

Entrepreneurship in Saudi Nursing: A Systematic Review of Implementation and Outcomes in Privatization Era

Azizah Alsaeda¹, Noor Ahmed Mohammed Alfaqeeh², Rasha Sanad Alqarni³, Saleh Saeed Saeed Alzahrani⁴, Fauziah Ali Mohd Asiri⁵, Zaid Ali Ahmed Malhan⁶, Salem Safar Al Saedi⁷, Mada Ibrahim Hamzi⁸, Khadijah Mohammed Zaeri⁹, Alghareeb Mohammed Alghareeb Asiri¹⁰, Salem Ali Salem Aloudah¹¹
Walaa Homad Mohammad Hakami¹²

1. Ahad Rufida Hospital
2. Alkhadra Primary Health Care Center, Makkah Healthcare Cluster
3. Khamis Mushait Maternity and Children Hospital
4. Nursing Technician
5. Abha Maternity and Children Hospital
6. Jazan General Hospital
7. King Salman Medical City, Madinah
8. Abu Arish General Hospital
9. Prince Mohammed Bin Nasser Hospital
10. Muhayil General Hospital
11. Baqa General Hospital
12. Prince Mohammed Bin Nasser Specialized Hospital

ABSTRACT

Background: This systematic review explores the effect of healthcare privatization in Saudi Arabia, mainly focusing on the emergence of nursing entrepreneurship as an important aspect of the privatization era. In placement with Saudi Arabia's Vision 2030 enterprise, the healthcare sector has endured a transformation, making new opportunities for nurses to enlarge their roles beyond traditional clinical locations and engage in entrepreneurial ventures.

Aim: The aim of current systematic review is to examine the entrepreneurship in Saudi nursing and its impact on implementation and Outcomes in Privatization Era.

Method: The evaluation is based on 12 recent studies, including literature reviews, policy analysis, case studies, and empirical research engaging both qualitative and quantitative methodologies. Studies were particular from databases such as Google Scholar, ResearchGate, and PsycINFO, focusing on healthcare privatization, public-private partnerships (PPPs), and nursing entrepreneurship in the setting of Vision 2030.

Results: The outcomes specify that healthcare privatization in Saudi Arabia has improved efficiency and service transfer in some subdivisions but poses challenges in equity and access. Nurse-led entrepreneurial initiatives, such as telemedicine and home healthcare, have enhanced access to care, mostly in underserved areas. Though, barriers like cultural resistance, limited business skills, and regulatory challenges hinder the full potential of nursing entrepreneurship. The change aligns

with Saudi Arabia's Vision 2030, causal to job creation, innovation, and the divergence of the healthcare sector.

Conclusion: This review concludes that though healthcare privatization offers significant chances for innovation and service delivery improvements, it also presents challenges that need to be addressed through policy improvements and educational initiatives. By equipping nurses with business management skills and fostering a loyal entrepreneurial environment, the healthcare system can advantage from nurse-led initiatives that enhance convenience and quality of care. The results contribute valuable insights into the developing role of nurses in Saudi Arabia's privatized healthcare system, signifying that nursing entrepreneurship is a important factor in attaining the goals of Vision 2030.

Keywords: Entrepreneurship, Implementation, Privatization Era, Saudi Nursing, Systematic Review.

1. Introduction

Saudi Arabia's Vision 2030 inventiveness aimed at decreasing reliance on oil and fostering economic diversification, has meaningfully impacted the healthcare sector, especially the nursing profession. The increasing emphasis on privatization has released new entrepreneurial opportunities for nurses, inspiring them to expand outside traditional clinical roles and engage in leadership within healthcare ventures (Alqahtani, 2024; Chowdhury, Mok & Leenen, 2021). Nurses are now exploring numerous entrepreneurial avenues, such as founding particular clinics, as long as telemedicine services, contribution home healthcare, and developing wellness programs (Alharthi et al., 2023; Sharahili et al., 2023; Ahmad et al., 2024). This change is intended to improve healthcare convenience and address critical needs, particularly in underserved areas. The government has supported nursing entrepreneurship by executing policies that reduce regulatory barriers, improve financing access, and provide professional training. These determinations have created an environment where nurses can innovate and establish independent healthcare services, contributing to a more effective healthcare system. Nurse-led businesses, such as home healthcare services and telemedicine, can influence underserved communities, offering modified care where traditional services may be lacking (Alshammari, 2024; Abdullah Alshammari et al., 2023; Alqahtani, 2022).

