

## Exploring the impact of organizational behavior on employee performance in Saudi universities



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### ABSTRACT

This study examines how organizational behavior affects employee performance. We gathered quantitative data using a questionnaire from 88 employees working at Saudi universities. The study focused on four main aspects of organizational behavior: direction, motivation, bias, administrative leadership, and organizational culture. Employee performance, measured by efficiency, served as the dependent variable in this study. Results showing P-values below 0.01 indicate significant positive impacts of motivation, bias, and organizational culture on employee performance. In contrast, direction and administrative leadership showed minimal influence on performance. This research addresses a gap in empirical studies on organizational behavior in the workplace and provides valuable evidence of how organizational behavior links to employee performance. We used simple regression analysis to demonstrate this relationship, offering a significant methodological contribution to understanding these dynamics. The findings underscore the importance of promoting a motivational and inclusive organizational culture to improve employee performance, specifically within Saudi universities.

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### 1. Introduction

Many research studies (Sa'adah and Rijanti, 2022; Suleman et al., 2022) have looked at job performance behavior and the factors that affect it. Early research dates to 1951, when Gaylord et al. (1951) conducted criterion-driven research that distinguished between summary performance evaluations of process behaviors and the outcomes of these behaviors. Short-term judgmental ratings of employees' job-related behaviors or traits are usually used in assessments. However, such summary assessments only marginally reflect the actual outcomes of such behaviors or traits at the institutional level. Another early research study is Ronan and Prien's (1973), which showed evidence of great research activities. However, it needs to contribute more to understanding factors that improve employee behavior.

Ugoani (2020) recently said that management is about making, putting in place, and configuring

different organizational systems to make the organization work better as a whole. People and groups bring their skills, knowledge, values, goals, and attitudes to an organization, which changes it as a result. On the other hand, organizations modify or restructure individuals and groups through their organizational structure and culture, as well as their policies, power, and procedures, as well as the roles that people are expected to play in the organization (Ugoani, 2020). Studying human behavior in organizations is concerned with defining, analyzing, anticipating, and controlling employees' behaviors as they interact with others relevant to the work environment (Brief and Weiss, 2002; Kwia, 2023).

According to Kumari and Pradhan (2014), organizational behavior research seeks to enhance organizational effectiveness and advance knowledge on workplace behaviors through rigorous investigation of individuals, workgroups, processes, politics, and power dynamics in organizations. Swanson (1995) contended that the overarching goal is to enhance organizational effectiveness and promote employee well-being. Any organization's success depends mainly on activating its human resources or elements and improving its performance. Therefore, the administration's duty is not to concentrate only on reaching its formal goals or performing job activities but also on individuals and their personalities by addressing their needs to

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create better working conditions. This includes freedom of expression, justice in distributing bonuses, the opportunity to participate in decision-making, and the like. Only when this is achieved can more opportunities for renewal and creativity abound.

Putting together old and new research, it's clear that behavioral, psychological, emotional, and interpersonal factors have direct or indirect effects on the effectiveness of an organization. These factors are covered under the umbrella term 'organizational behavior'. The current study, drawing on prior research, argues that for an organization to function effectively and efficiently, it should examine management as a field concerned with understanding the supervision of jobs and monitoring individuals to do specific duties. The study primarily discusses organizational behavior, reflecting relevant previous empirical studies, and sheds light on the issue by correlating organizational behavior and employee performance, with significant ramifications for researchers, regulators, politicians, managers, governors, and academicians. This study aims to close a gap in the organizational behavior literature by evaluating the association between organizational behavior and employee performance at Saudi universities. The investigation centers around the following main research question: What is the impact of organizational behavior on employees' performance at Saudi universities?

## 2. Literature review

Numerous studies have explored the intricate relationship between organizational behavior and business performance. Notably, researchers such as Radwan (2016), Cherian et al. (2021), Boerner et al. (2007), Ugoani (2020), Podsakoff et al. (1997), Yu et al. (2018), Nawafleh (2018), Thakur (2014), Musbah et al. (2016), and Aktaş et al. (2011) have delved into this subject. For instance, Radwan (2016) identified a positive correlation between employee loyalty in the workplace and their performance, signifying that enhanced workplace loyalty contributes to improved employee performance. Additionally, Radwan's (2016) research shed light on how demographic and workplace variables can have varying effects on workplace loyalty and employee performance.

