challenges, including poverty, inequality, climate change, environmental degradation, peace, and

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justice. Promoting these objectives at the local level implicitly means aligning these goals, their purposes, and indicators with the situations and conditions within the public policy planning and implementation of countries. In reality, the framework of Sustainable Development Goals involves adopting interactive strategies and policies at the socio-economic and environmental levels to achieve balance and sustainability in development. Thus, achieving this goal necessitates the presence of supportive strategic leadership for development objectives. The primary aim of strategic leadership is to focus on productivity, and consequently, to develop an environment where employees anticipate motivation towards working on the organization's needs within their work context.

B. Research Questions

The main question: What is the impact of strategic leadership and its role in achieving sustainable development within economic institutions in the Kingdom of Saudi Arabia?

The main question branches out from the following sub-questions:

The first sub-question: What is the reality of applying strategic leadership within economic institutions in the Kingdom of Saudi Arabia?

The second sub-question: What is the impact of achieving sustainable development on economic institutions in the Kingdom of Saudi Arabia?

The third sub-question: What is the relationship between applying strategic leadership to achieving sustainable development in the Kingdom of Saudi Arabia?

C. Research Objective

The study aims to shed light on the role of strategic leadership in achieving sustainable development within economic institutions in the Kingdom of Saudi Arabia. In order to achieve the research goal, it seeks to identify:

- The nature and idea of strategic leadership.
- Sustainable development and the importance of achieving it in Saudi society in general, and on economic institutions in particular
- The relationship between strategic leadership and achieving sustainable development.

D. Study Hypotheses

The study aims to test a coherent set of hypotheses related to the research problem and consistent with its objectives and methodology. It has been formulated as follows:

Main hypothesis:

Strategic leadership represents a leadership approach that contributes to preserving available resources and working not to exhaust them unjustifiably, and thus staying away from negative practices that are harmful to organizations in general, as this approach focuses effectively on those individuals who are characterized by a strategic logic in work, which contributes to this. In influencing others, pushing them towards effective participation, achieving development and social development, and thus achieving sustainable development.

A number of the following sub-hypotheses branch out from this main hypothesis

A. The first sub-hypothesis: There is a statistically significant relationship between the application of strategic leadership and improving productivity in economic institutions in the Kingdom of Saudi Arabia.
B. The second sub-hypothesis: There is a statistically significant relationship between achieving sustainable development and improving economic institutions in the Kingdom of Saudi Arabia.
C. The third sub-hypothesis: There is a statistically significant relationship between strategic leadership and achieving sustainable development in the Kingdom of Saudi Arabia.

E. Research Importance

The continuous change and development of business sectors has led countries to seek and encourage sustainable development because everyone needs to reach these ambitious goals. Creativity, knowledge, technology and financial resources from all of society are essential to achieving sustainable development goals in every context, and thus the Kingdom of Saudi Arabia places sustainable development at the top of its priorities in accordance with its specificity and constants.

Organizations that have effective leadership practices can help enhance performance as they will be able to make a change in the business environment. Thus, organizations are a reflection of their high-level leaders, through their effective skills. Leadership skills affect the level of overall performance in the organization. Because the leader is the one who moves the efforts and directs the energies to achieve the best levels of achievement. Administrative leadership is characterized by its effectiveness and continuity in the relationship between the boss and the subordinate. In this process, the subordinates can act according to the degree of their influence by the leadership style practiced by the boss, and this in turn is considered feedback from which the leader benefits in improving his decisions in the future. .

In order for any system to change in any institution, this change must be based on foundations and with a systematic and clear plan for all members of this project or institution, to achieve the desired goal of this change. Otherwise, the change will not have any benefit, but will harm the project and the goal will not be achieved.

Strategic leadership also contributes to the fact that it is the link between employees and the company’s plans and future visions. It works to strengthen the positive forces in the company and reduce the negative aspects as much as possible, control and solve work problems, and resolve disputes and weigh between opinions.

The importance of strategic leadership in organizations lies

in the fact that it contributes to building an organized strategy that achieves long-term success and prosperity, the ability to deal with different types of individuals inside and outside the company, and to coordinate with parties that have not previously interacted. Here lies the importance of strategic leadership and its major role in managing this change, whether it is a change in the work system or in the goals of the work itself or any change that occurs to a specific group of employees. Change is not change unless the mission is successful and the goal is reached. Thus, strategic leadership supports the effective implementation of the strategy. Business in the organization and without proper leadership, organizational strategies remain ink on paper.

Thus, applying strategic leadership concepts helps achieve sustainable development, represented by continuous development, improvement, or modernization, within the framework and field in which it is used. In light of this, there has been a noticeable increase in global interest in sustainable development, in view of the goals it seeks to achieve, the areas in which its problems are addressed, and its human, social and economic dimensions.