Entrepreneurship in nursing has also remained linked to increased job fulfillment and empowerment. Nurses who lead their individual ventures practice greater autonomy, control over their work, and professional growth (Alruwaili et al., 2023; Almalki et al., 2023; Alselaml et al., 2023). This autonomy permits nurses to tailor their services to align with their values and goals, subsidizing to higher job satisfaction and providing financial rewards. These new roles also line up with national goals for economic diversification, creating jobs and fostering innovation in healthcare (Melnik & Tim Raderstorf, 2024; Giuliano et al., 2022; Ubochi et al., 2021; Soder et al., 2021).

Though, challenges remain. Cultural and organizational barriers, such as the

Azizah Alsaeda, Noor Ahmed Mohammed Alfaqeeh, Rasha Sanad Alqarni, Saleh Saeed Saeed Alzahrani, Fauziah Ali Mohd Asiri, Zaid Ali Ahmed Malhan, Salem Safar Al Saledi, Mada Ibrahim Hamzi, Khadijah Mohammed Zaeri, Alghareeb Mohammed Alghareeb Asiri, Salem Ali Salem Aloudah, Walaa Homad historical view of nursing as primarily clinical and caregiving, can hinder nurses from pursuing entrepreneurial roles. Many nurses lack training in occupational management, marketing, and finance, which are crucial for running autonomous practices (Anderson & McKenzie, 2022; Fraser, Quail & Simkins, 2021). To address these challenges, nursing education programs are incorporating business skills and entrepreneurship training, helping nurses build the competencies mandatory for accomplishment in these roles. Mentorship and partnerships with recognized entrepreneurs also provide valued care to nurse entrepreneurs. By means of the culture around nursing evolves, the acceptance of entrepreneurial roles in healthcare is expected to grow, further allowing nurses and enhancing the healthcare system.

Objectives

1. To assess the role of government policies and initiatives in supporting or obstructing nurse entrepreneurship, including controlling alterations, access to subsidy, and training opportunities.
2. To evaluation the practical steps and strategies involved in the implementation of nurse-led healthcare services, including challenges faced regulatory support, and resource availability.
3. To recognize cultural and recognized challenges that nurse's aspect when transitioning into entrepreneurial roles, and how these obstructions can be incredulous through education, mentorship, and institutional support.
4. To discover the long-term possible and sustainability of entrepreneurship in nursing inside the setting of Saudi Arabia's comprehensive healthcare modification efforts underneath Vision 2030.

Aim of Current Study:

The aim of current systematic review is to examine the entrepreneurship in Saudi nursing and its impact on implementation and Outcomes in Privatization Era.

2. Method

The standards of the Preferred Reporting Items for Systematic Reviews (PRISMA) were adhered to by this systematic review.

Identifying Studies through Search Methods

A systematic search was carried out across databases and platforms like as Google Scholar, ResearchGate, and PsycINFO for studies published between 2020 and 2024. The aim was to explore methods for evaluating the effects of new health regulations on nursing entrepreneurship and related healthcare services. The focus was on understanding how these initiatives enhance patient care quality, expand healthcare accessibility, and contribute to health equity in the context of KSA.

Inclusion and Exclusion Criteria

The enclosure criteria for this evaluation attentive on studies published between 2020 and 2024 in English or Arabic, addressing nursing entrepreneurship, healthcare

privatization, or related reforms, with a particular emphasis on Saudi Arabia and the Vision 2030 framework. Relevant research included peer-reviewed articles, case studies, and reports examining the implementation, challenges, and outcomes of nurse-led ventures. Exclusion criteria ruled out studies published before 2020, those dissimilar to nursing or entrepreneurship, lacking empirical data, or geographically irrelevant to Saudi Arabia or broader global trends. Moreover, opinion pieces, editorials, and inaccessible full-text articles were excluded to ensure rigor and relevance.

