IMPACT OF ETHICS OF WORK ON JOB PERFORMANCE IN TECHNICAL COLLEGES IN SAUDI ARABIA

Dr.Sulaiman Al-Alsheikh

Faculty of Economics and Administration
King Abulaziz University
Jeddah,Saudi Arabia
Email Id: SALALSHEIKH@kau.edu.sa

Awad Saleh Alharbi

Buraidah College of Technology
Buraidah, Saudi Arabia
Email:awad5858@yahoo.com

Abstract

The main objective of the paper was to find out if ethics of work can have an impact on an employee's productivity and job performance. The researchers set out to develop a quantitative research by gathering data principally from sampled respondents from three different technical colleges in Saudi Arabia. Gathered data was tested to determine the significance of ethics of work on employee productivity and job performance. From the survey, two variables were eminent, namely: ethics of work (independent variable) and employee job performance (dependent variable). The study tested several hypotheses, and the results confirmed the positive impact of work ethics on job performance in all three sampled colleges. Results showed a significant difference of impact of ethics of work on different ages, management, religious and educational levels. The older the employee, senior and more educated, the more committed to work ethics and the higher the output.
Keywords: ethics of work, productivity, job performance, Saudi Arabia

1.0   INTRODUCTION

Idrus, (2014), defines ethics as a discipline that studies what is wrong and right. Therefore, ethics in an organizational context involves discussion on rights and wrongs while formulating institutional policies, decisions, regulations and rules. Ethics in Greek (called ethos), refers to custom or character. The term describes a collection of norms and values that act as yardstick or standards to assess the integrity of one's conduct (Haashi, 2015). Therefore, ethics of work refer to study of human attributes subject to what is expected of them by others while undertaking their duties. Ethics of work is crucial to any organization because it provides benchmark in balancing employees' interests against their responsibilities. The topic on ethics of work has evolved over the past two decades with collapse of major institutions such as Enron, WorldCom and Arthur Andersen. Nowadays, ethics of work provides institutions with corrective solutions, nurturing confidence in resolving conflicts while equally contributing towards moral development of professionals resulting to organizational success.

1.1   Significance of study

Studies on ethics of work often concentrated on studying American and European Enterprises with limited regard to Asian and African institutions. Worse, in Saudi Arabia, the studies concentrated on studying the banking sector. The education sector contributes significantly towards the development of Saudi's economy. Consequently, the study is

significant to help guide policies makers and human resource decision makers develop effective work environment guided by formidable tentacles of ethics of work.

1.2   Hypothesis

This case study seeks to examine and test the following hypothesis.

There is a significant difference in impacts of ethics on employee job performance between older and younger people.

There is a substantial difference on work ethics between undergraduate and master staffs.

Senior management staffs are committed to work ethics than junior staffs.

1.3   Research problem

The researchers set out to answer the question; do ethics of work have an impact on employees' job performance and productivity? If yes, how does it affect the employees' productivity?

2.0 ETHICS OF WORK IN SAUDI ARABIA

Ethics of work refers to universal practices cutting across different jobs regardless of the nature and type of job. They are often associated with dedication at work places where employees diligently execute their duties with the aim of achieving the objectives, missions, visions and goals of their organizations. The discipline of work ethics in Saudi Arabia is predominantly borrowed from Islamic religion and the sayings and teachings of Prophet Mohammad (Ali and Al – Owaihan, 2013). Work ethics in Islamic religion stems from Sunnah and Holy Qur'an teachings. According to Ali, (2013), the Islam religion offers diverse personal traits that anchor and steer economic development, just like Western Protestantism. Ali further quips that Islam's work ethics delivered Muslims into the golden era in fourteenth century. Sadly, there are hardly much researchers conducted on Islamic Work Ethics (Al-Kezemi, 2015), although the discipline has attracted recent studies such as Youssef's The Moderating Effect of the Islamic Work Ethics on the Relationship between Organizational Commitment and the Job Satisfaction (2016).