From this standpoint, the importance of the study stems from the importance of the topic it addresses, as it is an effective and vital topic at the international level, as a result of the effective role it contributes to achieving development and progress related to sustainable leadership, and thus this research is considered a scientific and practical addition to the field of research.

II. TERMINOLOGY

The concept of sustainable development.

It is a continuous, dynamic process that emanates from the entity and includes all directions. It is, as a steady process, generally aimed at changing social structures, modifying roles and positions, and mobilizing intentional potentials after monitoring and directing them towards achieving the goal of changing the intellectual and value-based data and building the foundations of the modern state, through the solidarity of the strong to translate Scientific development plans into effective projects whose outputs lead to the desired changes.

III. RESEARCH METHODOLOGY

In order to solve the research problem and in pursuit of achieving its objectives, the research method relies on the descriptive analytical approach, as the descriptive approach relies on presenting theoretical concepts related to describing the phenomenon, and collecting, analyzing and interpreting information related to the dimensions of strategic leadership and its role in achieving sustainable development within economic institutions in the Kingdom of Saudi Arabia. By reviewing the literature from its various sources, represented by books, articles, and scientific dissertations, whether Arabic or foreign, and in order to clarify the relationship between the research variables, the independent variable (dimension of strategic leadership) and the dependent variable (sustainable development), reliance may be placed on preparing and designing a questionnaire and distributing it to the community. The study and its transcribing through the use of statistical packages software.

The statistical package program (SPSS) is relied upon to prove or reject the hypotheses related to the research. This is according to the calculation of frequencies and proportions and to determine the responses of the sample members, where statistical analysis procedures are followed, and the methods that were used to achieve the research objectives, starting with the Alpha Cronbach test to measure the stability and validity of the content of the study questionnaire and internal consistency, and the alpha reliability coefficient is also used. Cronbach in order to measure internal validity and consistency coefficients, as well as to determine the procedures and methods of statistical analysis that he followed in terms of descriptive statistics, frequencies, percentages, weighted arithmetic averages, standard deviation, coefficient of variation and ranking in order to determine the characteristics of the study sample and illustrative graphs.

In addition to using the Pearson Correlation Coefficient, statistical treatments are carried out on the data collected from the questionnaire for the research. The variables and data were coded and then transcribed into the computer, according to the Statistical Package for Social Sciences (SPSS) program. Sciences; To obtain the results of the study.

A. Data and Methodology

Types of data: This study relies on collecting data from primary and secondary sources, which contributes to achieving the goal of the study and arriving at results about the phenomenon under research and study. The data is represented in the following:

Primary sources: These are the data available from the questionnaire list as one of the scientific research tools. This primary data is also collected through the opinions of the sample, and integrated into the application to make the respondent aware of its purpose, components, accuracy, clarity, consistency, unity of direction of movement of the scale, and its type in form and style that serves the objectives and hypotheses of the study.

Then, reliance is placed on the analytical method to determine the role of applying the dimensions of sustainable leadership in achieving organizational excellence in public education schools in Medina, so that this analysis helps serve the objectives and hypotheses of the study.

Secondary sources: To learn about the theoretical framework of the research, studies, articles, dissertations, and scientific books devoted to the subject were reviewed.

B. Data Collection and Sampling Method

Data collection tools are of great importance in the scientific research process as they are the important means upon which all sciences rely in collecting information and facts about the subject under study. The accuracy and validity

of the results reached depend on the accuracy of the tools used and their degree of credibility

This study will rely on the questionnaire tool, which is a major tool of scientific research, which is a set of written questions related to the phenomenon of the study that the respondent is asked to answer, and to obtain information or the opinions of the respondents about the phenomenon. The questionnaire represents an effective means of collecting data and obtaining information. And then measure the variables to be studied.

C. Study Variables:

Independent variable: strategic leadership.
Dependent variable: sustainable development.

Search Limits

Objective Limits: The role of the research is limited to addressing the topic of strategic leadership and its role in achieving sustainable development within economic institutions in the Kingdom of Saudi Arabia.

Spatial Boundaries: The role of research in application is limited to economic institutions in the Kingdom of Saudi Arabia.

Time Limits: The role of research is limited to application during the academic year 2023-2024.

D. Previous Studies

The most important previous studies that could be found related to the research topic are presented and analysed, with the aim of identifying what previous researchers have achieved, analyzing the results of their studies, and extracting some research points, thus drawing out the research gap.

A study (Tariq Maatouq, 2022), which came under the title "The Impact of Strategic Leadership Practices on Achieving Sustainable Development: A Field Study on Al-Madar Al-Jadeed Company - Tripoli, research published in the Journal of Economic and Business Studies. The study aimed to identify the impact of strategic leadership practices on achieving development. Sustainable, the study relied on the descriptive analytical approach as it is the appropriate approach in achieving the objectives of the study. A questionnaire was designed and distributed to a sample of (36) individuals corresponding to the study's answers and questions. The study reached many results, including:

The level of strategic leadership dimensions in the company under study was high, and the level of achieving sustainable development in the company was high.

