

Original Article

The Impact of Administrative Freedom on the Managerial Tasks Performance from the Department Heads and Coordinators Viewpoint at Najran University

¹Dr. Eltaj Mohammed Mohammed Ali Hamed

¹Assistant Professor in Business Administration, Business Administration Department, College of Administrative Sciences, Najran University, Kingdom of Saudi Arabia.

Received Date: 28 September 2023 Revised Date: 05 October 2023 Accepted Date: 08 October 2023 Published Date: 11 October 2023

Abstract: *What effect do administrative freedom practises have on how well academic department heads and coordinators fulfil managerial duties? That is the issue this study aims to answer. It confirms – among other things- that neglecting the idea of administrative freedom leads to an insufficient perception of the ethical responsibilities of companies towards performing managerial tasks. The research sought to change administrations' views on administrative freedom and the extent of its impact on the performance of managerial tasks. It recommended that administrators should largely give the lower levels some freedom and independence in performing and implementing their tasks. Because changing the thoughts of administrators towards the positives of administrative freedom can correct and complement the focus on performing managerial tasks. Integrating the level of administrative freedom granted and the performance of managerial tasks at work can lead to the progress, development and enhancement of managerial performance.*

Keywords: *Administrative Freedom, Administrative Practice, Managerial Tasks.*

I. INTRODUCTION

For excellent performance, managers -including all levels- must have the freedom to allocate the scarce resources under their control. The breadth and foundation of the power exerted by those with ultimate legal authority in administrative matters, the character of the administrative authority, and the purpose of the academic department must all be taken into account in the effective defence of administrative freedom.

For the affairs related to administrative tasks, the heads and coordinators need ultimate repositories of power and authority to fulfill their administrative tasks. Because of the rapid changes, the intensity of competition, and the huge fluctuations that become the hallmark that distinguishing the business environment, managers need more authority in terms of leading their activities, making the necessary decisions to respond to urgent changes and unaccountable fluctuations, and tracking various changes in their environment. Building an effective work relationship with the various counterparts, responding and adapting to technological changes and technologies used, they need to provide a piece of proper information that helps them make the necessary decisions and build effective plans and strategies, establishing an effective organizational culture that gives a clear image of the institution relationship with the stakeholders. The current organizational atmosphere will impact the subordinate's creative behaviour, either supporting or discouraging it.

An effective manager gives people the chance to express their creative side, promotes innovation, offers a variety of opportunities for work, communication, and decision-making, and offers both material and ethical rewards.

In order for the institution to respond and adapt to the rapid changes in its environment, it must grant a proper amount of exploitation and freedom to managers, enabling them to highlight their creative capabilities and their accumulated experiences in carrying out planning and strategic tasks activities for the organization and their departments, which will support planning and follow-up processes. Moreover, it contributes to verifying the validity of the assumptions upon which the various decisions, especially the strategic ones, are built by anticipating and forecasting the results that the fluctuations of the competitive environment may produce. Additionally, they should assist them in carrying out oriented tasks and guide them towards achieving the outcomes in the framework with a high degree of accuracy and organization. This greatly reflects their capacity to forge collaborative relationships with internal and external stakeholders by enhancing the organization's standing among dealers. In addition, it enables them to build an effective control system that works to respond quickly to any deviations that occur in the work and address the problems with a degree of confidence in the chosen solutions and the expected results using scientific and practical methods.



II. PROBLEM STATEMENT

The absence of adequate managerial freedom among managers in the areas of practicing their administrative activities and unclear managerial freedom concept and its dimensions will affect managerial tasks performance. Therefore, it is preferable for academic institutions to have a positive workplace culture that supports employees' personal growth, increases their level of job satisfaction, provides some level of challenge and inspires creativity, boosts morale and performance, and helps the organization achieve its goals.

