

Studying the Relationship between Governance and Institutional Excellence at the University of Hail

Dr. Yousef Mohammed Althucini

Faculty of Education Hail University, Saudi Arabia.

DOI:

Abstract

The aim of the current research is to determine the relationship between the principles of governance to achieve institutional excellence at Hail University, and to achieve this goal, the current research was based on the use of descriptive analytical approach, which is based on the documentary analysis of the study variables (principles of governance and dimensions of institutional discrimination in Saudi universities in general and Hail University in particular, then the researcher, and the research resulted in a number of results, the most important of which is that there is a strong correlation between the principles of governance and achieving institutional excellence at Hail University

Keywords: *excellence : governance :Hail University.*

I. Introduction

Every educational institution aims to achieve excellence, which's a clear indication of its success and efficient functioning. In the case of universities attaining excellence is crucial, for the advancement and growth of the country's education system. This article delves into the prerequisites for achieving excellence within the framework of governance principles applied in universities.

The presence of a governance structure is vital in accomplishing excellence. Saudi universities must establish defined governance systems that prioritize accountability, transparency and fairness.

Corporate Excellence pertains to striving for performance, growth and sustainability in the business world. It involves implementing strategies exhibiting leadership qualities and embracing ethical practices to attain outstanding outcomes. At the core of excellence lies the principle of governance, which guides universities in making decisions while ensuring transparency, accountability and fairness. This study explores the requirements, for achieving excellence and highlights some principles of governance that drive organizations towards success. By comprehending and implementing these principles effectively universities can enhance their performance, reputation and value amidst today's competitive and rapidly evolving business landscape..

Corporate Excellence is like the gold standard of business Governance is the guiding light that keeps universities on the right track. Just as a filmmaker leads a film to success, governance ensures that universities operate in an ethical, responsible and transparent manner. He sets the rules, sets the game plan and holds everyone accountable.

At present, good governance has become essential in helping higher education institutions improve academic quality and position themselves in the current context characterized by globalization and economic challenges (Evelyn , and senikiwe, 2016)

Other universities and institutions have successfully implemented similar requirements for institutional excellence principles of governance. For instance, Harvard University in the United States has established a participatory governance model where faculty members actively engage in decision-making processes ("Harvard University," n.d.). This approach ensures diverse perspectives are considered while making important policy decisions. Singapore Management University (SMU) has demonstrated strategic excellence by developing a comprehensive strategic plan that focuses on

interdisciplinary education, research collaboration, industry engagement, and internationalization ("Singapore Management University," n.d.).

The importance of institutional excellence cannot be overemphasized. It enables universities to attract the best talent, promote innovation and creativity, enhance academic reputation, contribute to National Development Goals, and create a positive impact on society as a whole.

II. Problem status

The ability of higher education services regulated by the government in the kingdom of Saudi Arabia is no longer able to keep up with the changes occurring at the national and global level, in addition to the burden on the government budget, and because of this, the competition between Saudi universities has become tougher. As in Saudi Arabia, the need for effective corporate governance is rapidly expanding on a global scale. It is expected that the added value of all interested parties (stakeholders) will increase with the adoption of the idea of good governance in Saudi universities, the principles of good governance have not been widely applied in the management of higher education except in one university.

Governance plays a crucial role in achieving institutional excellence in Saudi universities. The concept of management governance is highly appreciated, with an emphasis on good governance, adherence to standards and transparency (Wafaa Abdelgadir, et ,2022). Efforts have been made to evaluate institutional excellence in Saudi universities using the European model of quality and excellence, which includes areas such as university leadership, policies and strategies, Human Resource Management, Partnerships, Resource Management, Operations and services, and Product Management (Obaid bin Abdullah Al-Subaie ,2022) There are challenges in applying governance concepts in Saudi universities, but activating governance practices and issuing

legislation can help overcome these challenges (Einas Al-Eisa1,2013). The establishment of an institutional framework for Sustainable Development is essential for the advancement of sustainable development in universities, and while many Saudi universities have demonstrated their commitment to applying governance principles, there is room for improvement in areas such as sustainability assessment and reporting (Abdelrahim A. Hunaiti,2020) While one study indicated that the indicators of governance practice in Saudi universities, based on the principles of the organization for Economic Cooperation and development, have been classified as average, there is a need to activate the principles of governance in various university activities and operations (Xilu Dong,2020)

Many studies have been conducted, both in the field of governance and corporate excellence, but separately, and only a few reviews have linked them. Among the studies conducted in the field of governance, Morrison's study (2019) aimed at revealing the impact of governance on administrative processes and job performance at King Abdulaziz University. While Al-zuhairy and Fadel (2017) studied the relationship between e-governance and the performance of academic institutions. The Shaqiri and Al-Ghazali Study (2018) also confirmed the need for universities to apply the government to achieve the quality of Higher Education .