Table 1 Syntax Search and Search Data Base

No	Database	Syntax Title	Year (2020-2024)	No of Researches
1	Scopus	“Entrepreneurship” “Saudi Nursing” “Implementation” and “Privatization Era” “The entrepreneurship in Saudi nursing and its impact on implementation and Outcomes in Privatization Era.”	2020-2024	2590
2	Google Scholar	“Entrepreneurship” “Saudi Nursing” “Implementation” and “Privatization Era” “The entrepreneurship in Saudi nursing and its impact on implementation and Outcomes in Privatization Era.”	2020-2024	3280
3	PubMed	“Entrepreneurship” “Saudi Nursing” “Implementation” and “Privatization Era” “The entrepreneurship in Saudi nursing and its impact on implementation and Outcomes in Privatization Era.”	2020-2024	3487

Statistics from the Data Base

The study utilized Google Scholar, Research Gate and PsycINFO databases to find relevant research publications from 2020-2024. The maximum significant articles were found in Google Scholar 3280 and PubMed had 3487 while Scopus had 2590 and illustrative thoroughness in the scientific search. The total researches were searched as 9357. Systematic Review Criteria for examining the impact of new health principles on supportive hospital departments, concentrating on refining patient care quality.

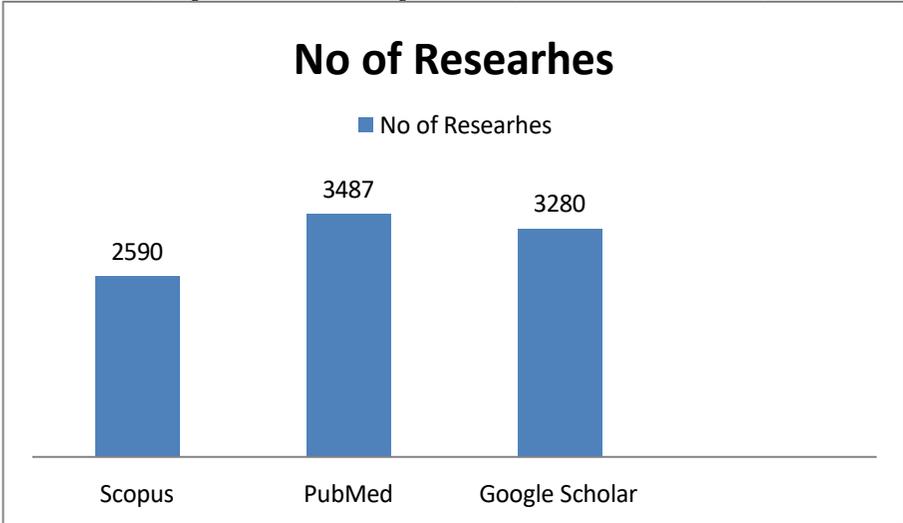


Figure 1

Gathering and Analysing Data

By means of PRISMA criteria, the researcher conducted an independent evaluation to gather relevant studies on nursing entrepreneurship in Saudi Arabia during the privatization era. The study process began with an initial screening of titles and abstracts, excluding studies that did not align with the inclusion criteria, such as those unrelated to nursing entrepreneurship, healthcare privatization.. Following, full-text screening was performed on potentially relevant publications, further eliminating studies that lacked empirical data, geographical relevance, or thematic alignment. Causes for exclusion at each stage were documented and included in the study selection flow diagram to ensure transparency and adherence to systematic review protocols.