Kumar (2008) and Cherian et al. (2021) likewise unveiled a substantial link between organizational behaviors and employee performance, transcending national and cultural boundaries. Meanwhile, Boerner et al. (2007) proposed that stimulating debates on task-related challenges can foster innovation and creativity, although their research showed no significant moderating influence on transactional leadership, follower performance, or innovation. However, Ugoani (2020) contradicted this, revealing a noteworthy positive connection between these variables.

Due to time constraints and limitations in the existing literature, this research could not fully

realize its potential. Consequently, further investigations are warranted to comprehensively explore the interplay between personality traits and the performance of less productive employees. Therefore, Organ et al. (2005), Tamunomiebi and Onah (2019), Zbierowski (2020), Tadesse (2022), Aliyu and Gebremeskel (2024) and Podsakoff et al. (1997) made a significant discovery by attributing variations in firm performance to organizational citizenship behaviors (OCBs). Their research highlighted the crucial role of helping behavior, which exhibited more substantial systemic effects compared to civic virtue or sportsmanship.

Similarly, Yu et al. (2018) contributed valuable insights by demonstrating a strong link between organizational culture and performance, particularly in terms of an organization's growth potential. Furthermore, specific facets of organizational culture influenced more by cultural or institutional factors than individual members, can exert a notable impact on organizational performance (Rahmatullah et al., 2022; Adinew, 2023).

In another context, Nawafleh (2018) assessed the state of administrative development in the Jordanian public sector and uncovered several key findings. Notably, both formal and informal organizational behaviors held significant sway over the level of administrative development. The study pinpointed the decision-making system and adherence to group standards as pivotal factors influencing administrative development, while conflict, leadership, and authority exhibited comparatively lesser influence on this outcome.

In a similar research context, Thakur (2014) delved into the realm of organizational behavior within colleges of education in Maharashtra state. The study's findings unveiled a positive organizational culture within the study's setting. Hock et al. (2016), Pool (2000), and Ibrahim and Aslinda (2015) provided additional support for the beneficial impact of organizational culture on overall efficiency. Furthermore, the study highlighted the detrimental effects of workplace pressures and inter-organizational conflict on the efficiency of financial institutions. Notably, organizational conflict exhibited adverse repercussions on both performance and employee commitment within the same sector.

Regarding the statistical aspect of the analysis, significant correlations were observed between ethical recognition and ethical judgment, as well as between ethical judgment and ethical intention. However, no substantial connection was established between ethical recognition and ethical intention. Factors related to organizational characteristics and demographics, such as age and educational level, yielded limited statistically significant outcomes. Also, Aktaş et al. (2011) contributed valuable insights by reporting a positive relationship between various types of organizational culture and multiple dimensions of organizational efficiency. Their research also shed light on the moderating roles played by internal and external environmental

stability or instability and managerial values within these relationships.

The study makes a substantial contribution to both the academic community and the practical realm of educational institutions. Firstly, the research adds to the academic knowledge base by investigating the relationship between organizational behavior and employee efficiency within the unique context of Saudi universities. This focus on the specific academic setting in Saudi Arabia provides insights that were previously underrepresented in the literature. It not only enhances our understanding of how organizational behavior influences employee efficiency but also highlights the importance of cultural and contextual factors in this relationship. This contextualized knowledge contributes to the global body of research on organizational behavior and offers a more holistic perspective on the subject.

Secondly, the study's findings have practical implications for educational policymakers, university administrators, and human resources professionals. By identifying the aspects of organizational behavior that significantly impact employee efficiency, the research offers actionable insights for enhancing the work environment in Saudi universities. This, in turn, can lead to improved employee performance, increased job satisfaction, and better student outcomes. The study's alignment with Saudi Arabia's Vision 2030, which aims to modernize and enhance various sectors, including education, underscores its relevance and potential impact on shaping the strategies and policies of educational institutions. Overall, the study contributes to the body of knowledge on organizational behavior and offers practical guidance for improving employee efficiency in a crucial sector of Saudi Arabia's economy.

Considering the limited research on the interplay between organizational behavior and its influence on employee performance, this study addresses a critical gap in the current body of knowledge regarding organizational behavior within the context of Saudi universities. Drawing from insights gained in the literature review, the research is guided by four hypotheses:

**H1:** Organizational culture has a positive and significant impact on employee efficiency in Saudi universities, as measured by performance metrics.

