



The Impact of Implementing the Requirements of Governance on the Performance of the Teaching Staff Members at the University of Jeddah

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ABSTRACT

The aim of this study is to find out the effect of the implementation of governance requirements (justice, equality, transparency, clarity, accountability) on the performance of teaching staff members at the University of Jeddah, Saudi Arabia. The study reached a number of results. The most important of which is the existence of a statistically significant impact on governance on the performance of faculty members at the University of Jeddah. In some aspects including activating the role of the media in spite of its importance in the universities. In addition, the lack of granting freedom of opinion and expression for faculty members. In addition, lack of participation of faculty members in the major decisions related to the university's academic plans, as well as not giving the creators of scientific research material and moral incentives. The study recommended that senior management in Saudi universities at all levels of management, should take care of the requirements of governance in their work, especially with regard to fairness, equality, transparency, clarity and accountability by issuing clear laws and regulations and activating the role of the media and freedom of opinion and expression. The university has a great role in improving the performance of faculty members.

Keywords: Governance, Justice and Equality, Transparency, Clarity, Accountability, Teaching Staff Performance

JEL Classification: I23

1. INTRODUCTION

Al-Shonac (2009) reported that the level of the academic administration's understanding of the concept of governance in Jordanian private universities was very high. Coati and Bameet (2001) showed that the education sector in universities has become the largest and most important sector in the country and that education is of great interest to the state, with the highest budgets allocated to it. Bameet (2001) showed that the importance of education and the development of an effective human being has a role to play in the development and expansion of education in many countries, so education has become a symbol and mirror reflecting the image of the country.

Nasser Al-Din (2012) defined governance as a fundamental pillar of the quality of higher education, as it is a set of regulations

for monitoring the performance of the university, between the university administration and the university's governing bodies, ensuring the quality of the university's outputs. Peter (2004) That governance is a system to confront administrative tyranny in institutions, created by the negative hierarchical relationship between bosses and subordinates, poor management practices and the absence of regulatory justice in general.

Oliver (2004) stressed that universities must promote transparency in decision-making, adopt more efficient and organic organizational structures and verify the application of the principle of genuine accountability in the management of educational institutions. Churched and Yusuf (2009) noted that governance of universities needs to manage change more than the change itself, because many of the requirements do not need to be modify but need to be active.

Cadbury (1992) in his report described corporate governance as a system under which institutions are managed and monitored. Joshua (2009) stated that the concept of corporate governance has moved to universities in recent times because of the contribution of universities in various aspects, Universities are an important part of the general society and have reciprocal relations with this society. According to Boice (2000), the faculty member is the most important pillar of higher education. It is the nucleus of the educational process to achieve the goals of the university and has a major role in the development of the educational process in the university and thus raising the quality of education through the development of teaching programs and teaching methods at the university.

The researcher agrees with the study of Nasser Al-Din (2012) that governance is a fundamental pillar of the quality of higher education. In addition, with the study of Oliver (2004) those universities must promote the principle of transparency in decision-making, and agrees with the study Coati and Bamett (2001) that the education sector in universities has become the largest and most important sector in the country. In recent years, the researcher has noticed the increasing attention, studies and research on the subject of governance in higher education institutions. Hence, this study focuses on the performance of faculty members and the impact of applying the principles of governance.

2. LITERATURE REVIEW

2.1. Governance

Alamgir (2007) reported that governance is a term that coincided with the emergence of the term globalization and began to spread on the international stage recently with the development of communication and technology. Samhouri (2007) defined governance as a management approach that provides educational institutions with procedures and policies that determine the way in which the processes are managed efficiently, the framework is created for moral decision-making as well as the reduction of risks and concerns. Cattrysse (2008) defined governance as a relationship between a number of parties and participants that lead to determining the direction and performance of the institution. Assayed (2008) stated that the term "governance" means discipline, control and governance in all the meanings of this word. Risk and enterprise risk control.

Halwa and Taha, (2011) said that the idea of governance aims to put all parties in front of their responsibilities and what concerns us in this regard are the students in their relationship with management and faculty members. Khatib and Qrait (2010) reported that the students are the real stakeholders because the universities built in order to provide educational service to them.

