Importance Of Administrative Leadership Qualities in Combating Corruption Health Care Organization System, Analytical Approach

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Abstract
Current study aims to focus on traits and characteristics of administrative leadership and its role in combating corruption within Saudi healthcare sector. Researcher took into perspective traits of administrative leadership within a framework of three main theories including (Trait theory, behavioral theory and situational theory). Collecting primary data was done through utilizing quantitative approach launching from the adoption of a questionnaire. Population of study consisted of all higher and middle managers within Saudi healthcare system. A convenient sample of (94) individuals was chosen and exposed to a self-administered questionnaire. Data was screened and analyzed through SPSS where statistical tests were done on the collected primary data including means and standard deviation, frequency and percentages, Cronbach's Alpha for consistency and reliability of study tool in addition to multiple and simple/linear regression tests. After analysis, study concluded that the administrative leadership theories adopted in the current study have a significant impact on anti-corruption efforts within the Saudi health sector, where "behavioral theory" appeared as the most influential with an R value of 0.651 and a strong and positive statistical effect of 42.4 % is followed by "trait theory" with a mean score of 28.3%. Study recommended the need for leadership to stay away from all suspicious practices wherever possible, and to publicize work activities and practices. Further recommendations were presented later in the study.

Keywords: Administrative Leadership, Trait theory, behavioral theory and situational theory, Anti-Corruption, Healthcare Sector.

1. Introduction

Leadership of all kinds has occupied scholars, researchers and academics since the middle of the last century, and everyone has been trying to reach clear definitions of leadership, its specifications and its role in the administrative process within the business environment and organizations (Asif et al, 2019). With the development of different administrative ideas and orientations, the term administrative leadership appeared, which refers to the total activities practiced by the administrative leader and related to the areas of decision-making and issuance, administrative supervision of working individuals by using authority, influence and co-optation in order to achieve a specific goal (Bashir and Hassan, 2020).

From an academic point of view, the dialectic of the leader was born or made, which led to the emergence of many theories that tried to find an answer to this dilemma, and theories emerged that included (Trait theory, behavioral theory and situational theory) in which trait theory refers to specific the individual's personality and emotionality, while the behavioral theory referred to the individual's behaviors and individual convictions such as empowerment, democracy and power, while the situational theory is the theory that linked the leader and the situations in which he makes or issues decisions and the role of these situations in shaping the last picture the decision and mechanism of supervision, management and interaction with the internal operations of the organization.

2. Rationale of Topic Selection

The whole world has realized and recognized in its belief that the scourge of corruption in its various manifestations is the biggest obstacle to all attempts to progress, and the main undermining of all pillars of development, which makes the effects and dangers of corruption more deadly and influential than any other defect, as its destructive role is not limited to some aspects of life without others, but extends to various aspects of economic,

social and political life (Frolova et al, 2019; Naher et al, 2020). It is believed - Skoryk (2020); Popova and Surikhin (2021) - that corruption is the main cause and motivator of the collapse of the social fabric and the spread of hatred between classes and groups of society as a result of injustice, equality and equal opportunities, in addition to the direct and indirect impact of the economic and political repercussions of corruption on the stability of security conditions and social peace. From that point, just as leadership is influential on organizational level in terms of performance and productivity, it must be also influential in terms of awareness and understanding of corruption and its destructive out comes, and that's what current study seeks to reach (Viant, 2020).

Based on what was mentioned earlier, current study mainly aims at examining how administrative leadership traits and characteristics can help in combating corruption within healthcare system in Kingdom of Saudi Arabia given that Saudi Kingdom enjoys the full authority of integrity and anti-corruption commission.

3. Research Objectives

Current study seeks to achieve its main aim through following milestones including:
A. Identify the concept of leadership and its trait
B. Find a correlation between leadership traits in accordance with its theories
C. Examine how leadership traits can lead to better awareness of corruption
D. Correlate between leadership traits and corruption combat within healthcare system in Saudi health system.

4. Literature Review
The Concept of Leadership

Since ancient times, man has realized the importance of leadership, and he has been aware of the necessity of having a leader in wars to ensure victory and avoid defeat. Evidence for the importance of leadership emerged from ancient times when the army had a leader and no manager (Ayeleke et al, 2018).

Therefore, it can be said that it is difficult to deny the importance and influence of the manager in the organization, but the leader has a greater impact because of his direct connection with the working individuals and his ability to deal with them and convince them of the importance of achieving goals and reaching the adopted strategic results (Helming et al, 2019).

Mowat and McMahon (2019) confirm in their study that leadership is so important that it is the thin line between success and failure, and the efficiency of leadership here has a great impact in reaching the desired organizational goals by relying on leaders who are able to understand organizational goals and be convinced of them, and then Transferring these convictions to individuals within the organization in order to support them and try to push them to achieve the desired organizational goals.

The importance of leadership lies in its ability to direct the existing organizational resources, and the word resources here refers to the active human element in the organization. An organization cannot achieve its goals without having a leadership capable of directing the work team and pushing it towards achieving goals (Green-Wilson et al, 2022).

Sattari et al (2021) stressed that the availability of material resources and raw resources is important, but if they are not collected with a capable leadership, these resources of all kinds will be wasted and the organization will not be able to benefit from them as required. As for Mitra (2020), pointed out that it is very important for leadership to be commensurate with the adopted organizational goals, for when there is no strong and capable leadership, the organization will not be able to achieve strong and effective goals.

Vasilescu (2019) define leadership as an art, it is the art of dealing with others through the supervisory activity practiced by the leadership within certain plans and methods in which the leader communicates with individuals, directs them, and achieves organizational goals through them. Yusup (2022) define leadership as a continuous interaction between the leader and the individuals working with him, and the leader will not be successful unless there is a successful interaction between the leader and the subordinates.