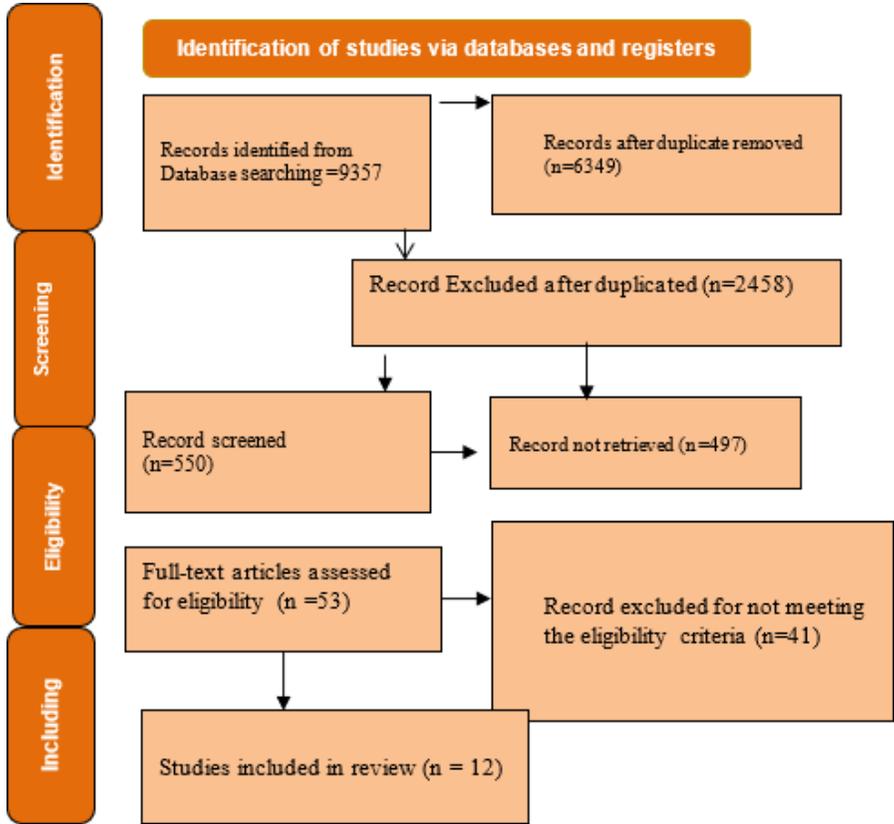


Figure 2 PRISMA 2020 flow diagram for new systematic reviews which included searches of databases and databases

3. Result

Quality Assessment

The restricted within studies were evaluated for quality and methodological rigor using suitable instruments, such as the Joanna Briggs Institute Critical Appraisal Checklist for different research designs. The assessment took into account variables including sample size, data gathering techniques, research design, and potential biases. The quality assessment led to the exclusion of certain studies, but the results were nonetheless interpreted considering the strengths and limits of the respective methods.

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Table 2 Assessment of the literature quality matrix

Sr #	Author(s)	Selection of Studies	Literature Coverage	Method Description	Findings Description	Quality Rating
1	Alkhamis, A., et al.	Studies on healthcare privatization and challenges in Saudi Arabia.	Comprehensive, focused on Vision 2030 reforms.	Literature review of opportunities and challenges.	Identified regulatory barriers and resource constraints.	High
2	Almaged, S.	Policies and practices of privatization in Saudi healthcare.	Focused on Saudi privatization policies.	Qualitative analysis of policy documents and interviews.	Explored strategic alignment and systemic challenges.	Medium
3	Khan, C., & Nasrulludin, V.	Public-private partnerships and corporatization studies.	Detailed coverage of Saudi healthcare reforms.	Cross-sectional analysis of healthcare projects.	Highlighted governance needs in partnerships.	High
4	Rahman, R.	Studies on healthcare privatization and equity issues.	Broad coverage of privatization impacts.	Literature review.	Emphasized equity and access challenges in privatization.	Medium
5	Asquer, A., & Alzahrani, A.	Studies on commercialization in healthcare and education.	Comparative with global case studies.	Comparative analysis.	Showed risks of inequity without safeguards.	Medium
6	Al-Hanawi, M. K., et al.	Public-private partnership barriers in healthcare.	Comprehensive stakeholder analysis.	Mixed methods with qualitative and quantitative approaches.	Identified cultural resistance and regulatory complexities.	High
7	Sajjad, R., & Qureshi, M. O.	Healthcare system evolution in Saudi Arabia.	Historical, current, and future analysis.	Descriptive analysis of healthcare systems.	Highlighted Vision 2030's potential for system modernization.	Medium
8	Al-Nozha, O. M.	Impact of healthcare reforms on stakeholders.	Stakeholder-centric approach.	Qualitative study with interviews.	Showed efficiency improvements but need for greater engagement.	High
9	Osama, A. J., & Adam, S.	Social entrepreneurial behavior studies in healthcare.	Systematic review with a decade-long focus.	Systematic literature review.	Linked entrepreneurship to Vision 2030 goals.	High
10	Mani, Z. A., & Goniewicz, K.	Vision 2030's impact on healthcare in Saudi Arabia.	Comprehensive evaluation of reforms.	Policy and reform analysis.	Demonstrated improved healthcare efficiency and access.	High
11	Ajoud, M. E. K., & Ibrahim,	Sustainability practices in public healthcare.	Sustainability-focused coverage.	Quantitative study on public	Showed operational and service quality	Medium

