



## The Administrative and Ethical Practices of Managers and Their Impact on the Performance of Employees at Universities in the Kingdom of Saudi Arabia

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### ABSTRACT

The study aims to identify the impact of administrative and ethical practices among managers on the performance of employees at universities in the Kingdom of Saudi Arabia (KSA). The research was conducted for the purpose of evaluating the role of ethical leaders and their impact on the performance of employees. The researcher developed a questionnaire and distributed it to a random sample of (150) employees. Fourteen invalid forms were excluded. Thus, the final valid responses (n=136) with 76% response rate. For answering the study's questions and hypotheses, the data were analysed using SPSS, V.17, where the arithmetic mean, the standard deviation, and the interpretation of the study were used. The Pearson correlation coefficient was used to verify the relationship between the dimensions of administrative and ethical practices of staff. The study found that a statistically significant effect of organizational and ethical practices on the performance of employees at universities in the KSA. Training programs to develop the employee's and managers' skills were also recommended the study recommended several recommendations. The most essential is designing management programs on ethical and administrative practices for managers.

### 1. Introduction

Business ethics are crucial to the success of any organization, especially organizations that have a direct and indirect relationship with research, because they reflect the organization's confidence in its employees and the community's trust in the organizations it serves. The commitment to ethics will lead to staff development and demonstrates these employees' interest in commitment. Lack of commitment to the profession's ethics will directly affect the reputation of the organization and its sustainability. To achieve this, the management and staff must adhere to ethical and professional rules to limit practices threatening the organization's future. Reg—regulation growth, survival, and continuity.

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In ancient times, the king was born a king, and the prince and the monarch held the titles while they were young. However, this reality slowly faded away, especially after the emergence of many leaders who changed history. However, they grew up in a modest environment and parents from the public. The leader generates some qualities; the owners of this scenario have a determination about the power of the effect of charisma on subordinates (Abdulrahman, 2019). And other essential recipes, such as strength, personality traits, and other inherited traits, then always led us to wonder, is the leader born or made? Many have agreed on the industry leader with the characteristics associated with him since his birth, as the leader is not made in a vacuum, it must be acquired experience and skills, training and practice, and at the same time, must have certain qualities since birth (Abdulrahman, 2019). The degree of importance of these qualities (acquired and inherited), depends on because the inherited factors are difficult to change and are relatively stable. The obtained factors result from accumulated training, experience, and skills and can be developed and changed for the great leader's industry. The aspects of ethical practices and the need to work in the moral sense of many of the topics and tasks of the organization and human resources, such as senior management, middle and lower administrations, and employees, are not related to specific communities but have become an essential issue facing business organizations in developed and developing countries.

New global challenges, including globalization, have also increased the interest of organizations in the organization's culture and human resources. And have become more responsive to business ethics towards working individuals and others in their external environment to achieve performance expectations and the organization's goals. There are growing concerns about applying ethics because of their impact on organizations and workers' cultures. Ethical leaders instill moral values in the staff because the process characterizes leadership through influencing behavior. Leadership has passed through many stages that began with dictatorship, which takes into account ethical factors in the organization when exerting influence on others; at the times, the leader seeks to achieve the goals of the organization. In other words, balancing their objectives and applying the moral values that managers, employees, and the organization believe in. When a director seeks to achieve the organization's goals and when he seeks values such as justice, equality, trust, and organizational care.

## **2. Review Literature**

Managers at universities have a pivotal role in establishing a culture that supports and propels excellence in teaching and research, as well as a learning and development atmosphere (Saima Saleem et al., 2017; Abdulrahman, 2023). The purpose of this literature study is to examine the current state of knowledge concerning the correlation between managerial ethics and employee productivity in Saudi Arabian higher education institutions. This analysis was conducted with the specific goal of illuminating the myriad facets of managerial practices and their ramifications within the context of the Kingdom of Saudi Arabia.

### *2.1 Ethical Practices*

Business ethics involve a guiding standard for values, beliefs, behaviors, and decision-making that help build trust with the consumer. Alnasseri, N. & Osborne, Allan & Steel, Glenn. (2014). Organizational culture, leadership style and effectiveness: A case study of Middle Eastern construction clients. Proceedings 29th Annual Association of Researchers in Construction Management Conference, ARCOM 2013. 393-403. during the last few decades, organizational effectiveness has received a great deal of attention in many industrial sectors. The outcomes of the investigation, which include the presentation of an explanatory model, indicate that organizational

culture is directly and positively related to performance and effectiveness, while project managers' leadership style has an indirect relationship to effectiveness. A strong organizational culture is therefore deemed critical to organizational performance (Alhazemi, 2019).