Islamic teachings on ethics of work endear fulfillment in life rather than denial. According to Ahmad (2010, in Youssef, 2016) the religion further stress on business motives as a pertinent life priority. As a result, employees in Saudi Arabia ascribing to Islam religion are taught on job satisfaction, commitment to work and doubled productivity. Key ethics of work as advanced by Islam include integrity, sense of responsibility, emphasized quality, and sense of team work, respect (Hayy'a) and self-discipline (Abas-Mastura & Imam, 2013). It is the sum of high scores against these values among its followers that Islam provides as basis for exceedingly productive and high performing employees. Incidentally, there are very few studies still that focus on impact of ethics of work on the performance, satisfaction, commitment, and turnover of employees in the Kingdom. In fact, little focus has been directed to the study of the ethics of work discipline among employees in Saudi Arabia's technical colleges.

2.1 Ethics of Work and Economic Development

A former Malaysian Prime Minister, Dr. Mahathir Mohammad reputed for Malaysia's economic transformation was recently quoted as attributing the economic revolution to 22 years of education tillage (Ajmal & Irfan, 2014). Indeed, education investments anchored on quality breeds sophisticated egregious and prosperous new world order. Consequently, inculcating ethics of work in college education and implementing among college staff

members is a definite approach to transform Saudi Arabia's economy into a thriving, diversified and complex giant in Asian continent. Just like its neighbors, Saudi Arabia is an Islamic state with strict observance of Islamic Shari'ah laws both encapsulated in the constitutional and legal frameworks.

2.2 Job Performance

Jex (2015) defines job performance as the dexterity with which a person can execute his or her duties. It refers sum total of all behaviors of an employee exhibits while engaging at their work. Researchers in totality agree on the difficulties eminent while measuring job performance (Collins, 2014). They also agree that ethical organizations with moral direction produced positive outlook amongst communities thereby forming a positive organizational culture (Bell, E. E. (2015). Besides, such entities were touted as advantageously positioned for their effectiveness, competitive advantage, employee accountability and communication effectiveness. Workplaces that derive pleasure in ethics are also known to create commitment, job satisfaction and impressive community residency (Ali and Al-Owaihan, 2013). Still creating ethical principles and implementing forms a wealthy environment. Incidentally, work ethics accords job holders more focused discharge of duties with rational sense devoid of favor or prejudice thereby allowing the employees keep to genuine performance.

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Population Sample

The researchers designed a survey questionnaire, emailed and visited the respondents for self-administered questionnaires. The respondents were employees of three technical colleges, namely: Burydah College of Technology, Almajmaah Technical College and Alasiah Technical College, all under the auspices of Technical and Vocational Training Corporation (TVTC). . 123 questionnaires were distributed but received 100 questionnaires representing approximately 81% response rate. However, the researchers could only use 91 questionnaires which had all the questions fully answered for use in further analysis representing a 74% response rate. From Burydah College of Technology, the researchers received 49 fully complete questionnaires out of the 60 distributed. The number of successful and complete questionnaires received from Almajmaah Technical College totaled to 30 out of the 50 distributed. Thirdly, the researchers received 12 useful questionnaires from the Alasiah Technical College out of the 13 distributed. The respondents were drawn from three departments, namely administration, finance and academics.

3.2 Survey Design

The administered questionnaire had two parts that covered demographic profile of respondents and their level of agreement to questions of work ethics items, respectively. Here, the respondents were guided to choose their level of disagreement or agreement with several statements against a five point Likert scale. 1 represented strong disagrees while 5 represented strongly agree.