**H2:** There is a significant relationship between motivational factors, such as recognition and

rewards, and employee efficiency within the organizational context of Saudi universities.

**H3:** The style of administrative leadership in Saudi universities significantly influences employee efficiency and productivity.

**H4:** Organizational bias, if present, negatively affects employee efficiency and hampers their performance in Saudi university work environments.

### 3. Methodology

This study adheres to a correlational research design, delving into the relationship between organizational behavior and employee performance within Saudi universities. The analysis explores this correlation by investigating a dependent variable, namely employee performance efficiency, in conjunction with four independent variables encompassing directions, motivation and bias, administrative leadership, and organizational culture (Fig. 1). A detailed description of these variables is presented in Table 1. Table 1 provides an overview of the variables studied, including their codes, the number of items in each variable, the measurement scale used, and the supporting literature. Table 1 offers a clear and organized summary of the study's main components, helping to understand its structure. The variables are divided into the dependent variable, "Efficiency of Employee Performance," and independent variables related to "Organizational Behavior."

The dependent variable, "Efficiency of Employee Performance," has five items measured on a 5-point Likert Scale. This scale choice is consistent with Ibrahim and Aslinda's (2015) research, ensuring measurement consistency. The independent variables are "Directions," "Motivation and Bias," "Administrative Leadership," and "Organizational Culture." Each has a specific number of items and is measured using the same 5-point Likert Scale. This uniformity simplifies the research process and facilitates comparisons between variables.

#### 3.1. Data collection procedures

The study population consisted of all employees working for Saudi universities. Our questionnaire was initially distributed randomly to 115 participants in five universities, but only 76% of them responded, making the final sample 88. The demographics of respondents are displayed in Table 2.

**Table 1:** The variable of the study (Ibrahim and Aslinda, 2015)

Variables	Variable's code	No. of items	Measurement
<b>Dependent variable (efficiency of employee performance)</b>			
The efficiency of employee performance	EFFECT	5 items	5-point Likert scale
<b>Independent variables (organizational behavior)</b>			
Directions	DIRE	7 items	5-point Likert scale
Motivation and bias	MOBI	7 items	
Administrative leadership	ADLE	8 items	
Organizational culture	ORCU	8 items	

**Table 2:** Respondents' background information

Variable	Total responses	%	Details	
Gender	Male	64	72.7	Out of 88 respondents, 64 were male, and 24 were female, indicating that most respondents were male
	Female	24	27.3	Regarding age, 52 respondents were between 30-40 years old, 20 were between 41-50, 12 were under 30, and 4 were over 60. Most respondents were between 30-40 years old, followed by those aged 41-50
Age	< 30	12	13.6	In terms of education, 50% of respondents were graduates, 24 (27.3%) had postgraduate degrees, and 12 (13.6%) had PhDs. A small number of respondents (9%) had diplomas. Most respondents were graduates.
	30 - 40	52	59.1	
	41 - 50	20	22.7	
	> 60	4	4.5	
Education	Diploma	8	9.1	Out of 88 respondents, 64 were male, and 24 were female, indicating that most respondents were male
	Graduate	44	50.0	
	Postgrad	24	27.3	
Years of experience	PhD	12	13.6	Regarding age, 52 respondents were between 30-40 years old, 20 were between 41-50, 12 were under 30, and 4 were over 60. Most respondents were between 30-40 years old, followed by those aged 41-50
	1 - 5	14	15.9	In terms of education, 50% of respondents were graduates, 24 (27.3%) had postgraduate degrees, and 12 (13.6%) had PhDs. A small number of respondents (9%) had diplomas. Most respondents were graduates.
	6 - 10	48	54.5	
> 10	26	29.5		

Table 2 provides valuable information about the background characteristics of the study's respondents. It summarizes the demographic details of the participants, offering insights into the composition of the sample. Here are some observations and comments on the Table 2.