Al-Khudairy (2005) argues that governance is within the framework of a society such as Saudi Arabia, which despite the significant development in communications and technology observed on educational systems financial and economic, especially universities, the concept of governance comes in conflict with the social structure, which is still playing an important role in the corridors of Saudi educational institutions. Ball (2009)

reported that the process of promoting higher education requires an integrated system of governance that includes all decision-making parties both at the level of the sector as a whole and the university sector. Legaspi (2005) explained that the promotion of the scientific and educational function in any university requires the application of governance in it. Siraj (2009) emphasized that governance is to ensure transparency, clarity and participation of all parties so that the academic decision will be taken according to academic principles, starting from the department council to the college council, deans council, university council and finally the board of trustees, this applies to private and official universities.

Ezzat (2009) said that some universities suffer from weak implementation Governance because of the multiplicity of regulatory bodies, and the intervention of external bodies, and the interference of internal bodies led to the loss of these universities in the mood and lack of institutional. Ewalt (2001) reported that academic assets are available in universities, so university autonomy is essential and a prerequisite for discrimination and leadership. Jorf and Abu (2009) defined corporate governance as a set of rules under which the management of an enterprise is conducted internally and the board of directors is supervised by the board to protect the financial interests of the shareholders. The researcher defined governance as a set of laws, regulations and decisions that aim to achieve quality and excellence in performance by selecting the appropriate and effective methods to achieve the plans and objectives of the institution.

2.2. Principles of Governance

2.2.1. Justice and equality

David and Michael (2003) stated that fairness and Equality Ensure that the governance framework of educational institutions is fair and equitable among shareholders and that the rights of the various stakeholder groups in the institution must be respected and preserved. Niehoff (1993) explained that justice and equality mean the justice of distribution when the individual feels that his reward is commensurate with his effort compared with his colleagues.

Morava (2003) study noted the importance of training teachers to achieve social justice among students' regardless nationality or color. The researcher identified justice and equality as the achievement of justice and equality among workers in universities, and away from discrimination, and bias between the staff at the university, and deal with the principle of justice for all.

2.2.2. Transparency and clarity

AL-Shonac (2009) defined transparency as providing all information accurately and clearly, not hiding any information, and showing it in a timely manner.

Oliver (2004) also defined transparency as the absolute disclosure of a set of facts. Breton (2007) stated that transparency means the easy of access to information and the use of effective communication channels. Sami (2009) stated that clarity is meant to clarify facts and all their connotations and is complementary rather than as opposed to the concept of transparency. Henriquez (2007) stated that clarity intended to highlight facts as they appear, to fully clarify those facts and to link facts to other matters, and their

actual or expected effects. The researcher defined transparency as it's providing information accurately and clearly, highlighting and not hiding any information and show them in a timely manner.

2.2.3. Accountability

Davies (2001) stated that accountability is the provision of accountability to all beneficiaries of the university, every responsible will be asked for his work and achievements. Khalil and El-Ashmawi (2008) reported that the concept of accountability means reward and punishment in the Islamic perspective. Yareqi and Samad (2011) explained that accountability is the right of stakeholders to obtain the necessary information about the work of administrators, how to use their powers and duties in managing their resources. John and Sons (2007) states that the principle of accountability gives us the right to Inquiry about The behavior of others.

The researcher-defined accountability as accountability for the performance of duties resulting from the authority delegated to the employee, as well as recognition of responsibility for actions, decisions and policies and bearing the consequences.

2.2.4. Performance of faculty members

Bataina (2004) defined performance as the practical results that result from activities and achievements or what individuals do within the organization, means the employee's ability to achieve the objectives of the job he occupies. Nasr (2005) defined performance as referring to the degree to which the functions of the individual function are realize and reflects how the individual fulfills the requirements of function and performance measured based on the results achieved by the individual. Abu El Gheit (2010) reported that the basic functions of a faculty member consist of four main activities: Teaching at university, scientific research, community service, and academic administration. Boice (2000) explained that a faculty member is an individual who holds a doctorate or equivalent and appointed at the university as assistant professor, associate professor or professor. Al-Zaher (2004) explained that the role of the faculty member continuously developed, which has made many international universities focus on the academic development of the faculty member, in order to develop the educational process, which includes the development of training, information, technical, methodological, administrative and research.

The researcher defined the performance of faculty members as the degree of achieving the tasks entrusted to him efficiently and effectively. Evaluates performance Based on results.

2.2.5. The study importance

The importance of the study comes from the importance of the subject, which is the study of the impact of the implementation of the requirements of governance (justice and equality, transparency and clarity, accountability) on the performance of faculty members at the University of Jeddah. Governance considered as the main source of Education in Universities.