Table 1 Survey Results

Number	Ethics of work variables	Average
1	Integrity	0.703
2	Sense of responsibility	0.732
3	Emphasized quality	0.657
4	Sense of team work	0.695

| 5 | Respect (*Hayy'a*) | 0.707 |
| 6 | Self-discipline | 0.687 |

4.0 ANALYSIS AND FINDINGS

The researchers analyzed the gathered data using SPSS 2.0 software. The analysis covered descriptive statistics such as percentage and frequencies to display the major characteristics of the sample. Further, the researchers explored simple regression analysis to test the hypothesis. The objective was to assess the impact of ethics of work on employee job performance among staff of technical colleges in Saudi Arabia. The findings are tabulated in Table 2 below.

Table 2 Standard Deviation and Correlation between ethics of work variables and employee job performance

Number	Ethics of work variables	STD	Spearman's Correlation Coefficient
1	Integrity	1.68	0.6
2	Sense of responsibility	1.59	0.54
3	Emphasized quality	1.53	0.6
4	Sense of team work	1.65	0.878
5	Respect (*Hayy'a*)	1.76	0.794
6	Self-discipline	1.82	0.792

It was observed that from table 1 ethics of work achieved relatively high mean scores. The researched interpreted this as strict adherence to ethics of work by employees in the institutions where the survey questionnaires were administered. Still, the researchers observed an above average overall median for the averages implying that the employees are not fully satisfied. Table 2 signifies a strong positive relationship between ethics of work and employee job satisfaction ($r = 0.7001$, $p<0.01$). This relationship is most significant where a sense of teamwork is stressed within the organization ($r = 0.878$, $p<0.01$) and least significant where responsibility and accountability is demanded of employees ($r = 0.54$, $p<0.01$). The high scores of the sampled employees from the three investigated technical colleges as indicated in table 1 might indicate that the employees are highly supportive of ethics at work.

4.1 Hypothesis Testing

Ho: null hypothesis

H1: alternative hypothesis
The first Hypothesis

Ho: There is no significant difference in impacts of ethics on employee job performance between older and younger people.

H$_1$: There is a significant difference in impacts of ethics on employee job performance between older and younger people.

Testing the first hypothesis ANOVA model was applied and the results were as follows.

Ho results	F abstract value	F Tabulated	F calculated
Refusal 1	0.024	2.7	2.981

In ANOVA model, if the tabulated value is less than the calculated figure, it implies that we reject the Ho and accept H$_1$.

From the results above we can say that there exists a substantial difference in impacts of ethics on employee job performance between older and younger people in technical colleges. Basing our arguments on the results, it can be elucidated that older people at technical colleges are committed and demonstrate high degree of loyalty to their current jobs compared to younger folks. Moreover, old people do not pay much attention on the salary they receive as the young employees. Old employees concentrate in accomplishing institutional goal and execute their duties diligently. Young employees seem not to be contented with their current jobs and want higher paying jobs.

The Second Hypothesis

Ho: There is no substantial difference on work ethics between undergraduate and master staffs.

H$_1$: There is a substantial difference on work ethics between undergraduate and master staffs.

The table below indicates results of t-test

The result of negative hypothesis	SIGT(T) as in table	(T) as in table	(T) as calculated	
Ho				
Refusal	0.00	1.8671	11.118	

t-test outcomes indicates that the figure of T when calculated was 9.118. This interprets that it is greater than the figure tabulated. Reject H1 if the figure calculated is greater than figure tabulated and vice versa.

In this scenario H1 is accepted and Ho is rejected indicating that there is a substantial difference on work ethics between undergraduate and master staffs in technical college. Graduates employees show a high level of job commitment leading to high level of work

output. This is because they stand a high chance of job promotion compared to their undergraduates counter parts. In addition, it is a general perception that graduates employees has a better understanding on what they do and they are more knowledgeable than the undergraduate employees.

The Third Hypothesis

Ho: Senior management staffs are not committed to work ethics than junior staffs.

H$_1$: Senior management staffs are committed to work ethics than junior staffs.

ANOVA model was applied to test the difference between senior and junior employees. The table below indicates ANOVA results.