As for the studies that dealt with institutional excellence. Haddad (2015) sought to ensure that the winning institutions achieve the King Abdullah award for excellence in government performance. The main one is transparency from the point of view of its employees. He also studies the impact of a pervasive culture of excellence on satisfaction with the evaluation criteria of employees. From all of the above, the problem of the current research can be the answer to the following questions

1. What are the principles of governance in universities?
2. What are the dimensions of institutional excellence in universities in the kingdom of Saudi Arabia ?
3. What are the requirements for achieving institutional excellence in Saudi universities in the light of governance principles?
4. What is the relationship between the principles of governance and institutional excellence at hail University?
5. What are the recommendations to achieve institutional excellence in the light of governance dimensions?

III. Study methodology

The researcher then found the relationship between the two study variables in the field by applying a questionnaire to find the relationship between the principles of governance and institutional excellence at hail University , and through the documentary and field study at hail University, the current research was based on the use of descriptive analytical approach, which is based on a documentary analysis of two study variables, The researcher applied the questionnaire to a sample of faculty members at hail University and the researcher used the statistical analysis program (SPSS)

IV. The importance of research

The importance of the current research lies in identifying the principles of governance in universities and identify the dimensions of institutional excellence in universities in the kingdom of Saudi Arabia

The current research also aims to identify the most important requirements for achieving institutional excellence at hail University in the light of governance principles

The current research also aims to find the relationship between the principles of governance and institutional excellence at hail University and then develop a

number of recommendations to achieve institutional excellence in light of the dimensions of governance

V. Study Boundaries

Objective boundaries of research these boundaries are to study the relationship between institutional discrimination and some principles of governance at hail University

The spatial boundaries are represented by hail university located in the northern region of the kingdom of Saudi Arabia .As for the time limits, the field study was applied during the first semester of the academic year 2022

VI. Terms of study

The concept of governance of hail University

The concept of hail university governance refers to the management and decision-making processes within the university , including aspects such as transparency, participation, trust, reliability, accountability and Justice

The concept of institutional excellence at the University refers to the institution's ability to excel in various fields such as administrative excellence, excellence in organizational structure and strategic excellence

The first axis: the principles of university governance

Globally, educational institutions' performance and direction are significantly shaped by university governance. To ensure efficient administration and decision-making inside universities, it is essential to adhere to the values of accountability, openness, fairness, and disclosure (Sulila, 2022).

The legal structures and procedures used by universities to manage their operations are known as university governance. University governance may be viewed from the perspective of the process as extending throughout the entire organisation, from the governing body, via senates and academic boards, to faculty boards and departmental meetings. (2015) (Bratianu, C., & Pinzaru, F.)

The first principle : accountability

Accountability is an essential principle in university governance as it ensures that individuals or entities responsible for making decisions are answerable for their actions (Reschiwati et al., 2021). In this context, accountability involves taking responsibility for one's decisions and being transparent about the motivations behind them. It is crucial because it fosters trust among stakeholders and facilitates informed decision-making processes (Sulila, 2022).

The second Principle: transparency

Transparency is another key principle in university governance that promotes openness and accessibility of information to all stakeholders (Marques, 2023). By providing comprehensive information about academic programs, financial management, and institutional policies, transparency enables stakeholders to make informed decisions while enhancing public confidence in higher education institutions (Pratiwi et al., 2021).

The third principle: justice

Justice as a principle requires fair treatment, equal opportunities, and ethical decision-making within universities (Azka Raga et al., 2020). It ensures that the interests of various stakeholders such as students, faculty members, staff, and the wider community are taken into account when making decisions. When justice is upheld within university governance structures, conflicts can be minimized while fostering inclusivity and social equity.

The fourth principle : disclosure

Providing correct information about issues relating to university operations is referred to as disclosure, which goes beyond simple transparency by also includes proactive communication with stakeholders (Cite). Disclosure builds stakeholder trust and increases their involvement in university issues. Universities may show their dedication to ethical business practises and keep

good connections with students, faculty, alumni, and the general public by disseminating pertinent information.

Regarding the rules of conduct at Saudi universities Within higher education institutions, successful decision-making processes depend on good governance (Klesny Tate et al., 2015). Transparency, accountability, equity, justice, ethical behaviour, involvement, inclusivity, and independence with responsibility are among the governance concepts that apply to Saudi universities.

Making choices based on factual information that should be openly shared with relevant parties is ensured through transparency. Individuals who take or make decisions that have an impact on university operations or performance results are held accountable.