The management (senior management, managers, department heads, and supervisors) manages relationships with all employees based on credibility and fairness, builds trust with employees, does not harm others, and is not biased in carrying out any practices in favor of one party. The lack of deception in any dealing has encouraged the heavenly religions to the ethics. Transparent trade between people and ethics plays a vital role in changing behavior for man, and we all know that man is the center of change in the universe (Alhourani, 2021; Alhazemi 2023).

Effective management always relies heavily on ethical conduct. Ethical leadership is very important in Saudi Arabian universities, where cultural and societal norms play a major influence. Managers that act with integrity, honesty, and justice inspire trust and loyalty in their staff, according to the literature. As a result, this boosts morale, contentment in the workplace, and productivity (Abdulrahman, 2020). To fully grasp the connection between ethical practices and employee outcomes, it is essential to have a firm grasp of the cultural nuance that influences ethical decision-making within the Saudi Arabian environment (Van Vuuren & Rossouw, 2016).

## *2.2. Administrative Practices*

A set of organizational processes (planning, organization, direction, control, and decision-making) are carried out by management (senior management, managers, department heads, and supervisors) to implement educational policies with the highest efficiency and lowest cost (Kelly & Cordeiro, 2020). Moreover, The basic dimensions of their functions, known as the activity, depending on the thinking and mental work associated with the administrative personality and the aspects and behavioral trends of stimulating efforts towards the organization's goal (Özdemir et al., 2019). From budgeting to long-term planning to personnel management, effective administrative practices at universities cover the gamut (Peter & Jarratt, 2015). Research shows that organizations with well-defined administrative processes have fewer bottlenecks, better communication, and higher levels of employee engagement. Moreover, administrative methods that promote openness, fairness, and inclusivity tend to create a pleasant workplace, which in turn boosts employee morale and productivity (Alhazemi, 2023). Findings from studies conducted exclusively at Saudi Arabian universities stress the significance of effective administrative management in negotiating the intricacies of the Saudi Arabian higher education system.

## *2.3 Performance of employees*

Al Nasser et al. (2014) states that leadership style needs to change as the project and processes moves forward. Democratic and participative style of leadership is ethical ones while autocratic style of leading is often seen lacking ethical conduct. Ethical leadership does provide employees, grounds to perform well but with strong organizational values the effect of leadership on employees' performance elevates to another level. Performance is defined as the practical results that result from the activities and achievements or the work of individuals within the institution, i.e., the ability of the employee to achieve the objectives of the job he occupies. Performance is defined as the degree of achievement of the individual working on the tasks assigned to him efficiently and effectively in terms of effort and quality. Quality is achieved while reducing resource costs and results-based performance measured (Al-Kharabsheh et al., 2023). The higher education sector in Saudi Arabia has persistent difficulties despite the benefits that could be realized with efficient administrative and ethical procedures Alhazemi A. A., (2016). The ideal

performance of managers is hindered by obstacles such as administrative red tape, a lack of resources, and an aversion to change. The increasing need of updating managerial techniques to meet modern demands has been bolstered by the development of new technologies and the spread of globalization (Viitala et al., 2022). The function of training and development in developing ethical leaders is an area that may benefit from further investigation, as is the possibility of bridging the gap between old administrative systems and contemporary organizational needs. Alhazemi (2023) states that management in Saudi Arabian universities is embedded in a cultural context. When it comes to selecting choices and allocating resources, the concept of 'wasta,' a sort of networking and relationship-building, can have a profound effect (Alhazemi, 2023). Managers can gain insight into how to handle complex power dynamics and keep their staff happy by learning more about the ways in which cultural norms and administrative practices interact with one another. The importance of ethical behaviors that are in harmony with cultural values, as well as leadership approaches that are sensitive to such values, cannot be overstated (Alenezi, 2018).

