

PUBLIC ADMINISTRATION JOURNAL

A Professional Peer Reviewed Quarterly Journal Published
by the Institute of Public Administration

ISSN : 0256 - 9035
© I. P. A. 0137 / 14

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Tranlated by: Dr. Jaffar A. AL Al wan
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Abstract

A Proposed Model of the Incentives and Rewards System in the Saudi Civil Service

Dr. Waheed bin Ahmad Al-Hindi

Dr. Naif bin Suleiman Al-Mutlaq

This study aimed at exploring the status of incentives in the Saudi civil service system by highlighting their components, benefits and rewards associated with performance. In this respect, the relevant theories and the historical background of incentives in the context of the Saudi civil service received particular attention.

To achieve the study objectives, the descriptive analytical method was used to collect references, records and documents relevant to the study, such as the relevant laws and regulations. The contents of these materials were analyzed by the researcher in order to draw conclusions on the study problem. The method of direct and open interview was also invested with (25) government leaders on various parts of the subject.

The study shaped a concept for the incentives and rewards applicable in the Saudi civil service system. This concept is based on a three-fold classification. The first element describes cash rewards in which employees are categorized into exceptional, innovative, comprehensive, distinguished, outgoing, positive, and distinguished partners from outside the government agency. The second element includes the annual appraisals associated with the formal job evaluation system as part of the human resources plan of the government agency. The third element includes incentives and other rewards related to moral and appreciative aspects in their individual and collective forms.

The study recommended that there are some requirements on which the proposed system of incentives and rewards in the Saudi civil service system shall be based. For instance, such requirements include establishing a higher committee for incentives and rewards, redesigning job descriptions, building plans for human resources development, designing a flexible system of leadership rewards, and carrying out periodical evaluations for these systems to maximize the expected benefits.

Keywords: Human resources management, incentives and rewards systems, civil service in Saudi Arabia

Abstract

The Administrative Capabilities Required to Develop Leaders Performance in Saudi Universities in the Light of Vision 2030

Dr. Khalid Awad Abdallah Althobiti

The study sought to identify the status of strategies set to develop the performance of leaders in Saudi universities, and pinpoint the obstacles of leadership performance development in Saudi Universities. It also attempted to define the administrative capabilities required to develop the leaders' performance in Saudi universities in the light of Saudi Vision 2030.

To achieve these objectives, the researcher used the descriptive method. The study population consisted of (277) faculty members in educational leadership at Saudi public universities. The sample included (93) faculty members representing (34%) of the study population. A questionnaire was designed and sent via e-mail to the subjects.

The study had a number of results, particularly: The current status of the strategies of developing the performance of leaders in Saudi Universities came at a rank of "disagree" from the point of view of the sample of the study with a mean value of (2.387) and a standard deviation of (0.769). The obstacles facing the development of leadership performance in Saudi universities were organizational constraints, administrative constraints and human constraints, with a mean value of (3.209) and a standard deviation of (0.726). The managerial capabilities required to develop the performance of leaders in Saudi universities in light of the Saudi Vision 2030 were self-management, institution management, human resources management, program management, performance management and project management, respectively with a mean value of (3.570) and a standard deviation of (0.525).

The study recommended building a strategy for the development of the leadership performance and establish a leadership development center in each one of the Saudi universities to prepare, qualify and develop leadership.

Keywords: Management capabilities, performance development, leadership, Saudi universities.

Abstract

The Effect of Intellectual Capital on Achieving Organizational Excellence at Saudi Government Agencies: The Mediating Role of Empowerment Case Study: Institute of Public Administration

Dr. Nazem Mahmoud Malkawi

The aim of this study was to identify the effect of Likert scale midpoint on the scale. This study aimed at identifying the effect of intellectual capital with its components (human capital, structural capital, and relational capital) on organizational excellence with the mediating role of empowerment at the Institute of Public Administration-Saudi Arabia. The target group of the study consisted of director generals and directors at the Institute of Public Administration and its branches. A questionnaire was developed and administered to the entire group which comprised (150) subjects, with (74) valid questionnaires recovered. The study reached some results including: the intellectual capital and organizational excellence were available at high rates, while empowerment was available in a moderate rate. There was a statistical significant effect between intellectual capital with its all components and organizational excellence; a statistical significant effect between intellectual capital and empowerment; a statistical significant effect between empowerment and organizational excellence, and a statistical significant effect of interaction of intellectual capital with empowerment on organizational excellence.

The study recommended the need to pay attention to building intellectual capital, and enabling it to achieve organizational excellence through giving empowerment more attention. It also recommended the Institute's administration to educate the employees on intellectual capital and organizational excellence, and to make intellectual capital and organizational excellence a top priority and include it in its strategic plans.

Keywords: Intellectual capital, empowerment, organizational excellence, Institute of Public Administration, Saudi Arabia.