HO results	F abstract value	F Tabulated	F calculated
Refusal 1	0.024	2.4	2.813

From the results above we reject Ho and accept H1 implying that senior management staffs are committed to work ethics than junior staffs at technical colleges.

The outcomes can be elucidated as there is a significant difference between job description of senior employees and junior employees. Senior management staffs are assigned more duties and responsibilities making them to be more attached to the institutions. They think they are in charge of the colleges and anything that might happens they should be answerable. Hence; this requires them to execute their duties with degree of ethics and due diligence. They make crucial decisions on behalf of the colleges. Senior employees are more satisfied at their places of work due to their positions and the power they have. Consequently, they are more productive compared to junior staffs. Junior staffs are assigned less duties and responsibilities. Mainly they are concerned with day to day activities. In most cases, they are not involved in decision making, hence, demonstrating low level of ethics at their work.

5.0 ACKNOWLEDGMENTS

6.0 CONCLUSION

From this extensive study set out to examine the impact of ethics of work on employee job performance in Saudi Arabia we can make the following concluding observations. Employees with higher level of education demonstrate high level of ethic at technical colleges. Individuals who hold senior positions are more committed to work ethics and they are more productive than their junior employees. Old employees at technical colleges have high standards of ethics as they are more contented with their jobs compared to younger employees. Work ethics is directly related to job performance. Employees who work adhering to work ethics are more productive. The study reveals too the significance of ethics of work in Saudi Arabian institutions. Managers and other heads of institutions or interested in setting up enterprises in Saudi Arabia can therefore inculcate ethics of work in their institutions to enhance their employees' performance.

References

Ali, A., & Al-Kazemi, A. (2015). Islamic Work Ethic in Kuwait. Cross Cultural Management: An International Journal, 14(2), 93-104.

Abas-Mastura,, M., & Imam, O. (2013). International Journal of Humanities and Social Science. Employability Skills and Task Performance of Employees in Government Sector, 3(4), 150-162.

Ajmal, M. U., & Irfan, S. (2014). Understanding the Moderating Role of Islamic Work Ethics between Job Stress and Work Outcomes. IOSR Journal of Business and Management IOSRJBM, 16(1), 62-67.

Ali, A., & Al-Owaihan, A. (2013). Islamic work ethics: A critical review. Cross Cultural Management an International Journal, 15(1), 5-19.

Ali, A. (2013). Scaling an Islamic Work Ethic. The Journal of Social Psychology, 128(5), 575-583.

Bell, E. E. (2015). Exploring employee perception of the work environment along generational lines. Performance Improvement Perf. Improv., 47(9), 35-45.

Collins, D. (2014). Essentials of business ethics: Creating an organization of high integrity and superior performance. Hoboken, NJ: John Wiley & Sons.

Haashi, A. (2015). Islamic ethics: An outline of its principles and scope. Revelation and Science, 1-03.

Idrus, S., Noordin, F., Naziman, Y., Aznan, N., & Othman, A. (2014). Islamic Work Ethics Towards The Organizational Commitment. Colloquium on Humanities, Science and Engineering Research, 25(2).

Imam, A., Muneer, S., & Abbasi, A. (2013). The Impact of Islamic Work Ethics on Employee Performance: Testing Two Models of Personality X and Personality Y. Science International, 25(3), 611-617.

Jex, S. M. (2015). Organizational psychology: A scientist-practitioner approach.

Replacing the Protestant Work Ethic with the Development Ethic. (2014). Out of the Box Thinking for Successful Managers, 145-156.

Wahibur, R. (2013). The Effect of Islamic Work Ethics on Work Outcomes. EJBO Electronic Journal of Business Ethics and Organization Studies, 15(1).

Yousef, D. A. (2016). The Islamic work ethic as a mediator of the relationship between locus of control, role conflict and role ambiguity – A study in an Islamic country setting. Journal of Managerial Psychology Journal of Managerial Psych, 15(4), 283-298.