- There is a statistically significant relationship between strategic leadership practices and achieving sustainable development in the company under study.

The study recommended the need to work on creating a unit or department called the Sustainable Development Department whose primary goal is to enhance the concept and goals of sustainable development in the company under study, through holding seminars, meetings and workshops, and also paying greater attention to including comprehensive quality strategies in supporting production and marketing functions. This is to increase the company's economic effectiveness and reduce risks.

A study (Fidaa Abdel Hamid, Fayez Jumaa, 2020) entitled Strategic Leadership and its Role in Achieving the Smart Organization - A Case Study of the Palestinian Cellular Telecommunications Company Jawwal. The study aimed to determine the role of strategic leadership in achieving the smart organization in the Palestinian Cellular Telecommunications Company, and the study relied on the descriptive approach. Analytical The study relied on designing and distributing a questionnaire that was distributed to the target group (49) employees. After collecting and sorting the questionnaire, it was found that (40) questionnaires were valid and were subject to statistical analysis. The study reached many conclusions, including:

- The Palestine Telecommunications Company pays great attention to the company's strategic leadership, works to prepare young future leaders and encourages a culture of collective community work.
- The Palestinian Telecommunications Company pays great attention to monitoring technological developments and changes, as well as the development of consumer needs, and acts in a timely manner to confront these developments and changes.

The Palestinian Telecommunications Company needs to make many efforts to change in order to become more effective.

The study recommended the necessity of paying attention to employee participation when developing any change plan and providing a stimulating organizational atmosphere in order to bring about the required change in the Palestine Telecommunications Company. It is necessary for the Palestinian company to have a clear vision of the goals and results of change and for the company's employees to be informed of them

E. Comment on Previous Studies

Through the presentation and analysis of previous studies, it was revealed that there are many studies that dealt with the topic of strategic leadership. This is due to the extent of the importance that strategic leadership contributes to the success of institutions by directing and motivating employees and workers towards work and thus increasing productivity. Thus, sustainable leadership represents a global political engine that directs the future. Nations economic and strategic progress, continuity and continued success

Therefore, all countries seek to adopt strategies towards working to establish mechanisms and use methods that contribute to achieving strategic leadership in economic institutions, as shown by many studies that dealt with the topic of sustainable development. The interest in this topic is due to the importance of its role in providing decent work for all and promoting growth. Steady, comprehensive and sustainable economic development.

Perhaps the most important thing that distinguishes the

current study from previous studies is that it deals with a vital and effective topic that is still under research and study, which is studying the impact of the relationship between the application of strategic leadership and achieving sustainable development. Thus, this study seeks to achieve the goal of the study (Maatouq, 2022), but it is distinguished Our study about it seeks to study the impact of the relationship between (strategic leadership and achieving sustainable development), in addition to that our study differs from it in terms of the application environment and the study sample, as our study is applied in the Saudi environment and is limited to economic institutions.

The economic sector is one of the main dimensions that the vision of sustainable development focused on. In light of the researcher's knowledge, this topic needs to be studied in order to identify the impact of the relationship between strategic leadership, as this is a topic that previous studies have not dealt with before, and this is considered the most important thing that distinguishes The current study differs from the previous study, which is worthy of study and research.

F. Study Plan

In order to achieve the goal of the study and work to solve the study problem, the study was divided as follows:

Introduction: Introduction and theoretical framework.

Chapter One: The reality and dimensions of strategic leadership.

The first topic: The basics of strategic leadership.

The first requirement: The concept and importance of strategic leadership.

The second requirement: Objectives and characteristics of strategic leadership.

The second section: Principles and dimensions of strategic leadership.

The first requirement: principles of strategic leadership.

Chapter Two: Dimensions of strategic leadership and future vision

Chapter Two: Sustainable Development.

The first topic: The basics of sustainable development.

The first requirement: the concept of sustainable development.

The second requirement: The importance and goals of sustainable development.

The second topic: the dimensions of sustainable development and the requirements for achieving it.

The first requirement: eliminating sustainable development.

The second requirement: sustainable development results at the local and global levels.

Chapter Three: The relationship between strategic leadership and achieving sustainable development in economic institutions in the Kingdom of Saudi Arabia.

The first topic: the state's efforts to achieve sustainable development in economic institutions.

The first requirement: An overview of the nature of economic institutions in the Kingdom of Saudi Arabia.

The second requirement: the state's vision for achieving sustainable development.

The second topic: The impact of the relationship between strategic leadership and achieving sustainable development in the Kingdom of Saudi Arabia.

The first requirement: The impact of strategic leadership on the performance of economic institutions.

The second requirement: The impact of the strategic relationship on achieving development goals in economic institutions in the Kingdom of Saudi Arabia.

Chapter Four: Applied study.

Chapter Five: Discussing the results and presenting recommendations.

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