Assuring equitable opportunity for all members of the institution, regardless of gender or socioeconomic background, justice includes treating all stakeholders equally and without favouritism or discrimination (Abdelkader et al., 2022).

While participation promotes inclusive decision-making processes including all relevant stakeholders, including student participants, faculty participants, alumni participants, etc., ethical behaviour incorporates integrity via rigorous adherence to ethical standards such as honesty.

. Challenges to Implementing Principles of University

Governance Globally

There are several difficulties in putting global ideals like accountability, openness, fairness, and disclosure into practise. The variety of cultural contexts in which colleges function is one common problem (Sulila 2022). Cultural considerations may impede successful implementation by affecting how these ideas are understood and accepted in various geographic areas. Additionally, a major obstacle to reform attempts may be internal resistance to change within established governance institutions.

Despite the difficulties encountered when putting global university governance concepts into practise, there are a number of best practises that have worked. For instance, independent regulatory commissions or committees have been formed in certain nations to monitor university governance practises (Reschiwati et al., 2021). Through routine audits and evaluations, these agencies play a critical role in imposing accountability measures.

Effective university governance also requires the development of a culture of cooperation and shared accountability among all stakeholders (Marques 2023). Open communication between administrators, professors, students, and other important stakeholders fosters a climate where many viewpoints are taken into account when making decisions.

Additionally, using technology-driven solutions can increase openness and make it easier for stakeholders to access data in real-time, such as online portals for sharing institutional information (Pratiwi et al., 2021).

In general, it may be claimed that the values of responsibility, openness, justice, and disclosure serve as a theoretical foundation for efficient university governance around the world. To ensure moral decision-making, boost stakeholder confidence, and preserve the integrity and image of educational institutions worldwide, it is essential to put these principles into practise. Although putting these ideas into practise on a global scale is difficult, following best practises, such as creating independent regulating bodies and improving collaboration among stakeholders, can help with their efficient implementation. .

The second axis : A theoretical framework for the dimensions of institutional excellence in Saudi universities

Saudi universities must strive for institutional excellence since it has a direct bearing on their standing, educational standards, and overall performance. Institutional excellence needs strong organisational leadership, efficient management, and a clear plan. In order to comprehend the characteristics of institutional excellence in Saudi universities, this axis tries to establish a theoretical framework. Management Excellence Definition

According to Tageldin Elsigini and Abdulraheem Yamani (2021) institutional discrimination refers to policies, processes, and practises that consistently penalise some groups based on characteristics like gender, race, or socioeconomic position. Institutional discrimination at Saudi universities can take many different forms, such as uneven access to resources and opportunities or biased decision-making procedures.

The ability to successfully plan, organize, lead and control resources within an organization is referred to as managerial excellence. Excellence in management is critical in the context of Saudi organizations to ensure smooth operations and long-term expansion. To increase efficiency and achieve the desired results, it entails the application of best practices in decision-making processes (genawi and Abu Abdullah, 2018).

The ability of an organization to consistently deliver excellent results that meet or exceed stakeholder expectations is another definition of Organizational Excellence (Nassif, 2022). He alludes to the ability of Saudi universities to provide high-quality education, research, innovation, and community service. Below we highlight the dimensions of institutional excellence.

The first dimension : administrative excellence in Saudi universities

In Saudi universities, managerial excellence is influenced by a number of crucial factors. First, motivating faculty members to work together towards common objectives requires strong leadership. Second, strategic planning helps organisations to deploy resources effectively and define clear objectives that are in line with their mission (Fok-Yew et al., 2013). Thirdly, effective resource management makes sure that money are used as effectively as possible while yet upholding high standards for instruction.

The second dimension: excellence in the organizational structure

Excellence in organisational structure relates to how a department or faculty sets reporting lines within it and how it organises its human resources (Sanchez Garcia, 2016). Excellence in organisational structure is essential for establishing cooperation among many stakeholders in Saudi university settings while creating accountability.

In Saudi universities, a number of elements must be taken into account in order to achieve organisational structure excellence. First, it's important to create clear lines of communication between administrators, professors, employees, and students. Second, a decentralised approach to decision-making enables people at all levels to successfully offer their expertise (Jenoui & Abouabdellah, 2018).

The third dimension: strategic excellence

The capacity to create and implement successful strategies that support an institution's mission, vision, and goals is referred to as strategy excellence. Excellence in strategy is essential at Saudi universities because it offers a roadmap for accomplishing goals in terms of academic programmes, research projects, community involvement, and resource use.