#### *2.4. Research problem*

The research problem shows the need for more administrative and ethical practices of managers in organizations, especially at universities in Saudi Arabia. Studies have shown that administrative and financial corruption in organizations is widespread due to managers' lack of interest in ethical and managerial practices at universities in the Kingdom of Saudi Arabia, which led to a lack of workers' performance. This impact on research performance in Saudi Arabia seeks to answer the following questions:

- a. What is the effect of managers' administrative and ethical practices on the performance of employees at universities in Saudi Arabia?
- B. What are the most important ethical and administrative practices for universities executives in Saudi Arabia?
- C. What is the level of performance of employees at universities in Saudi Arabia?

#### *2.5 Research Significance:*

The importance of the study stems from the scientific significance of the moral role played by managers in the development and improvement of the performance of organizations in general. Also, there need to be more studies that link the practices of ethical and administrative managers and the production of employees.—the influence of Saudi Arabian Research on the national economy in the countries. The researcher also tries to compare the ethical and administrative practices by applying them to the research in Saudi Arabia to show their impact on the performance of the two factors.

### **3. Research objectives:**

The research aims to achieve the following objectives:

1. To identify the impact of management practices on the performance of employees at universities in the KSA.
2. B. To identify the impact of ethical practices on the performance of employees at universities in the KSA.
3. C. Suggest several recommendations that contribute to improving and developing administrative and ethical practices at universities in KSA.
4. D. Suggest some recommendations that contribute to improving and improving the performance of employees at universities in KSA.

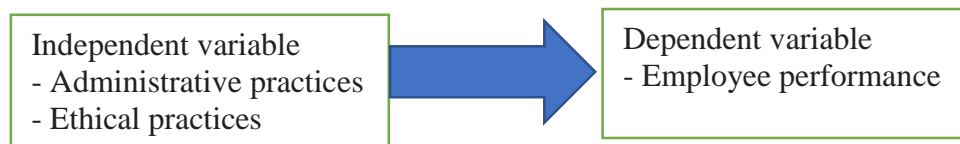
### 3.1 Research hypotheses:

To answer the previous questions and to achieve the research objectives, the following hypotheses were formulated:

- a. There was no statistically significant effect at the level ( $\alpha \leq 0.05$ ) of the administrative practices on the performance of employees at universities in Saudi Arabia.
- B. There was no statistically significant effect at the level ( $\alpha \leq 0.05$ ) of ethical practices on the performance of employees at universities in Saudi Arabia.

### 3.2 Study model:

The study model includes two variables: the independent variable (administrative and ethical practices) and the dependent variable (employee performance), as follows:



#### *Previous studies:*

The study Alhazemi (2023). The Moderating Effect of Universities on the relationship between leadership and successful new venture creation. The results of this study will contribute to the existing literature on entrepreneurship by providing valuable insights into the role of universities in creating and supporting new ventures. The study's findings will help policymakers make informed decisions on leveraging university resources to facilitate the development of new experiences. The results demonstrate that Saudi University support is critical in building relationships between leadership and successful new venture creation, highlighting the importance of collaborative efforts between universities and entrepreneurs.

The study by Alhazemi (2023). Impact of employee competence and behaviour on banking customer trust: empirical study in KSA. The findings of the study shall be helpful to the banking industry. The results indicate that employee's competence and behaviour both play important role in banking customer's attitude and trust. It further showed that employee behaviour is comparatively more important than the employee competence. It was also indicated that behaviour had significant influence on the trust whereas employee competence did not influence the trust. The investigated factors explained 68% of the model. Thus, for the banking industry it is important that the managers continuously strive for employee behaviour and employee competence for improved banking customer trust.

The study (Alboti, 2006) achieved many results. The most important is that ethics are the rules governing behavior, the ethics of the administration should have received attention or training programs on ethics, and the reluctance of the administration to accept studies that are engaged in the field of management ethics. The study (Radhi and Hassan, 2010) reached several results, the most important of which is the relationship and impact of the dimensions of ethical behavior on organizational commitment positively. The study (Jabr and Sanobar, 2011) found a solid moral relationship between the ethics of modern management and institutional performance. The study

(Khadair, 2015) concluded that providing ethical behavior among leaders encouraged employees to be dedicated to work and maximize their achievement.