	A.I.H.			institutions.	improvements.	
1 2	Al Shamlan, A. E.	Leadership practices linked to Vision 2030 reforms.	Leadership-centric, higher education focus.	Qualitative case study.	Highlighted resilience as critical for implementing reforms.	Medium

Study Selection

Two autonomous reviewers screened retrieved studies for eligibility, then reviewed full-text articles against inclusion and exclusion criteria, with disagreements resolved over discussion or consultation with a third reviewer.

Table 3 Selected Studies for SR (Systematic Review)

No	Author(s)	Research Title	Year
1	Alkhamis, A., et al.	Privatization of Healthcare in Saudi Arabia: Opportunities and Challenges	2021
2	Almaged, S.	Assembling Privatization Policy and Practice in Saudi Arabia	2020
3	Khan, C., & Nasrulddin, V.	Privatization, Corporatization, and Public-Private Partnership in the Kingdom of Saudi Arabia	2022
4	Rahman, R.	The Privatization of Healthcare System in Saudi Arabia	2020
5	Asquer, A., & Alzahrani, A.	Public Services Reforms in Neo-Patrimonial Systems: The Commercialization of Healthcare and Education	2020
6	Al-Hanawi, M. K., et al.	Barriers to the Implementation of Public-Private Partnerships in the Healthcare Sector in Saudi Arabia	2020
7	Sajjad, R., & Qureshi, M.O.	An Assessment of the Healthcare Services in the Kingdom of Saudi Arabia: An Analysis of the Systems	2020
8	Al-Nozha, O. M.	Key Aspects of the Saudi Healthcare System Reform and the Potential Impact on Stakeholders	2024
9	Osama, A. J., & Adam, S.	The Antecedents and Driving Factors of Social Entrepreneurial Behavior in Saudi Arabia	2024
10	Mani, Z. A., & Goniewicz, K.	Transforming Healthcare in Saudi Arabia: A Comprehensive Evaluation of Vision 2030's Impact	2024
11	Ajoud, M. E. K., & Ibrahim, A.I.H.	The Impact of Sustainability Practices on Healthcare Institutions	2024
12	Al Shamlan, A. E.	Resilient Leadership: A Study Connecting Saudi Vision 2030 and the Higher Education Sector	2023

Study Database

A systematic search of electronic databases identified 9357 records. After removing duplicates, 12 unique records were assessed for eligibility based on titles and abstracts.

Data Extraction

For valuation, a uniform data extraction form was generated. Key findings, participant characteristics, research characteristics (authors, publication year), and any additional pertinent information were retrieved by two reviewers separately from the selected papers. Consensus was used to settle differences.