Several factors need to be taken into account in Saudi institutions to attain strategic excellence. In order to discover their competitive advantage,

institutions must first thoroughly evaluate their internal strengths, weaknesses, external opportunities, and dangers (Bernardo et al., 2022). Second, successful implementation is ensured by setting clear goals, creating benchmarks, and keeping track of progress. Thirdly, colleges may stay ahead in a fast changing global landscape by embracing innovative technology and pedagogical techniques and responding to changing educational demands.

Management excellence, organizational structure excellence, and strategy excellence are interconnected dimensions that work together to enhance overall institutional performance. Effective management practices ensure efficient allocation of resources based on the strategic priorities identified through the development process (Fok-Yew et al., 2013). A well-defined organizational structure supports the implementation of strategic initiatives by providing clear roles and responsibilities for faculty members involved in executing those strategies (Sanchez Garcia, 2016).

The third axis : Requirements of institutional excellence principles of governance at Saudi universities

Institutional quality and efficient governance are essential to maintaining institutions' overall performance and reputation in the cutthroat higher education market of today. In order to apply institutional excellence concepts to governance in Saudi universities, this essay will examine the prerequisites. Saudi universities may improve their performance, accountability, and openness by comprehending these standards.

According to Purba et al. (2021) "institutional excellence" is the full accomplishment of an institution's mission and goals by ongoing development in a variety of areas, including teaching, research, community involvement, and administrative practises.

In the context of Saudi universities, institutional excellence encompasses factors like academic quality, student outcomes, faculty development, infrastructure management, financial sustainability, and stakeholder satisfaction.

The decision-making procedures, accountability measures, and transparency procedures that are relevant to Saudi institutions are centred upon university management, as the notion of university governance suggests. These guidelines assist decision-makers in taking into account the opinions of many stakeholders, including teachers, students, staff, alumni groups, and business partners, in order to make choices that are well-informed and in line with the institution's strategic objectives.

Participatory governance, which emphasises inclusive decision-making procedures involving significant stakeholders, is one important principle (Purba et al., 2021). By doing this, it is ensured that various viewpoints are taken into account when policies or projects are being implemented at universities.

Accountability is a key element that necessitates open lines of communication between leadership and various departments and units as well as openness in financial affairs (Purba et al., 2021). Establishing performance measures or indicators to gauge progress towards reaching institutional goals is another aspect of accountability..

. Requirements for Application of Institutional Excellence

Several conditions must be satisfied in order for institutional excellence principles to be effectively used at Saudi universities:

First and foremost, it is crucial to create a culture that encourages constant development.

This may be done by encouraging teachers, students, and staff to participate in professional development activities in a learning-centered environment (Purba

et al., 2021). This involves presenting chances for pedagogical training, research partnerships, and the development of administrative abilities. 2022) (Nasseef).

Second, it's crucial to develop effective leadership at all levels. Effective leaders are essential in establishing the institution's vision and strategic direction and making sure that operational procedures reflect the principles of institutional excellence. Leadership should be characterized by transparency, accountability, and an open-door policy for effective communication with various stakeholders. (Abdelgadir et al., 2022).

Thirdly, it's vital to create rules and regulations that encourage institutional greatness. In terms of academic programme accreditation, student support services, research funding systems, and ethical behaviour, Saudi institutions can develop clear policies (Purba et al., 2021). These guidelines establish standards for all university community members and offer a plan for ongoing development.

Application Requirements for Structural Excellence

The performance and efficacy of an institution can be considerably improved by a well-designed organizational structure. The following conditions must be satisfied at Saudi universities to guarantee structural excellence:

First and foremost, it's critical to create distinct lines of authority and accountability.

To prevent duplication and disputes, this entails establishing roles and responsibilities across various divisions and departments within the university structure. (Purba et al., 2021).

Secondly, promoting effective communication channels between different organizational levels fosters collaboration and efficient decision-making processes. (Klesney-Tait et al., 2015).

Lastly, encouraging interdepartmental coordination enhances interdisciplinary research collaborations as well as ensures seamless administrative procedures such as admissions or enrollment management.

Requirements for Application of Strategic Excellence

Strategic planning plays a fundamental role in achieving overall institutional success. The following requirements contribute to strategic excellence at Saudi universities:

First and foremost, it is crucial to create a thorough strategic plan that is in line with the objective of the organisation. Long-term objectives are specified in a well-defined strategic plan, together with the means of achieving them (Purba et al., 2021). It offers a development and growth plan for the institution.

Second, establishing quantifiable goals and performance indicators enables monitoring the development of strategic goals. Accountability is ensured by regular monitoring, assessment, and reporting, which also allows for prompt modifications when necessary.

The establishment of efficient resource allocation procedures is also essential. In order to guarantee that resources are deployed effectively to support institutional excellence objectives, strategic planning entails matching budgetary decisions with the defined goals. (Purba et al., 2021).