The study (Dahiman, 2012) reached several conclusions, the most important of which is the need to maximize the concept of management ethics (justice, equality, equal opportunity) and consolidate it, and reform values related to the behavior of individuals. The study (Mesbah, 2015) has reached several conclusions, the most important of which is the need to promote and apply moral culture as an influential force on how to practice leadership and that the ethical culture influences the behavior of the individual at a high level. The results of the study (Attaiani and Abu Salma, 2014) of the most relevant results that the satisfaction of the needs of workers, justice, equality, transparency, and integrity exercised by human resources have an impact on raising morale, which is reflected in the state of performance and satisfaction with work. The study (Porter & others, 2015) showed an increase in the democratic leadership style leading to a more significant commitment to organizational values, ethical conduct, and commitment to the organization's mission because of faith in participation in general goals. Penalties, ease of contact with managers, delegated authority) are factors that affect the behavior of individuals and the pattern of leadership toward the success and achievement of the organization's objectives. The results of the study (Yamin, 2014) are the most relevant results of the impact of moral leadership on the role of women in university leadership in the areas of promotion, research, h and punctuality, and the possibility of measuring the ethical leadership axes, (justice and organizational confidence).

Borchert (2011) finds that ethical leadership and moral identity are negatively associated with aggressive behavior and immoral practices in business organizations. The study (Rich, 2020) found that transformational leadership and ethical leadership behavior positively impact power shows the arithmetical averages, the standard deviations of the resolution paragraphs of the administrative practices, and the level of significance and relative importance of each section, with an arithmetic average ranging between (3.29-2.55). Paragraphs (4) my average score was (3.29) and the importance of (65.62%). It indicates that research management in Saudi Arabia provides training programs to develop skills and competencies among employees and encourages management to propose new ways to work at universities in Saudi Arabia. The results show that management tends to be unwilling to address corporate stakeholders.

Table (2) shows the arithmetical averages, the standard deviations of the resolution paragraphs on ethical practices, and each section's significance level and relative importance. The arithmetic means ranged between (3.36-2.51). Paragraph (2) came with the highest mean average score of (3.36) and a percentage of importance (63.94%). That indicates that informal relations between managers in companies dominate the relationship between managers at universities in Saudi Arabia. The administration has provided opportunities for continuous development. The results show that the administration is more concerned with achievements than applying regulations and procedures.

Table (2): shows the arithmetic mean, the standard error of the mean, the standard deviation, the coefficient of variation, the relative importance, and finally, the order of relative importance of the dependent variable is the performance of employees:

Table (1) illustrates the arithmetic mean, the standard error of the mean, the standard deviation, the coefficient of variation, the relative importance, and finally the order of relative importance of the independent variable of ethical practices

No.	Paragraph	Arithmetic mean	Standard error of mean	Standard Deviation	Coefficient of Variation	Relative Importance	Order of Importance
1	The administration seeks new ideas	2.91	0.079	1.34	45.17%	57.85%	3
2	There are informal relationships between corporate managers	3.36	0.081	1.33	40.92%	63.94%	1
3	The Department is interested in providing opportunities for continuous development	3.06	0.081	1.33	43.82%	61.40%	2
4	Competition is the driving force for business among corporate managers	2.78	0.068	1.11	40.04%	55.55%	5
5	The Department encourages the search for work adventures	2.58	0.062	1.16	40%	55.40%	6
6	The management adopts advanced technological methods in the work.	2.51	0.060	1.14	40%	55.41%	7
7	The administration is more concerned with regulations and procedures than with achievements	2.82	0.074	1.23	43.12%	56.40%	4

Table (2) shows the arithmetical averages, the standard deviations of the resolution paragraphs on ethical practices, and each section's significance level and relative importance.

No.	Paragraph	Arithmetic mean	Standard error of mean	Standard Deviation	Coefficient of Variation	Relative Importance	Order of Importance
1	The administration contributed to restricting workers to the rules and procedures of work	3.26	0.081	1.30	39.97%	65.37%	5
2	Employees have a desire to persevere	3.73	0.075	1.24	33.06%	74.40%	3
3	The administration paid workers to cooperate with each other	3.82	0.063	1.07	27.63%	75.94%	1
4	The management style led to high quality work	3.39	0.076	1.23	36.66%	67.89%	4
5	Employees make maximum efforts when doing the work	3.18	0.087	1.34	40.77%	65.1%	7
6	The Department encouraged staff to rely on themselves	3.26	0.082	1.33	40.70%	65.20%	6
7	Corporate employees are characterized by efficiency and functional efficiency	3.72	0.072	1.17	31.17%	75.28%	2

Table (2) shows the arithmetical averages, the standard deviations of the questionnaires for the performance of the employees, and the level of significance and relative importance of each paragraph. The mean of the computations ranged from 3.82 to 3.18. Paragraph (4) my average score was (3.82) and the matter of (75.94%). It shows that the management style of research in the Kingdom of Saudi Arabia of work leads to the completion of the creation of high quality and encourages management to rely on themselves during their work performance. The results show that the workers need to do their utmost when doing their work within the research in the Kingdom of Saudi Arabia.