2.2.6. Objectives

This study aims to identify the answer to the following questions:

1. To what extent do the governance requirements (fairness, equality, transparency, clarity, accountability); apply from

the perspective of faculty members at the University of Jeddah?

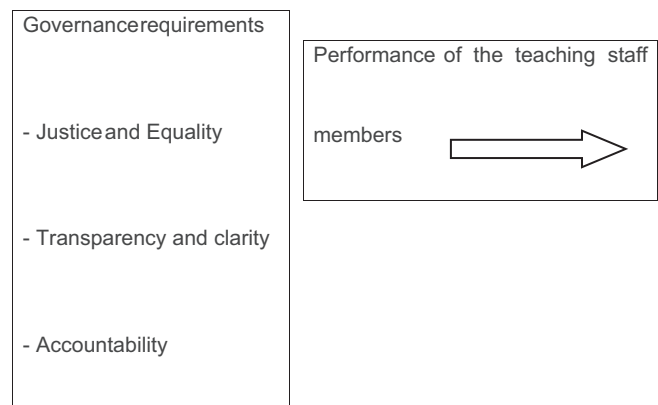
2. What is the impact of applying the requirements of governance (fairness, equality, transparency, clarity, accountability) to the performance of faculty members at the University of Jeddah?

3. THE METHODOLOGY AND RESULTS

In view of the objectives of the study and its main hypothesis. The field and analytical approach followed in addition to the descriptive approach. Where the questionnaire were built as a means of field study addressed to faculty members at the University of Jeddah to identify the impact of the application of the requirements of governance on the performance of faculty members at the University of Jeddah. and the following hypothesis has been come out:

- The main hypothesis: There is no statistically significant effect at $(0.05 \leq \alpha)$ on applying the requirements of governance to the performance of faculty members at the University of Jeddah.

3.1. Study Model



3.2. Sample Study and Society

Study community consists of all teaching staff members at the University of Jeddah, the study conducted in the actual work environment and without controlling any variables, and it considered a field study. (120) questionnaires were distributed on the sample of the study and (105) were retrieved. So the recovery rate is (88%) of the sample size.

3.3. Statistical Analysis

The use of the descriptive statistical approach of using statistical packages (SPSS program) in the extraction of arithmetic averages standard deviations to describe the variables of the study. And use the measure of Fifth Likert Scale to answer the variables of the study computes the values of "Cronbach's Alpha" transactions.

In addition, the transactions of the link to measure the internal consistency of the dimensions of governance requirements. To detect the impact of the application of the requirements of governance on the performance of the teaching staff members, which have been using the descriptive statistical approach using SPSS used to derive the arithmetical averages and standard deviations to describe the study variables.

Table 1: Multiples Regression Analysis

Paragraph	Average	Standard deviation	Ranking
Justice and equality			
Regulations apply to all employees without discrimination	4.33	0.58	3
The University applies justice and equality in recruitment to all employees	4.31	0.62	4
The University applies justice and equality in assessing the annual performance of employees	4.36	0.56	2
Management provides training programs to all employees without discrimination	4.45	0.55	1
General average	4.32	0.41	
Transparency and clarity			
The University shall disclose the financial expenses of all employees	4.12	0.78	3
The University shall disclose the objectives of the University to the specialists	4.14	0.56	2
The University activates the role of media and freedom of opinion and expression	3.85	0.86	5
Teaching staff members participating in the preparation of study plans	3.88	0.94	4
The laws and regulations applied at the university are clear	4.28	0.75	1
General average	4.01	0.38	
Accountability			
The University provides a material and moral incentive for innovators in scientific research	4.07	0.48	5
There is accountability of senior management in the event of repeated mistakes of employees	4.11	0.53	3
Clear terms of reference for faculty members and department heads	4.30	0.67	1
The system of incentives and penalties is clear and applied at the university	4.09	0.57	4
A clear definition of the scope of terms of reference for the scientific committees	4.19	0.94	2
General average	4.13	0.33	

Table 2: Variance Inflation Factory and Tolerance

Dimensions	Tolerance	VIF
Justice and equality	0.563	1.778
Transparency and clarity	0.62	1.612
Accountability	0.634	1.579

VIF: Variance inflation factory

The five-dimensional Likert scale used to answer the variables of the study and to calculate the values of the Cronbach Alpha coefficients and the correlation coefficients to measure the internal consistency of the dimensions of the requirements of governance, on the impact of the implementation of governance requirements on the teaching staff member's performance, using Multiple Regression Analysis.