Strategic excellence entails the creation and execution of plans that are consistent with the purpose, vision, and values of Saudi universities while also allowing for flexibility in response to shifting conditions. In order to achieve strategic excellence, the following conditions must be met: Al-Shujaa, H. H. N., & Zaid, J. D. A. (2022).

First, a thorough environmental assessment can assist to spot new trends, dangers, and opportunities that can be used to drive target-setting procedures.

Encourage participatory decision-making by including relevant parties, such as professors, graduate students, industry leaders, government institutions, etc. This will improve co-ownership of the institutions' strategic efforts.

Thirdly, bolstering the significance of university activities and having a positive influence on the community through investing in research, entrepreneurship, innovation, and capacity building.

Last but not least, ongoing monitoring and assessment of strategic initiative success enables prompt modifications and enhancements depending on shifting internal and external dynamics.

In conclusion, integrating practises with governance principles is necessary for Saudi institutions to achieve institutional excellence. Universities may improve their performance outcomes and reputation by focusing on the administrative, structural, and strategic needs described in this article, thereby making a substantial contribution to the national development goals and social wellbeing.

Challenges and Potential Solutions

While implementing requirements for institutional excellence principles of governance at Saudi universities, several challenges may arise:

The acceptance of new policies or practises might firstly be hampered by opposition to change. Clear information regarding the advantages of institutional excellence should be given, together with proper training and support for all relevant stakeholders, in order to overcome this problem.

Second, the implementation of some projects for faculty development or infrastructure enhancement may be hampered by a lack of funding. This problem may be solved by looking for external financing options through industry partnerships or international alliances.

Last but not least, decision-making inside Saudi institutions may be slowed down by cultural norms or administrative processes. These issues can be solved

by streamlining administrative processes and empowering decision-makers at various levels.

Field study about The reality of the relationship between the principles of governance and institutional excellence at hail University

Before discussing the relationship between the principles of governance and institutional excellence, the researcher believes that it is necessary to take an overview of hail University as a field for the application of the questionnaire

The history of hail university dates back to 1998 when hail Community College was established. In 2006 the college was granted full university status and became hail University.

As its name suggests, the university is located in hail, a city in the north-west of Saudi Arabia. The city is the capital of the hail governorate, one of the 13 governorates of Saudi Arabia. Hail is located between Jabal Shammar to the North and Jabal Salma to the South.

When the university first opened it had only five academic faculties. It has since expanded and is now organized into 15 faculties, which include the Faculty of Applied Medical Sciences, the Faculty of Business Administration, the Faculty of Dentistry, and the Faculty of Public Health. Within each faculty there are a number of departments, which offer a range of undergraduate and postgraduate degree programs.

Throughout the year, the university conducts scientific research in four faculties: the Faculty of engineering, the Faculty of Science, the Faculty of Arts and Fine Arts, and the Faculty of Sharia. Recent research projects have included climate and air quality monitoring and the innovative chemical design of injection pumps for desalination of seawater at plants.

A questionnaire has been prepared consisting of two axes as follows -:The first axis: the reality of the principles of governance at hail University The second axis: the reality of institutional excellence at hail University

This questionnaire was prepared on Google Drive and sent to a sample of faculty members at hail University, which reached 300 faculty members

Table (1) shows the weight averages and the percentage of the average response to the first axis" the reality of the principles of governance at hail University

Rankings	Verification level	The ratio of the average total response	Total average	The reality of the principles of governance
٢	Average	.٥٧	١.٧١	Accountability
٣	Low	.٥١	١.٥٢	Transparency
٤	Low	.٤٦	١.٤٠	Disclosure
١	Average	.٦٠	١.٨٢	Justice
Low		٥٣	١.٦١	Total

It is clear from the previous table that the statistics for the first axis: "the reality of the principles of governance at hail university" can be interpreted according to the following criteria :

" principle of Justice": came in first place for the axis as a whole with a total average (1.82) and(1.79) and an average response rate (60.) And (60) according to the criteria indicates that this was achieved in actual reality to some extent and not in a sufficient way.

" accounting principles": came in second place for the axis as a whole with a total average (1.71) and an average response rate (57. According to the standard, this is achieved to some extent and not in a sufficient way .

"Transparency": came in third place for the hub as a whole with an overall average (1.52) and an average response ratio (51.) According to the Standard indicates that the reality of continuous improvement of processes is not sufficiently high.

" -Disclosure": came in fifth place for the axis as a whole with an overall average (1.40) and an average response ratio (46.) According to the Standard indicates that the reality of continuous improvement of processes is not sufficiently high.