- Gender: Table 2 clearly displays the gender distribution of the respondents. Male participants (72.7%) significantly outnumbered female participants (27.3%). This gender disparity is an essential demographic feature that researchers should consider when interpreting the results, as it might have implications for the study's findings.
- Age: The respondents' age groups are categorized into four ranges. The majority of participants (59.1%) were between the ages of 30 and 40, and the second-largest age group (22.7%) was between 41 and 50. Only a small percentage of respondents were either younger than 30 (13.6%) or older than 60 (4.5%). This information is essential as it provides an understanding of the age distribution within the sample, which may impact how organizational behavior affects different age groups.
- Education: Table 2 presents a breakdown of respondents based on their educational qualifications. It is clear that graduates made up the majority of respondents (50.0%), with postgraduates coming in second (27.3%). A smaller percentage held a Ph.D. (13.6%), and a minority had diplomas (9.1%). This data is crucial for assessing the educational diversity within the sample, which may influence the interpretation of the study's outcomes.
- Years of experience: The respondents' years of experience are grouped into three categories. Most respondents had between 6 and 10 years of experience (54.5%), while the remaining participants were almost evenly split between having 1 to 5 years (15.9%) and more than 10 years (29.5%) of experience. Understanding the

distribution of respondents' experience levels is vital for analyzing how different experience levels relate to organizational behavior and employee efficiency.

Table 2 effectively conveys the demographic characteristics of the study's participants, enabling readers to comprehend the composition of the sample. Researchers should take these demographic factors into account when interpreting the study's findings and their potential implications for organizational behavior and employee efficiency.

### 3.2. Instruments or tools

A questionnaire was used to assess the efficiency of employees' performance, whereas organizational behavior was evaluated with four variables: directions, motivation and bias, administrative leadership, and organizational culture. Our questionnaire, developed in English, was translated into Arabic before administering it. The reliability of the questionnaire was evaluated using Cronbach's alpha ( $\alpha=0.962$ ). As for reliability analysis, Cronbach's alpha was used to determine whether the scale was reliable or unreliable. The Alpha can take on any value between zero and one, indicating no internal consistency (complete internal consistency). Shrestha (2021) recommended this as a rule of thumb. According to Cronbach's alpha formula, alpha should not be less than 0.7. The Cronbach's alpha values for job performance (EFFCY), directions (DIRE), motivation and bias (MOBI), administrative leadership (ADLE), and organization characteristics (ORCU) were all greater than 0.7 in the case of the instrument used in this study. Hence, the data collection tool is reliable and suitable for this research.

Table 3 presents the results of Cronbach's alpha for different scales used in the study, demonstrating the internal consistency or reliability of each scale. Here are some comments on the Table 3.



**Table 3:** Results of Cronbach's alpha

No.	Scale	Items	Cronbach's alpha	Overall scale reliability
1.	Efficiency	3 items	.9617	0.962
2.	Directions	7 items	.9618	
3.	Motivation and bias	7 items	.9606	
4.	Administrative leadership	8 items	.9603	
5.	Organizational culture	8 items	.9598	

- **Efficiency:** The efficiency scale includes 3 items and has a Cronbach's alpha of 0.9617. This high value shows that the items are very consistent and measure the same underlying concept well.
- **Directions:** The directions scale consists of 7 items with a Cronbach's alpha of 0.9618. This excellent consistency indicates that the items reliably measure the concept of directions.
- **Motivation and bias:** The motivation and bias scale has 7 items and a Cronbach's alpha of 0.9606. This high value means the items measure the same construct effectively and consistently.
- **Administrative leadership:** The administrative leadership scale includes 8 items and has a Cronbach's alpha of 0.9603. This high value indicates strong consistency among the items measuring administrative leadership.
- **Organizational culture:** The organizational culture scale comprises 8 items with a Cronbach's alpha of 0.9598. This high consistency shows that the items effectively capture the concept of organizational culture.

Overall, Table 3 shows strong evidence of the reliability of the scales used in the study. The high Cronbach's alpha values for each scale indicate that the items are consistent and reliable measures of their respective constructs. Researchers can trust the consistency and stability of these scales when assessing the study's variables. To examine the relationship between organizational behavior and employee performance efficiency, the following regression model was used.

$$EFFCY = \alpha_i + \beta_1 DIRE + \beta_2 MOBI + \beta_3 ADLE + \beta_4 ORCU + \varepsilon \tag{1}$$

where, EFFCY is efficiency, DIRE is directions, MOBI is motivation and bias, ADLE is administrative leadership, ORCU is organizational culture, and  $\varepsilon$  is error term.