**4. Test hypothesis of the study**

The first hypothesis: There is no effect of the administrative practices' level ( $\alpha \leq 0.05$ ) on the performance of employees at universities in Saudi Arabia. The second hypothesis: There is no effect on the story ( $\alpha \leq 0.05$ ) of ethical practices on the performance of employees at universities in Saudi Arabia.

To test the study's hypotheses, the Pearson correlation coefficient was used to verify the nature of the relationship between the dimensions of administrative and ethical practices and the performance of employees at universities in Saudi Arabia, as shown in Table (3).

Table (3) Correlation coefficients between the dimensions of administrative and ethical practices and performance of employees at universities in the Kingdom of Saudi Arabia.

Variables	Employees Performance	
Administrative Practices	P = 0.000	0.515*
Ethical Practices	P = 0.000	0.578*

\*Significant at  $P \leq 0.01$

Table 5 shows correlation coefficients between independent and dependent study variables. There is a significant correlation between the dimensions of administrative and ethical practices and the performance of the employees. The highest correlation values were between the variables of the ethical rules and the workers' performance at a value of (0.578), which is a function at a level ( $\alpha \leq 0.05$ ). While the correlation value between the two variables of administrative practices and the performance of workers was lower and the value of (0.515), which is a function at the level ( $\alpha \leq 0.05$ ). Based on the results presented, the variables are correlated with significant relationships indicating that the increase or decrease in one lead to an increase or decrease in the other variables. Therefore, the null hypothesis is rejected, and the alternative theories are accepted:

The first hypothesis: There is an impact of ethical practices on the performance of employees at universities in Saudi Arabia. The second hypothesis: there is an impact of administrative practices on the performance of employees at universities KSA.

**5. Conclusions**

1. Reject the first sub-hypothesis and accept the null hypothesis that ethical practices impact the performance of employees in the universities in Saudi Arabia.
2. Reject the second sub-hypothesis and accept the null hypothesis that administrative practices impact the performance of employees in the universities in KSA.
3. It was found that the highest correlation values were between the variables of ethical practices and the performance of workers at a value of (0.578), a function at (a £ 0.05). While the correlation value between the variables of management practices and workers' performance is lower and the value of (0.515) it is a function at a level (a £ 0.05).
4. . The Department provides training programs to develop employee skills and competencies and encourages management to propose new ways to work at universities in KSA.
5. The management is direct to the need for more desire to address company stakeholders.
6. Informal relations between managers in companies dominate the relationship between managers at universities in Saudi Arabia, and the administration is interested in providing opportunities for the continuous development of employees at universities in KSA.
7. The department is more concerned with achievements than applying regulations and procedures.
8. The management style of the research in the KSA leads to the completion of high-quality work. And it also encourages management to rely on themselves during their work performance.
9. Employees must do their best when doing business with universities in KSA.

## 6. Recommendations:

1. Encouraging employees to involve a guiding standard for values, beliefs, behaviors, and decision-making that help build trust with the consumer.
2. Designing management programs on ethical and administrative management practices.
3. Encouraging employees to exert maximum effort in their work by activating incentive programs and rewards and activating performance evaluations to encourage them to complete their work as quickly and cost-effectively.
4. Inviting universities managers to increase their attention to management ethics by analyzing companies' internal and external environment.
5. Inviting universities managers to increase interest in competition and as a driving force among managers.
6. Inviting universities managers to increase managers' interest in providing opportunities for continuous development.
7. Encourage employees to cooperate and teamwork by holding training courses for employees to urge them to do so.
8. Adopting the ethics of modern management works to raise and improve institutional performance.
9. Invite researchers to conduct further research on ethical and administrative practices due to the scarcity or scarcity of such research in the Arab world.

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