Table 4 Research Matrix

No	Author, Year	Aim of Study	Methodology	Sample	Setting	Conclusion
1	Alkhamis et al., 2021	To examine opportunities and challenges in healthcare privatization in Saudi Arabia.	Literature review	N/A	Saudi Arabia	Privatization offers potential for efficiency but faces challenges like regulatory barriers and resource constraints.
2	Almaged, 2020	To analyze privatization policies and practices in Saudi Arabia's healthcare system.	Qualitative (Doctoral Dissertation)	Policy documents and expert interviews	Saudi Arabia	Privatization is reshaping healthcare delivery, requiring strategic policy alignment.
3	Khan & Nasrulddin, 2022	To assess privatization, corporatization, and public-private partnerships in healthcare.	Cross-sectional analysis	20 public-private healthcare projects	Saudi Arabia	Public-private partnerships can enhance service delivery but require robust governance.
4	Rahman, 2020	To explore the privatization of Saudi Arabia's healthcare system.	Literature review	N/A	Saudi Arabia	Privatization supports healthcare reform but must address equity and access.
5	Asquer & Alzahrani, 2020	To evaluate commercialization of healthcare and education in Saudi Arabia.	Comparative analysis	Saudi global studies	Saudi Arabia and other regions	Commercialization fosters service efficiency but risks unequal access without safeguards.
6	Al-Hanawi et al., 2020	To identify barriers to public-private partnerships in healthcare.	Mixed methods	40 stakeholders (policy makers, healthcare providers)	Saudi Arabia	Barriers include cultural resistance, regulatory complexities, and funding challenges.
7	Sajjad & Qureshi, 2020	To analyze the evolution of Saudi Arabia's healthcare systems.	Descriptive analysis	Healthcare systems (historical and current)	Saudi Arabia	Vision 2030 reforms aim to modernize healthcare but require overcoming systemic challenges.
8	Al-Nozha, 2024	To explore the impact of healthcare reforms on stakeholders.	Qualitative study	30 stakeholders (patients, providers, administrators)	Saudi Arabia	Reforms improve efficiency but require greater stakeholder engagement and transparency.
9	Osama Adam, 2024	To investigate factors driving social entrepreneurship	Systematic literature	50 studies	Saudi Arabia	Social entrepreneurship

No	Author, Year	Aim of Study	Methodology	Sample	Setting	Conclusion
		entrepreneurial behavior in healthcare.	review		and global context	aligns with Vision 2030 goals, fostering innovation in healthcare.
10	Mani Goniewicz, 2024	& To evaluate the impact of Vision 2030 on Saudi healthcare.	Comprehensive evaluation	Policy documents, reform outcomes	Saudi Arabia	Vision 2030 has enhanced healthcare efficiency and access, supporting economic diversification.
11	Ajoud Ibrahim, 2024	& To assess the impact of sustainability practices in public healthcare.	Quantitative study	20 public healthcare institutions	Saudi Arabia	Sustainability practices improve service quality and operational efficiency.
12	Al Shamlan, 2023	To link leadership practices with Vision 2030 reforms in higher education.	Qualitative study (Doctoral Dissertation)	Leadership case studies	Saudi Arabia	Leadership resilience is key to implementing Vision 2030 reforms effectively.

Data Synthesis

The data synthesis procedure involved aggregating and analysing findings from selected studies to evaluate the implementation and outcomes of nursing entrepreneurship in Saudi Arabia within the privatization era. Important themes were recognized, including the regulatory frameworks supporting nurse-led ventures, the impact on healthcare accessibility and equity, and the alignment of these initiatives with Vision 2030 goals. Quantifiable data, such as improvements in patient care quality, job satisfaction rates, and financial contributions, were synthesized using descriptive statistics, while qualitative data, including challenges and barriers, were analysed through thematic analysis. Contrasts were made between Saudi Arabia and global trends to provide contextual insights. The results were obtainable in a narrative format, supported by tables and chart for clarity, importance the transformative potential of entrepreneurial nursing roles in the developing healthcare landscape.

4. Discussion

The privatization of healthcare in Saudi Arabia has started transformative changes across the sector, with significant implications for the nursing profession and broader healthcare outcomes. This efficient review highlights the intersection of privatization, nursing entrepreneurship, and healthcare reform, drawing insights from various studies that address the opportunities, challenges, and outcomes associated with these developments.