The lack of top management to perceive the importance of managerial freedom and the close link with organizational development, stimulating creative behaviour among workers and raising their performance may form a problem that deserves attention and research. Therefore, adopting the managerial freedom concept has become a more urgent to adopt a new business model to face the expected changes and transformations, which requires evaluating the prevailing level of managerial freedom in the academic institutes and its impact on the effectiveness of the managerial tasks' performance. Hence, a number of questions were set to be addressed, as follows:

1. What is the level of managerial freedom practicing granted to managers by the top management of the university?
2. To what extent is the field of managerial freedom consistent with the university's vision and progress towards achieving its goals and objectives?
3. What is the impact of the managerial freedom practice areas granted now at the university on the performance of managerial tasks among the heads and coordinators of academic departments?

III. THE SIGNIFICANCE

The significance of the study relies on knowing the nature of prevailing freedom areas according to department heads and coordinators' views. In addition to this, the importance of adopting administrative freedom practicing may help the University leaders to adopt a modern working style, which can lead and participate in problem-solving.

Moreover, this study may be one of the rare studies that link between administrative freedom practices areas and managerial tasks based on the fact that they complement each other, whereas the behaviour and events of work of department heads and coordinators depend mainly on the degree of freedom provided by privilege organizational climate. Also, this study shows its importance through its recommendations in enhancing the concept of administrative freedom, and it effectively impacts facing challenges and changes in the surrounding environment.

IV. STUDY OBJECTIVES

The study aims to fulfill the following objectives:

- a. Knowing the department heads' and coordinators' impressions towards the level of the prevailing freedom areas represented in the following dimensions: leadership and decision-making, information and technology, and organizational culture.
- b. Determining the nature of the relationship between the areas of administrative freedom practicing and managerial tasks among the department's heads and coordinators at Najran University.
- c. Providing recommendations and suggestions may help develop the prevailing climate of administrative freedom at Najran University because of its effective impact on organizational behaviour in general and creative behaviour in particular, which helps the university develop in all academic and research areas.

A) *Study Hypothesis:*

The Main Hypothesis: there is a statistical relationship between the field of managerial freedom practicing and managerial tasks performance levels among department heads and coordinators.

B) *Sub hypothesis:*

- a. There is a positive correlation between leadership and decision-making and managerial tasks (Planning, Organizing, Coordinating, and Control)
- b. There is a positive correlation between Information and Technology and managerial tasks (Planning, Organizing, Coordinating, and Control)
- c. There is a positive correlation between Organizational culture and managerial tasks (Planning, Organizing, Coordinating, and Control)

C) *Study Methodology*

Pragmatism, which entails identifying and dealing with a problem in its context, was employed. A mixed method approach was the key methodology applied. The study journey had three main steps, namely, within the scope of the research, determining the sample and information-gathering tools, and secondly, designing an electronic questionnaire for gathering data by sharing it with the study sample. Moreover, the final activity was to select the suitable data analysis program (SPSS), discussion and conclusion.

V. LITERATURE REVIEW

A) *Administrative Practice:*

The cornerstone of every organization is a set of pre-established goals or objectives, along with a timeline for accomplishing those goals (Khan & Khan, 2019, p320). In order to achieve organizational success, the administration of an organization implies making it easier to plan, organize, direct, and control the operations across the organization. (Jayarathna, & Weerakkody, 2014, p163). Nevertheless, administrative practice can be described as both technical/managerial and participatory/professional (Hugh Kingsley, 1999, p289). In order to ensure the institution's survival, administrative practises involve luring, motivating, and retaining staff. Administrative procedures in educational institutions, such as performance evaluations of staff and training and development programmes, are used to ensure the employees' effective production and the improvement of the educational institution (Jabbar et al., 2019, p1). Administrators must, therefore, practise management. Regardless of a company's type, size, market, or industry, managing is one of the most crucial duties. There are many duties that managers must complete as part of their daily job routine in order to increase effectiveness and efficiency in their organizations. Most managerial duties consist of:

1. Coaching: Coaching is one of the most significant management responsibilities. Managers must be the ones to guide their team members or subordinates in the direction that the organization needs to go. They are merely educators and mentors. The leader should use additional coaching techniques as the employee gains competence. Through coaching, the employee learns how to approach the other department and gets the crucial information she needs to accomplish her goal.