Based on the above, it is noted that the arithmetic averages and relative weights of the dimensions of the first axis "the reality of the principles of governance at hail University" came close with a small difference, and at a level achieved between medium and low, a few ratios indicate the lack of governance principles , and that they need modern administrative methods to achieve institutional excellence

Table (2) shows the weight averages and the percentage of the average response " to the reality of institutional excellence at hail University

Rankings	Verification level	The ratio of the average total response	Total average	institutional excellence at hail University
٢	Average	.٥١	١.٥٢	<i>The first dimension : administrative excellence at hail University</i>
٤	Low	.٤٥	١.٣٧	<i>The second dimension: excellence in the organizational structure</i>
٣	Low	.٤٩	١.٤٨	<i>The third dimension: strategic excellence</i>
	Low	.٤٨	١.٤٥	Total

It is noted from the statistics of the table that the level of verification for the dimensions of institutional excellence as a whole is low; this means that hail university needs to achieve the dimensions of institutional excellence

The research will discuss the relationship between the two study variables through correlation coefficients used the statistical analysis program (SPSS) to calculate them, which can be viewed during the following table and discussed afterwards.

Table (3) shows the correlation coefficient between the study Correlations variables

Study variables		principles of governance	institutional excellence	Job	Sex	Scientific degree
principles of governance	Pearson Correlation	1	738**	246**	.213**	218**
	Sig.(2-tailed)		.000	.000	.000	.000
	N	300	300	300	300	300
institutional excellence	Pearson Correlation	738**	1	.214**	.074**	.185**
	Sig.(2-tailed)	.000		.000	.206	.001
	N	300	300	300	300	300
Job	Pearson Correlation	246**	.214**	1	.209**	.173**
	Sig.(2-tailed)	.000	.000		.000	.000
	N	300	300	300	300	300
Sex	Pearson Correlation	.213**	.074**	.209**	1	.241**
	Sig.(2-tailed)	.000	.206	.000		.000
	N	300	300	300	300	300
Scientific degree	Pearson Correlation	218**	.185**	.173**	.241**	1
	Sig.(2-tailed)	.000	.001	.000	.000	
	N	300	300	300	300	300

It is clear from the previous table that:

- the correlation coefficient between the principles of governance as an independent variable on the one hand and institutional excellence as a dependent variable on the other indicates the existence of a positive, strong and statistically significant correlation relationship between the two variables in total among the faculty members at hail University, and this is indicated by the values of the correlation coefficient(R), (0.738) compared to the tabular value (R), (0.254) at a moral level of 0.01, with the knowledge of both parties, and the degree of freedom (N-2).
- the previous table indicates that there is a positive, but not statistically significant relationship between the principles of governance on the one hand and each of the demographic variables of the study sample on the other hand, we explain it as follows :
- The correlation coefficient indicates that there is a positive relationship between the principles of governance in general on the one hand and the type of individual (male - female) on the other, by (0.213) at a moral level of 0.01 with the knowledge of both parties, but it is not statistically significant, and this means that the type of individual (male - female) does not give fundamental differences to be taken into account, so the type of individual, whether male or female, does not differ in achieving the principles of governance .
- The data in the previous table also indicate that there is a positive relationship between the principles of governance on the one hand and the scientific degree (Professor / Associate Professor / Assistant Professor) on the other, where it reached (R)0.218 at a moral level of 0.01, with the knowledge of both parties, and compared to the tabular value, it is not a statistical function and is not taken into account .

- Also, the relationship between the principles of governance and the job (leadership position / not occupying a leadership position) is positive, as the correlation coefficient was 246.0, which is lower than the tabular (R) at a moral level of 0.01, so the logic of the relationship indicates that it is not a statistical function that does not give fundamental differences.

It is noted from the above that the correlation between the principles of governance in its various dimensions as an independent variable and institutional excellence in its various dimensions as a dependent variable is a positive, strong and statistically significant correlation relationship, and this indicates the importance of governance principles in achieving institutional excellence at hail University

Summary of results

1. The results indicate that the reality of achieving the principles of governance at hail University from the point of view of faculty members was low, Therefore, the university needs modern administrative methods to achieve institutional excellence
2. The results of the study indicated that the level of achieving institutional excellence at hail University from the point of view of faculty members was low
3. The correlation coefficient between the principles of governance as an independent variable on the one hand and institutional excellence as a dependent variable on the other hand indicates a positive, strong and statistically significant correlation between the two variables
4. The results of the study indicate a positive but not statistically significant relationship between the principles of governance on

the one hand and each of the demographic variables of the study sample on the other

Recommendations

- I. It is necessary to have a system for measuring compliance with the necessary standards at Hail University
- II. Hail university must prioritize transparency and expose any wrong practices that may occur
- III. Hail university needs to focus on the practice of e-governance, as it has been found to have a positive impact on achieving institutional excellence
- IV. Hail university should pay attention to the availability of infrastructure, transparency mechanisms, accountability, effective participation, and functional empowerment as dimensions of governance
- V. Hail university should consider refining the skills of faculty members in implementing and dealing with the dimensions of institutional excellence
- VI. Good governance practices should be followed that are in line with institutional objectives, and measurement tools such as the University's Governance Scorecard can be used to assess governance practices .