Moreover Privatization has created a platform for entrepreneurial nursing

Azizah Alsaeda, Noor Ahmed Mohammed Alfaqeeh, Rasha Sanad Alqarni, Saleh Saeed Saeed Alzahrani, Fauziah Ali Mohd Asiri, Zaid Ali Ahmed Malhan, Salem Safar Al Saledi, Mada Ibrahim Hamzi, Khadijah Mohammed Zaeri, Alghareeb Mohammed Alghareeb Asiri, Salem Ali Salem Aloudah, Walaa Homad roles, enabling professionals to found independent practices, wellness programs, and telehealth services. Studies by Alkhamis et al. (2021) and Osama & Adam (2024) highlight how these ventures improve healthcare ease of access, mostly in underserved areas, though also aligning with national purposes for economic diversification. Likewise, Rahman (2020) and Sajjad & Qureshi (2020) underline the potential for privatization to discourse gaps in service delivery by approving nurse-led resourcefulness, which subsidize to a more patient-centered method to care.

The role of public-private partnerships (PPPs) has been pivotal in driving healthcare reforms. Research by Khan & Nasrulddin (2022) and Mani & Goniewicz (2024) reveals that PPPs have improved efficiency and innovation within the healthcare system. However, challenges such as governance, equity concerns, and cultural resistance remain. For instance, Al-Hanawi et al. (2020) classify regulatory and organizational obstructions that hinder the effective carrying out of PPPs, signifying the need for inclusive policy frameworks to discourse these issues.

Cultural views of nursing and inadequate training in business services have historically constrained the profession's entrepreneurial possible. Studies by Almagd (2020) and Al-Nozha (2024) focus these challenges, noting that the traditional view of nursing as primarily a caregiving role has limited its evolution into entrepreneurial domains. However, the integration of business and leadership training into nursing education, as advocated by several studies, is serving to bridge this gap and prepare nurses for these developing roles.

The findings also highlight the broader implications of privatization for healthcare outcomes. Research by Asquer & Alzahrani (2020) and Ajoud & Ibrahim (2024) suggests that commercialization and sustainability practices can improve healthcare delivery while promoting flexibility and innovation. However, these reimbursements are depending upon confirming equitable access to facilities and addressing differences that may rise from privatization.

5. Conclusion

In close, the privatization of healthcare in Saudi Arabia offers significant opportunities for transforming nursing and the healthcare system as a whole. Through addressing barriers such as cultural resistance and regulatory challenges, and by fostering education and mentorship, the Kingdom can comprehend the full possible of these enhancements in procedure.

Limitation & Implications

This evaluation highlights notable limitations that must be acknowledged. While focusing on recent studies ensures relevance, it excludes foundational research that could provide deeper context on privatization and nursing entrepreneurship. The dependence on databases like Google Scholar, ResearchGate, and PsycINFO may not fully capture region-specific or unpublished studies, potentially limiting comprehensiveness. Moreover, the predominance of qualitative methodologies in reviewed studies restricts causal inferences, and self-reported data may introduce biases, especially concerning entrepreneurial behaviors. Despite these limitations, the

findings offer valuable implications. Policymakers must discourse regulatory and cultural barriers, such as public acceptance of nurse-led healthcare services, to foster entrepreneurial roles in nursing. The integration of business training into nursing education is critical for equipping nurses with the services needed to lead healthcare resourcefulness. Also, ensuring that privatization determinations line up with equity and availability goals is indispensable for creating an irrepressible and inclusive healthcare system under Saudi Arabia's Vision 2030.

What this article is adding in existing literature?

This article contributes to existing literature by providing a complete analysis of the influence of healthcare privatization on nursing entrepreneurship inside the setting of Saudi Arabia's Vision 2030. While prior studies have discovered healthcare improvements and the role of privatization in numerous sectors, this review exactly focuses on how privatization opens new entrepreneurial opportunities for nurses, a moderately underexplored area. It highlights the developing role of nurses beyond traditional clinical settings, showcasing how they are being authorized to lead healthcare initiatives such as autonomous practices, wellness programs, and telehealth facilities. Also, the study suggests a nuanced understanding of the challenges faced by nurses, including regulatory barriers, cultural resistance, and the essential for business training, thus increasing the conversation on nursing entrepreneurship in the area. Moreover, it connects these findings to the broader goals of Vision 2030, offering insights into how nursing entrepreneurship can contribute to the diversification of the Saudi economy and improve healthcare accessibility. As a result of focusing on these specific connections, this review enriches the existing literature on healthcare privatization, nursing roles, and economic reforms in Saudi Arabia.

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