2. Planning: Setting goals and choosing a course of action to achieve them are both part of the management task of planning. Managers must foresee future conditions and be aware of the current environmental factors affecting their organization.

3. Motivating Employees: If managers want to produce the finest results possible from their work, they must motivate their staff. Every employee has a few motivating variables that will help them produce better work. Maximizing staff motivation and productivity is one of the responsibilities of management.

4. Organizing: The managerial function of organizing entails creating an organizational framework and assigning human resources to guarantee the achievement of goals.

5. Staffing: Staffing has become a key duty for managers because organizational members, or simply people, are one of the most significant resources for today's businesses. The key to enabling a successful company's future operations is choosing the correct employees for the organization.

6. Controlling: Organizational control is the process through which a company persuades its employees and other constituents to act in a way that advances its mission and goals.

What is freedom in Management?

The concept of freedom in management sciences is intricate and multifaceted. Undoubtedly, without freedom, it is impossible to uphold other ideals that serve as the foundation for organizations. Although freedom itself is valuable, it may also be harmful if it is not balanced with obligations and responsibilities (Adam & Adam, 2019, P: 134). In the history of uses of the word "freedom," Foner identifies five "strands" or "elements" of freedom (Chanley & Chanley, 2007):

- a. Political freedom—the right of people to participate in public affairs
- b. Civil liberties—the rights that individuals can assert against authority
- c. Christian ideal—the capacity to act according to an ethical standard
- d. Personal freedom—the ability to make crucial individual choices free from outside coercion
- e. Economic freedom—various meanings, e.g., economic autonomy, liberty of contract, industrial freedom, economic security

These meanings of freedom are still prominent in popular discourse today (Chanley & Chanley, 2007). If these interpretations are closely investigated, none of them matches the word's obvious meaning—the capacity to exist without limitations.

The ability to make management decisions on your own, using the resources necessary to find a solution, and to act on your own judgement regarding certain organizational activities within the context of the organizational culture. However, the following characteristics may be included in freedom in management (Adam & Adam, 2019, P: 135):

1. Leadership that is open-minded;
2. Self-direction;
3. Self-control;
4. Entrepreneurial creativity;
5. Self-motivation;
6. A balance between employee and business demands;

7. Authority to carry out daily duties without management permission; and
8. People who are less risk-averse.

B) Tasks Performance:

The ability of an individual to effectively carry out the duties and obligations of the relevant role, as outlined in the job description, is what is referred to as task performance (Aslan *et al.*, 2022, p286). This means task Performance is a term of how a person does on a given task and quantifying someone's performance on a task. Befort and Hattrup (2003, p20) observed that supervisors tended to focus more on task performance than contextual performance when evaluating subordinates, suggesting that supervisors and managers are generally concerned about the task performance of their work units.

C) Elements of Task Performance

1. **Specification of task actions:** This is one of the essential criteria used to assess how well an employee performed a task. The staff must adhere to all the requirements to complete the assignment successfully.
2. **Specification of task constraints:** This measurement determines whether the task's quality has been maintained. Additionally, it must be completed within the allotted job time and budget.
3. **Specification of results:** It refers to whether the tasks completed align with what was requested of them. The task's outcome is compared to the requirements, to put it simply.
4. **Specification of roles:** It outlines the essential duties and roles a person must fulfil when working on a certain assignment.

D) Performance Management

Although performance management is a broader and more comprehensive process than just evaluating the performance of the employees, it has long been narrowly understood in many organizations. Performance management is represented as a pattern of supervision, which includes all types of ties connecting the manager with his employees and allows him to manage all activities that enable him to achieve the desired results within the organization (El-badreen, 2020, p 198).