In conclusion, the application of institutional excellence principles of governance at Saudi universities requires meeting specific requirements. These include establishing a culture of continuous improvement, fostering strong leadership, developing policies and guidelines, promoting effective communication channels, establishing clear lines of authority and responsibility, setting measurable goals, monitoring progress towards achieving strategic objectives, and addressing potential challenges. By meeting

these requirements, Saudi universities can enhance their performance, accountability, and transparency while contributing to the overall development of higher education in the Kingdom.

References

Abdelgadir, W. A. A., Al-Dirawi, A., & Saleh AL-Shehri, U. B. A. (2022). Administrative Governance and its Role in Institutional Excellence Case Study - King Khalid University of Saudi Arabia. *Journal of Economics, Finance and Management Studies*, 05(12). <https://doi.org/10.47191/jefms/v5-i12-14>

Abdelrahim A. Hunaiti, Governance and Decision-Making in Arab Universities, 01 Jan 2020-pp 109-116

Al-Harout AI (2018). Trends towards the application of e-governance in Jordanian private universities and their impact on university performance excellence: Field study. M.Sc. Thesis, Middle East University, Amman, Jordan

Al-Shogairi WA and Al-Ghazali MH (2018). The application of the government to the quality of higher education by focusing on the costs of quality: An analytical study of the opinions of a sample of workers at the University of Anbar. *Maghreb Journal of Economics and Production*, 5(1): 1-18.

Al-Wahibi AARA (2020). The role of leaders in achieving the requirements of institutional excellence in the charitable sector. *Journal of the Faculty of Engineering, Assiut University*, 48(2): 1-35

Al-Zubaidi, KI and Al-Samarai, SI (2019). The impact of governance in achieving distinguished performance, an applied study on a sample of Iraqi Private Universities. *The International Journal for Quality Assurance*, 2(2): 1-20. <https://doi.org/10.34028/ijqa/2/2/85>

Al-Zuhairi TN and Fadel AAA (2017). E-governance in academic institutions: Concepts and implementation mechanisms. *Journal of Bioeconomics and Environmental Policies*, 1(3): 1- 20.

Azka Raga, R., Suharman, H., & Sari, P. Y. (2020). The Role Internal Supervision Unit Auditor and Organizational Commitments Toward Good University Governance in Public Service Agency State Universities. *Journal Organizes Management*, 16(1), 48–59. <https://doi.org/10.33830/jom.v16i1.708.2020>

Bernardo, S. M., Rampasso, I. S., Quelhas, O. L. G., Leal Filho, W., & Anholon, R. (2022). Method to integrate management tools aiming organizational excellence. *Production*, 32. <https://doi.org/10.1590/0103-6513.20210101>

Bratianu, C., & Pinzaru, F. (2015). University governance as a strategic driving force. *Proceedings of 11th European Conference on Management Leadership and Governance, Military Academy, Lisbon, Portugal, 12-13 November2015*, pp.28-35 . Available from: https://www.researchgate.net/publication/283898420_University_Governance_as_a_Strategic_Driving_Force [accessed Aug 08 2023].

Einas Al-Eisa¹,Governance in Saudi Higher Education, , Larry Smith²•Institutions (2), ,01 Jan 2013-pp 27-35

Evelyn, C. J., and senikiwe, T. (2016). Comparison of university governing bodies of private and public universities. *International research in higher education* , 1 (1), 145-152.

Fok-Yew, O., Ahmad, H., & Baharin, S. (2013). Operational Excellence and Change Management in Malaysia Context. *The Journal of Organizational Management Studies*, 1–14. <https://doi.org/10.5171/2013.957636>

Haddad SI and Judeh MA (2015). The extent to which ministries and public institutions winning the King Abdullah II award for excellence in government performance and transparency achieved excellence culture: Perspective of employees and clients. *Jordan Journal of Business Administration*, 11(2): 253-282.