## 4. Results

### 4.1. Descriptive analysis

Table 4 presents the results of the descriptive analysis of the key variables in the study. It provides essential information about the central tendencies and variations in the data:

- **Efficiency (EFFCY):** The mean efficiency score is 1.782, with a minimum of 1.00 and a maximum of 2.80. The standard deviation is 0.556, indicating a relatively low level of variability in this variable.

- **Directions (DIRE):** The mean directions score is 2.253, with a minimum of 1.00 and a maximum of 4.00. The standard deviation is 0.805, suggesting moderate variability in the responses.
- **Motivation and bias (MOBI):** The mean motivation and bias score is 2.779, with a minimum of 1.00 and a maximum of 4.43. The standard deviation is 1.017, indicating a relatively high degree of variability in this variable.
- **Administrative leadership (ADLE):** The mean administrative leadership score is 3.034, with a minimum of 1.00 and a maximum of 5.00. The standard deviation is 1.026, showing a moderate level of variability.
- **Organizational culture (ORCU):** The mean organizational culture score is 2.886, with a minimum of 1.00 and a maximum of 4.75. The standard deviation is 1.173, indicating a relatively high level of variability in this variable.

Table 4 provides readers with a clear summary of the data's central tendencies (mean values), range (minimum and maximum values), and the extent of data dispersion (standard deviations). These statistics are essential for understanding the characteristics of the dataset and the variables under investigation. The "Valid n" entry indicates that all 88 respondents had complete data for these variables.

### 4.2. Results of the regression analysis

Table 5 presents the results of the regression analysis, which aimed to explore the relationship between the efficiency of employee performance and several independent variables.

- **Constant (Intercept):** The constant coefficient is 0.915 with a standard error of 0.152. The t-value of 6.027 is highly significant ( $p < 0.001$ ), suggesting that the constant is a statistically significant predictor of efficiency.
- **Directions:** The directions coefficient is -0.187 with a standard error of 0.133. The t-value of -1.407 has a p-value of 0.163, which is not significant at the typical alpha level of 0.05. Therefore, the "Directions" variable does not significantly predict efficiency.
- **Motivation and bias:** The coefficient for motivation and bias is 0.061, with a standard error of 0.121. The t-value of 0.500 has a p-value of 0.018, indicated by three asterisks (\*\*\*) ,signifying that it is statistically significant.
- **Administrative leadership:** The administrative leadership coefficient is 0.137, with a standard

error of 0.105. The t-value of 1.313 has a p-value of 0.193, which is not statistically significant.

- Organizational culture: The organizational culture coefficient is 0.244, with a standard error of 0.082. The t-value of 2.988 is highly significant, with a p-value of 0.004 (\*\*\*), indicating that this variable is a statistically significant predictor of efficiency.
- R<sup>2</sup>: The R-squared value, which is 0.38, indicates that approximately 38% of the variability in efficiency can be explained by the combined influence of the independent variables.
- Adjusted R<sup>2</sup>: The adjusted R-squared, at 0.35, takes into account the number of predictors and provides a more conservative estimate of the proportion of variance explained.
- Durbin-Watson: The Durbin-Watson statistic of 2.093 checks for the presence of autocorrelation in the residuals. Values close to 2 suggest no autocorrelation.

- Sig.: The "Sig." value of 0.00 indicates the overall significance of the regression model, suggesting that at least one of the predictors significantly explains the variance in efficiency.

The regression analysis indicates that organizational culture and motivation and bias significantly predict efficiency, as shown by their p-values (\*\*\*) and (\*, respectively) and corresponding t-values. In contrast, directions and administrative leadership do not significantly impact employee performance, as their p-values are greater than 0.05. The R-squared value of 0.38 suggests that the model explains a moderate amount of the variance in efficiency. The adjusted R-squared value accounts for the model's complexity. The Durbin-Watson value indicates there is no significant autocorrelation in the residuals.