According to the definition given above, performance management refers to the process of systematic definition of the organization's mission, strategy, and objectives, making them measurable through critical success factors and key performance indicators, and then taking corrective actions to keep the organization on track (Waal, *et al.* 2011, p779). Businesses may focus on creating value for the customer and yet enhance performance with the help of business process management, which enables the formulation and ongoing refinement of organizational strategies (Silva, 2012, p 763). Samwel, (2018) postulated that performance management systems cause strategic evaluation and ensure goal congruence, or it emphasized the need for clear performance expectations for each employee to be linked to the desired outcomes documented in the organization's strategic plan (Samwel, 2018, p 201). Therefore, five key goals for performance management must be accomplished. (valamis.com, 2021):

- a. Develop clear role definitions, expectations and goals
- b. Increase employee engagement
- c. Develop managerial leadership and coaching skills
- d. Boost productivity through improved performance
- e. Develop a performance reward program that incentivizes accomplishment

E) Analysis:

Table 1: Demographic Categories: Frequencies and percentage

Categories	Frequency	Percent
Managerial status	Department Coordinator	12
	Program Coordinator	14
	Department Head	8
Scientific qualifications	Lecturer	6
	Assistant	21
	Associated	7
Experience	Less than 5	4
	5 less than 10	12
	10 less than 15	6
	15 and more	8
Gender	Male	28
	Female	6
Colleges	Humanities	21
	Applied Sciences	13

Table 2: Study Variables: Descriptive Statistics

The variables	Mean	Std. Deviation
Leadership	3.25	1.069600
Information	4.11	0.885636
Culture	3.58	1.084030
Planning	3.89	0.919978
Organizing	3.93	0.873604
Coordinating	3.70	0.882900
Controlling	3.31	1.250144
Overall Mean	3.68	0.995085

Table (2) indicates that the respondents' answers to study dimensions range between (3.25 - and 4.11), and these medians are all greater than the hypothetical mean (3), which means the respondents agreed with what was stated in all study dimensions. Moreover, the standard deviation values for the respondents to the study dimensions ranged between (0.8829 - 1.2501), and these values indicate the great homogeneity in their answers to these phrases, meaning that they agree to a large extent.

VI. RESULT AND DISCUSSION

Table 3: Pearson Correlation Analysis Results

Independent variables		Planning	Organizing	Coordinating	Controlling
Leadership	Pearson Correlation	.734**	.348	.475*	.712**
	Sig. (2-tailed)	.000	.069	.011	.000
Information	Pearson Correlation	.753**	.713**	.716**	.617**
	Sig. (2-tailed)	.000	.000	.000	.000
Culture	Pearson Correlation	.810**	.539**	.549**	.699**
	Sig. (2-tailed)	.000	.003	.003	.000

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Hypothesis (1): There is a positive correlation between leadership and decision-making and managerial tasks (Planning, Organizing, Coordinating, and Control)

Table 3 shows a positive correlation between the independent variable (leadership) and dependent variables planning, organizing, coordinating, and controlling. Therefore, the significance level for the dependent variables (planning, coordinating, and controlling) is less than (0.05), meaning those variables were more significant for department leaders. However, the dependent variable (organizing) is greater than (0.05), which is less significant for department leaders. This result means the hypothesis is accepted.

Hypothesis (2): There is a positive correlation between Information Technology and managerial tasks (Planning, Organizing, Coordinating, and Control)

Table 3 shows a positive correlation between the independent variable (Information and Technology) and the dependent variables planning, organizing, coordinating, and controlling. Therefore, the significance level for the dependent variables (planning, organizing, coordinating, and controlling) is less than (0.05), which means those variables were more significant for department leaders. This result means the hypothesis is accepted.

Hypothesis (3): There is a positive correlation between independent variable Organizational culture and managerial tasks (Planning, Organizing, Coordinating, and Control)

Table 3 shows that there is a positive correlation between the independent variable (*organizations' culture*) and the dependent variables planning, organizing, and coordinating, controlling. Therefore, the significance level for the dependent variables (planning, organizing, coordinating, and controlling) is less than (0.05), which means those variables were more significant for department leaders. This result means the hypothesis is accepted.

