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## Abstract

### **Factors Influencing Public Sector Employees' Acceptance of E-training in Saudi Arabia: The National Distance Training Program as a Model**

**Dr. Mohammad Ahmad Gharawi**  
**Institute of Public Administration**

The study aimed to identify the factors influencing the acceptance of public sector employees in the Kingdom of Saudi Arabia to the training programs available through one of the National Transformation programs 2020 (i.e. Ethrai). It substantially targeted this category of employees who benefited from the training services made available through this platform. It adopted the social survey sampling method targeting a sample of 4494 employees. The data were collected using an electronic questionnaire which was verified for its validity and reliability. In addition to the descriptive statistical methods, the study also adopted the path analysis method using structural equations modeling to analyze the data and test the hypotheses. The study found two variables that have a direct effect on using the platform, namely incentives and usage behavior. The study also found that there are other indirect effects of those variables, namely external effect, content quality, technical support, and ease of access. The results indicated that the social impact, self-efficacy and perceived benefit variables have direct and indirect effects on the use of Ethrai. Based on the study conclusions, a number of recommendations were proposed to raise the level of public sector employees' acceptance of e-training programs in a way that contributes to achieving the objectives of the National Transformation Program emanating from Saudi Vision 2030.

**Keywords:** Technology Acceptance Model, e-training, civil servants, National Distance Training Program, Ethrai, Structural Equation Modeling

## Abstract

### **The Balance between Performance of Human Resources and the Replacement of Non-Saudi Positions (Saudization) A Case Study: Replacement of Non-Saudi Physicians and Nurses in the Saudi Health Regions**

**Dr. Ali S. Al-Qarni**

**Dr. Tareq H. Al-Amin**

This study aimed at investigating the balance between the performance of human resources and replacement of non-Saudi staff by Saudis using the Case Study methodology. The study population comprised physicians and nurses in the 20 health regions to detect variations and differences in their performance indicators using data envelopment analysis models, and then determine the size of the underutilized human resources (physicians and nurses) in all health Regions. The study determined the effectiveness of physicians & nurses replacement (replacing 50% of non-Saudi physicians and nurses by Saudis) by showing the targeted planned replacement for each year during the period (2016-2020).

The results showed that the number of underutilized physicians in health regions reached (4653), which means (15%) from the total number of physicians available to be replaced by Saudi staff according to the operating efficiency indicator by the end of (2016). On the other hand, the results showed that the number of underutilized nurses in the health regions reached (15,408), which means (19.4 %) from the total number of nurses available to be replaced by Saudi staff according to the operating efficiency indicator by the end of (2016). Moreover, the results showed that the number of underutilized human resources percentages of physicians and nurses vary among the health regions in the range (0.0%) for efficient regions and up to (45.9%) for inefficient ones. The results and recommendations of this study are expected to have an important contribution towards achieving the Ministry of Health's "National Transformation Program Initiatives."

**Keywords:** Operating efficiency, effectiveness of replacement, data envelopment analysis, replacing non- Saudi positions.

## Abstract

### **Measuring the Impact of Audit Committee's Independence on the Market Reaction to Earnings Announcements in Saudi Companies**

**Dr. Hemeda Mohamed Abdelmageed**

This study investigated the extent of adequacy of the mandatory level of the Audit Committee's independence under the new Saudi Corporate Governance Regulations issued in 2017. Accordingly, the impact of the Audit Committee's independence on the market reaction to earnings announcements was measured by using data of the non-financial public companies in Saudi Arabia during the period of mandatory application of Article (14) of the old Corporate Governance Regulations between 2009 and 2016. The event study methodology was used to measure the market reaction to earnings announcements.

The study found that the mandatory level of the Audit Committee's independence under the new regulation is lower than that in some other countries. It also found that the Audit Committee's independence had a positive impact on the market reaction to earnings announcements. The joint effect of the Audit Committee's independence with its size, activity, and expertise was negative and insignificant on the market reaction to earnings announcements, whereas there was no effect for the Audit Committee's ownership of company shares. The study also found that there was no effect when the external auditor was one of the big4 audit firms, and when the company incurred losses.

These findings suggested that the new Saudi Corporate Governance Regulations should be amended to require a specific percentage of the independent members in the Audit Committee. The study also recommended that this percentage should not be less than 50% as stated in the Corporate Governance Regulations in the EU.

The results of the study are expected to help both practitioners and policymakers identify ways of enhancing performance of the Audit Committee, improving the reliability and credibility of the overall financial reporting system, and improving the market reaction in Saudi Arabia.

**Keywords:** Audit Committee independence; market reaction; event study methodology; abnormal returns; corporate governance regulations; KSA.