3.4. Multiple Regression Analysis

The results in the previous Tables 1 show that the general average of the respondents' estimates came within the high level. Before applying the regression analysis to test the hypotheses, some tests were carried out to ensure that the data were suitable for the regression analysis assumptions using variance inflation factory and the permissible tolerance test for each variable of independent search variables (Table 2).

Results related to testing the main hypothesis are:

- To test this hypothesis, a multi regression test was used to measure the impact of the application of governance requirements on the performance of teaching staff members at the University of Jeddah and the result as following (Table 3).

4. DISCUSSION OF RESULTS

The results show that the value of the correlation coefficient (R) between the independent variable and the variable (0.711), and the value of the (R²) between the two variables (0.506). This means that the governance explains (50.6 %) of the variance in the dependent variable Performance of faculty members. Since

the calculated (F) value of (58.360) is statistically significant at (0.05 ≤ α), we reject the alternative null hypothesis as follows.

There is a statistically significant effect at (0.05 ≤ α) to apply the requirements of governance to the performance of teaching staff members at the University of Jeddah.

The researcher studied many previous studies on this subject and reached several results as follows.

Al-Shonac study (2009) entitled "The concept of governance and the degree of its practice in the private Jordanian universities." This study aimed to identify the concept of governance among the academic leaders. In addition, to know the level of practicing the standards of governance among the academic leaders in the private Jordanian universities. In addition, the study concluded that the level of understanding of the academic management of the concept of governance in private Jordanian universities was very high, and the results indicated that there are differences of statistical significance in favor of the member of the faculty in the criterion of transparency.

Gharabah study (2011) entitled "The Extent of Implementation of the Principle of Disclosure and Transparency of the Corporate Governance Principles in Bir El-Medawar Joint Stock Company" The study aimed at identifying the extent of application of the principle of disclosure and transparency in corporate governance in Bir El-Medawar Joint Stock Company. The study reached several results, the most important of which is that there is no application of disclosure and transparency requirements in accounting performance and financial and administrative performance in general.

Al-Shammari study (2009) entitled "Degree of Transparency in Saudi Universities and the Difficulties Faced with it. The study aimed to identify the level of administrative transparency in Saudi Universities, the results showed that the degree of transparency

Table 3: Multiple Correlation Coefficient (R) and Selection Factor

Independent variable	B	Beta	Calculated t values	Level of significance
Justice and Equality	0.236	0.239	3.844	0.001
Transparency and clarity	0.189	0.176	2.98	0.003
Accountability	0.444	0.36	6.163	0
Multiple correlation coefficient (R)	0.711			
Selection factor (R2)	0.506			
Calculated F value	58.36			
Level of significance	0.001			

from the point of view of the members of the teaching staff was moderately.

The researcher agrees with the study of (Al-Shonac, 2009) that there were no statistically significant differences in favor of the faculty member in the criterion of transparency of the Private Jordanian universities. The researcher also agrees with the study of (Al-Shammari, 2009) that the level of transparency from the point of view of the teaching staff members were medium to Saudi universities. The researcher did not compatible with the study of (Gharabah, 2011) that there is no application of the requirements of disclosure and transparency in accounting performance, financial and administrative performance in contributing companies limited.

5. CONCLUSIONS AND RECOMMENDATIONS

1. The University provides training programs for all employees without discrimination, and applies justice in the annual assessment of employees.
2. The laws and regulations applied in the university are clear to all employees and the university shall disclose its objectives to the specialists.
3. Terms of references are clearly defined for each faculty member and scientific committee.
4. Medium interest concerning activating the role of media, freedom of opinion and expression for all employees and applying justice in recruitment.
5. Average interest in providing material and moral incentive to creators in the work of scientific research and to the system of sanctions and incentives.
6. Weak interest by teaching staff members in the participation of preparation of study plans.

The study recommended that senior management in Saudi universities at all administrative levels should take care of the requirements of governance in their work, especially with regard to fairness, equality, transparency, clarity and accountability by issuing clear laws and regulations and activating the role of the media and freedom of opinion and expression, the university has a great role in improving the performance of teaching staff members, which leads to improving the quality of education, which is reflected in the improvement of outputs, especially students.

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