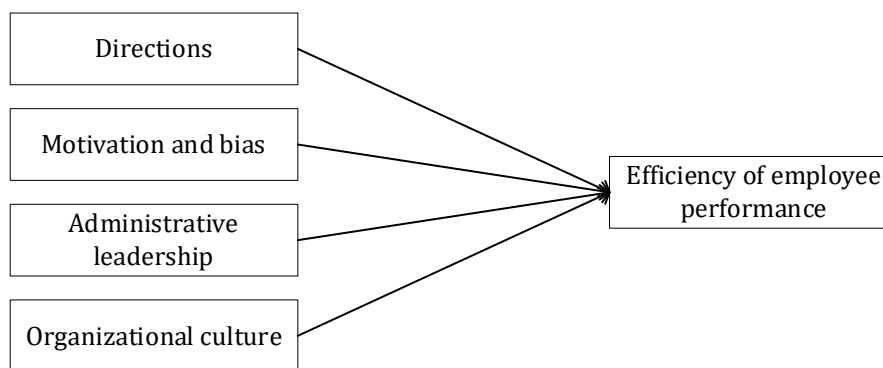


Fig. 1: Organizational behavior and efficiency of employee performance

Table 4: Results of the descriptive analysis

Variable	N	Min.	Max.	Mean	Std. dev.
Efficiency (EFFCY)	88	1.00	2.80	1.782	0.556
Directions (DIRE)	88	1.00	4.00	2.253	0.805
Motivation and bias (MOBI)	88	1.00	4.43	2.779	1.017
Administrative leadership (ADLE)	88	1.00	5.00	3.034	1.026
Organizational culture (ORCU)	88	1.00	4.75	2.886	1.173
Valid n (listwise)	88				

Table 5: Results of the regression analysis

Variable	Coeff.	Std. error	T	Prob.
Constant	.915	.152	6.027	.000
Directions	-.187	.133	-1.407	.163
Motivation and bias	.061	.121	.500	.018***
Administrative leadership	.137	.105	1.313	.193
Organizational culture	.244	.082	2.988	.004***
R <sup>2</sup>			0.38	
Adjusted R <sup>2</sup>			0.35	
Durbin-Watson			2.093	
Sig.			0.00	

\*\*\*: Denote significance at 1%

## 5. Discussion

The findings from the study on the influence of motivation, bias, organizational culture, directions, and administrative leadership on employee performance within Saudi universities are highly insightful and suggest multiple practical implementation strategies. These findings resonate with previous research, such as Ibrahim and Aslinda (2015), Radwan (2016), and Cherian et al. (2021), underscoring the importance of organizational culture, loyalty, and motivation on employee

performance. This discussion aims to propose practical strategies based on these findings, emphasizing employee motivation, leadership practices, and the integration of empirical data into organizational behavior studies.

The study's emphasis on the pivotal role of employee motivation in enhancing performance underscores the need for a multifaceted approach to motivation within Saudi universities and potentially other organizations with similar demographics. A practical strategy could involve the development and implementation of a comprehensive incentive

program that transcends mere financial rewards. Such a program could include recognition awards, career development opportunities, and a supportive work environment that values employee contributions. This approach aligns with the study's indication that acknowledging and valuing employees' efforts is key to boosting morale and performance. Additionally, tailored motivation strategies that consider individual preferences and professional aspirations could further enhance the effectiveness of these programs.

The negligible impact of directions and administrative leadership on employee performance, as found in the study, indicates a potential area for improvement in leadership practices. Organizations could benefit from leadership development initiatives that focus on building consideration, a strong scientific foundation, and precise work norms. These initiatives could include training programs that emphasize emotional intelligence, effective communication, and conflict resolution skills. Establishing clear guidelines and expectations for various divisions within the organization can also ensure a unified understanding of roles and responsibilities, thereby enhancing organizational efficiency.

The methodological contributions of the study, particularly the use of statistical tools to generate new empirical data, highlight the importance of data-driven decision-making in understanding organizational behavior. Organizations can adopt similar research methodologies to periodically assess the state of their internal dynamics and the effectiveness of implemented strategies. By embracing a culture of continuous learning and adaptation, organizations can utilize empirical data to refine their practices, leading to improved employee performance and organizational success.

Given the significant and positive influence of organizational culture on employee performance, as evidenced in the study, fostering a positive and inclusive organizational culture is paramount. This could involve regular training sessions on diversity and inclusion, open communication channels for feedback and suggestions, and initiatives that promote teamwork and collaboration. By creating an environment where employees feel valued and part of a larger purpose, organizations can enhance motivation and loyalty, which are crucial for sustained performance.