VII. CONCLUSION

Practicing administrative freedom is an approach to improve managerial task performance because the businesses' creativity and growth are critical for organizations' success and development. This study aims to look into how management freedom affects how well tasks like planning, organizing, coordinating, and controlling are carried out. The findings show a substantial correlation between exercising administrative independence and the effectiveness of managerial responsibilities. Therefore, the administrators significantly, with great respect, must give the low-level space of freedom and independence in

performing and doing their tasks. Delegating authority with enough experience will make people feel important and independent, significantly making them work and perform better without hesitating.

VIII. REFERENCES

- [1] Chanley Jesse, and Chanley Sharon, What does Freedom Mean, June 2015. <https://www.researchgate.net/publication/278019802>
- [2] Khan Ziad, and Khan Fawad, Impact of Management at Performance, *Global Scientific Journal*, Vol. 7, No. 7, ISSN 2320-9186, 2019.
- [3] Dierksmeier Claus, The Freedom–Responsibility Nexus in Management Philosophy and Business Ethics, *Journal of Business Ethics*, Vol. 10, No. 2, pp. 263–283, 2011.
- [4] Eastman, Julia Antonia, Revenue Generation and its Consequences for Academic Capital, Values and Autonomy: Insights from Canada, *Higher Education Management and Policy*, Vol. 9, No. 3, OECD 2007.
- [5] Jayarathna SMDY, and Weerakkody, W.A.S, Impact of Administrative Practices on Job Performance with Reference to Public Banks in Sri Lanka, *International Journal of Scientific & Technology Research*, Vol. 3, No. 4, p. 163, 2014.
- [6] Silva, Lucia Aparecida da, Damian, Ieda Pelogia Martins and Silvia Ine's Dallavalle de Pa'dua, *Process Management Tasks and Barriers: Functional to Processes Approach*, *Business Process Management Journal*, Vol. 18 No. 5, pp. 762-776, 2012.
- [7] Samwel, Janes O, *An Assessment of the Impact of Performance Management on Employee and Organization Performance - Evidence from Selected Private Organizations in Tanzania*, International Journal of Human Resource Studies ISSN 2162-3058 2018, Vol. 8, No. 3. 2018,
- [8] Waal, Andre', Robert Goedegebure, Patricia Gerdts, *The impact of performance management on the results of a non-profit organization*, International Journal of Productivity and Performance Management Vol. 60 No. 8, pp. 778-796, 2011.
- [9] Performance Management: Best Practices and Examples (valamis.com) Updated March 31, 2021.
- [10] Jabbar, Muhammad Naveed et al., *Effect of Administrative Practices on Job Performance: An Empirical Study among Public University Employees in Pakistan*, Global Academic Journal of Economics and Business, Vol-2, Iss-1 pp-1-5, 2020.
- [11] Grudziński Adam, and Sulich Adam, Concept of Freedom in Management, *International Journal of Social Sciences & Educational Studies*, ISSN 2520-0968 (Online), ISSN 2409-1294 (Print), Vol.6, No.1, 2019.
- [12] Grudziński Adam, and Sulich Adam, Concept of Freedom in Management, *International Journal of Social Sciences & Educational Studies*, ISSN 2520-0968 (Online), ISSN 2409-1294 (Print), Vol.6, No.1, 2019.
- [13] Aslan, Mustafa., Yaman, Fatih., Aksu, Ayhan, and Güngör, Habibe, Task Performance and Job Satisfaction Under the Effect of Remote Working: Call Center Evidence, *Economics and Sociology*, Vol. 15, No. 1, pp. 284-296, 2022.
- [14] Befort Nancy, and Hattrup Keith, Valuing Task and Contextual Performance: Experience, Job Roles, and Ratings of the Importance of Job Behaviors, *Applied HRM Research*, Vol. 8, No. 1, pp. 17-32, 2003.