Ismaila Rimi Abubakar, Yusuf A. Aina, Habib M. Alshuwaikhat , Sustainable Development at Saudi Arabian Universities: An Overview of Institutional

Frameworks -Sustainability (Multidisciplinary Digital Publishing Institute)-Vol. 12, Iss: 19, pp 8008, 28 Sep 2020

Jenoui, K., & Abouabdellah, A. (2018). A decision-making-approach for the purchasing organizational structure in Moroccan health care system. *Advances in Science, Technology and Engineering Systems Journal*, 3(2), 195–205. <https://doi.org/10.25046/aj030223>

Klesney-Tait, J., Eberlein, M., Geist, L., Keech, J., Zabner, J., Gruber, P. J., Iannettoni, M. D., & Parekh, K. (2015). Starting a Lung Transplant Program. *Chest*, 147(5), 1435–1443. <https://doi.org/10.1378/chest.14-2241>

Marques, M. da C. da C. (2023). Transparency and Accountability in Portuguese Public Universities. *Dutch Journal of Finance and Management*, 6(1). <https://doi.org/10.55267/djfm/13433>

Morrison T (2019). Goodness and the literary imagination: Harvard's 95th Ingersoll lecture with essays on Morrison's moral and religious vision. University of Virginia Press, Charlottesville, USA.

Nasseef, M. (2022). The Role of Administrative Leadership in Supporting Culture of Quality and Excellence Based on Kaqa Excellence Model: An Implementation Study. *Journal of Business and Management Studies*, 4(1), 91–106. <https://doi.org/10.32996/jbms.2022.4.1.12>

Obaid bin Abdullah Al-Subaie , A Proposed Model to Evaluate the Efforts of Institutional Excellence in Saudi Universities in Light of the Constituents of the European Model of Quality and Excellence ,*Journal of Entrepreneurship Education (Allied Business Academies)-Vol. 25, ss: 1, 01 Jan 2022*

Purba, A. B., Mubarak, A., & Mulyana, J. (2021). Enterprise architecture design using TOGAF at foundation of triputra persada horizon education. *ILKOM Jurnal Ilmiah*, 13(2), 155–162. <https://doi.org/10.33096/ilkom.v13i2.847.155-162>

Rahman NA, Voon BH, and Firdaus A (2016). Identifying the dimensions for culture of excellence in higher education. *Procedia-Social and Behavioral Sciences*, 224: 84-92. <https://doi.org/10.1016/j.sbspro.2016.05.406>

Nenadál J, Vykydal D, and Waloszek D (2018). Organizational excellence: Approaches, models and their use at Czech organizations. *Quality Innovation Prosperity/Kvalita Inovácia Prosperita*, 22(2): 47-64. <https://doi.org/10.12776/qip.v22i2.1129>

Reschiwati, Pratiwi, W., Suratman, A., & Ibrahim, I. M. (2021). Implementation of Good University Governance in Private Higher Education Institutions in Indonesia. *Journal of Southwest Jiaotong University*, 56(3), 295–306. <https://doi.org/10.35741/issn.0258-2724.56.3.25>

Ruben BD and Gigliotti RA (2019). The excellence in higher education model: A Baldrige- based tool for organizational assessment and improvement for colleges and universities. *Global Business and Organizational Excellence*, 38(4): 26-37. <https://doi.org/10.1002/joe.21932>

Sanchez Garcia, A. (2016). Towards Excellence Organization Founded in Human Identity. *Review of Public Administration and Management*, 04(01). <https://doi.org/10.4172/2315-7844.1000181>

Sulila, I. (2022). The Effect Transparency, Accountability, Responsibility, Independency and Fairness on the Governance Performance of State Universities in Indonesia. *Journal of Public Administration and Governance*, 12(1), 142. <https://doi.org/10.5296/jpag.v12i1.19493>

Wafaa Abdelgadir Ahmed Abdelgadir, . Ayman Al-Dirawi, Ustaza/ Bushra Abdullah Saleh AL-Shehri , Administrative Governance and its Role in Institutional Excellence Case Study - King Khalid University of Saudi Arabia , *Journal of economics, finance and management studies*-Vol. 05, Iss: 12, 07 Dec 2022

Xilu Dong¹, Peter Maassen, Governance for Excellence and Diversity? The Impact of Central and Regional Affiliation for The Strategic Positioning of Chinese Top

Universities., -Higher Education (Springer Netherlands)-Vol. 80, Iss: 5, pp 823-837,
01 Nov 2020

Zaid, J. D. A., & Al-Shuja'a, H. H. N. (2022). The Impact of Entrepreneurial Orientation on Achieving Institutional Excellence: A Field Study at Private Yemeni Universities in Sana'a. *The Arab Journal For Quality Assurance in Higher Education*, 14(50). <https://doi.org/10.20428/ajqahe.v14i50.1893>