The study's rigorous research methods set a high standard for future investigations into organizational behavior. It is advisable for organizations to not only rely on existing data but also to engage in ongoing research efforts to explore new dimensions of organizational behavior. This could involve collaborations with academic institutions for joint research projects, internships for students to gain practical experience, and workshops that disseminate research findings to a broader audience. Such initiatives can foster an environment of continuous improvement and innovation.

The practical implementation of the study's findings involves a holistic approach that encompasses enhancing employee motivation, developing leadership skills, leveraging empirical data for decision-making, cultivating a positive organizational culture, and fostering a commitment to continuous improvement. These strategies, grounded in empirical evidence, offer a roadmap for organizations, especially within the academic sector, to optimize employee performance and achieve organizational success. As such, this research not only fills a gap in the literature but also serves as a valuable guide for practical application in organizational settings.

## 6. Conclusion

This attempt examined the effects of organizational behavior on the efficiency of employees' performance in the universities of Saudi Arabia during 2022. For this investigation, four factors were in focus: directions, motivation and bias, administrative leadership, and organizational culture. The employees' performance was measured by the efficiency variable. The findings indicated that motivation and bias, as well as organizational culture, statistically and significantly affect employees' performance. The findings also revealed that directives and administrative leadership barely affected staff performance, as reflected in the results (efficiency). Taken together, the research findings have significant ramifications for researchers, regulators, politicians, managers, governors, and academicians. It also lays the foundation for future research into the relationship between organizational behavior and other characteristics in governmental colleges. Additionally, the current study can serve as a roadmap for academics from different parts of the world who are interested in comparative studies on organizational behavior in universities between their countries and Saudi Arabia.

In conclusion, this research constitutes a significant step forward in understanding the intricate dynamics of organizational behavior and its profound influence on employee performance within Saudi Arabian universities in 2022. The study meticulously scrutinized four pivotal factors, directions, motivation, bias, administrative leadership, and organizational culture, within the context of organizational behavior. The key performance indicator was the efficiency of employees, a vital measure of productivity.

The research findings have unveiled a multifaceted landscape of influences on employee efficiency. It was evident that motivation and bias, as well as the prevailing organizational culture, emerged as robust determinants significantly affecting employee performance. This discovery underscores the fundamental importance of fostering an environment where motivation thrives, and bias is minimized. In the quest for high-performing employees, it is imperative for

universities and organizations to proactively create spaces that empower their staff to perform optimally.

The study's findings regarding efficiency, on the other hand, revealed a less significant role for directives and administrative leadership in influencing staff performance. This particular aspect highlights the need for a nuanced examination of leadership within the context of Saudi Arabian universities. It implies that while some aspects of organizational behavior significantly contribute to employee efficiency, others may exert a more limited direct influence. This insight challenges academic institutions and organizations to reevaluate their approaches to administrative leadership, potentially shifting their focus towards factors that more profoundly impact performance.

The implications of this research transcend the boundaries of academia. The insights derived from this study are of paramount importance to an array of stakeholders. Researchers, regulators, policymakers, managers, governors, and academicians all stand to benefit from the findings. These insights serve as a crucial reference point for anyone seeking to enhance organizational behavior and employee performance within the distinctive landscape of Saudi Arabian universities. With this knowledge in hand, decision-makers are empowered to make more informed choices that can lead to more effective and efficient organizations.

Furthermore, this study holds promise for further research endeavors. By laying a strong foundation for exploring the intricate relationship between organizational behavior and other characteristics in government-led educational institutions, it encourages and inspires future investigations. Beyond the confines of Saudi Arabia, this research can serve as a valuable roadmap for academics from diverse corners of the globe interested in comparative studies on organizational behavior in universities. This comparative perspective can illuminate universal principles while acknowledging the unique factors that influence organizational dynamics in different contexts.

In summary, this study underscores the undeniable impact that organizational behavior exerts on employee performance and efficiency within Saudi Arabian universities. By delving into the critical factors and presenting concrete findings, it enriches the ever-evolving body of knowledge in this field. In the end, it provides useful insights that a wide range of stakeholders can use to influence positive changes in organizational behavior and productivity.

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## Compliance with ethical standards

### Ethical considerations

This study was approved by the Ethics Committee of the University of Bisha. All participants provided informed consent, and their confidentiality and anonymity were maintained. The data were used solely for research purposes.

### Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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