5. Administrative Leadership

Based on the idea that leadership is the activity of directing, interacting and communicating with subordinate individuals, then it is capable of influencing the behavior of individuals and their convictions about the objectives of the organization, and the possibility of achieving these objectives by them (Townsend, 2021; Hawi et al.2015).

Leadership was and still is an ambiguous topic, as scholars, researchers and scholars did not agree on a unified and comprehensive definition of leadership, as many different definitions were received, but they revolved around a clear idea that

has no room for doubt, which is "the art of dealing with subordinates" (Holzweiss et la, 2018).

In the world of organizations, the leadership is by its nature an administrative leadership, as it supervises, directs and manages the individuals working in the organization, and it differs from the strategic leadership, which is usually viewed from a purely military and war perspective (Kim, 2019). Accordingly, there have been many definitions of administrative leadership, where DeMartino and Weiser (2021) defined it as an "administrative" activity practiced by the leader related to making various decisions related to the workflow mechanism and supervising the administrative work of others, influencing, and co-opting them.

Gitman et al (2018) considered administrative leadership as the extent of the suitability of a particular individual chosen by a group of the highest authority in the organization based on certain laws and regulations, whereby this individual achieves a balance in the work of the organization through managing and directing individuals, and achieving the organizational goals required by while achieving the highest possible productivity.

Senan and István (2021) defined it as a "humanitarian process" based on bringing together workers, motivating, and encouraging them to achieve organizational goals and facilitating work conditions and environment in order to ensure the achievement of the desired goals.

In general, it is possible to summarize the definitions of administrative leadership within a system of basic points, which are:

A.   The presence of a group of individuals within one organization with a common goal

B.   Having a leader who can positively influence these individuals

C.   The existence of a work mechanism that unifies the goals of the team and combines their activities and efforts

From this point of view, the current study has adopted the definition of administrative leadership as:"A human activity in which the leader positively influences the individuals working in the organization in order to unite their ranks and motivate them to achieve organizational goals within a non-personal or individual dimension"

6. Administrative Leader's Qualities

Each of Danny Cox and John Hoover on (1992) in their book "Leadership when the heat's on" made the first attempts in order to identify the basic qualities that combine administrative leaders, where the researchers found that the most important qualities that administrative leaders share, or those that must be present in any

administrative leader are as follows (Hoover, 2009):

-       Polished ethical standards

That is, the administrative leader cannot have a double ethics in his personal life and work life, as the differences between personal ethics and work ethics can be easily caught.

-       Activity

The activity of the leader can raise the physical activity of his subordinates as well as their psychological activity and help them to do a mental task that enables them to discover important and exciting things

-       Achievement

The administrative leader is highly accomplished and is able to prioritize according to their importance and impact on the workflow

-       Courage

The administrative leader is a brave, daring and daring person, capable of accomplishing business and bearing the consequences of his decisions

-       Creativity

The administrative leader is a creative person, has self-motivation and has the enthusiasm that he conveys to the working individuals on a daily basis

-       Dedication and commitment

An effective administrative leader completes the work required of him with a great deal and ensures that these works are completed in the correct manner.

-       The ability to set goals

An effective administrative leader can study the goals to be achieved and determine the time and possibility of determining them in order to make important decisions

-       Enthusiasm

The managing leader is a person who is always enthusiastic, inspiring and their flame never goes out

-       Sophistication

Sophistication means not responding to chaos, but rather dealing with it, and this is the administrative leader who is able to deal with chaos and resistance and avoid it and solve the problems inherent in it.

-       Helping others develop

The real administrative leader does not only strive for self-development, but also works to provide a healthy atmosphere for other individuals in order to help them also grow through continuous cooperation and uninterrupted support

7. Theories of Administrative Leadership

Many theories appeared in managerial leadership over the years, and authors and academics excelled in starting from different theories in which a group of leadership qualities were combined and which were later linked in a certain way in order to claim

that theory X creates leader Y (Kovach, 2018).

In general, the idea of leadership theory is a set of clarifications that lead later to answer questions related to how this person became a leader, and what qualities exist and that motivated him to be a leader, that is, leadership theory refers to the sum of the qualities, traits, behaviors that enable people than to be leaders, or it increases their leadership abilities (Wang et al, 2020). Belrhiti et al (2018) on the leadership theories lists a set of theories, which are represented in:

8. Trait theory

This theory stems from the idea that there is a set of natural qualities whose presence in a particular individual constitutes an opportunity to be a leader, but the presence of a set of these qualities does not necessarily mean that this person is qualified to be a leader (Vasilescu, 2019). This theory emphasizes the idea that leaders are born with traits most suitable for a leadership role such as intelligence, responsibility, creativity and learnability. Trait theory also assumes that these traits are innate and not acquired, but that an individual's ability to learn is enough to pass these traits on to other individuals and thus have the ability to lead (Uslu, 2019).

9. Behavioral theory

The behavioral theory of leadership stems from the human environment and not from his innate qualities, and this theory can be applied to the leading man and the woman leader in the same way without differentiation (Salihu, 2019). The behavioral theory claims that a managerial leader is someone who is able to adapt, and that leaders can change their behaviors in order to adapt to a specific, permanent or temporary environment (Hunt and Fedynich, 2019). That is, the behavioral theory overlooks the characteristics of leaders and focuses on their behavior and actions. This theory suggests that effective managerial leadership is the result of many acquired skills (Raju, 2018).

10. Situational theory

This type of leadership theories are not related to a specific leadership capacity, or specific leadership behavior, but rather differ according to different situations, that is, the individual's ability to adapt his leadership style with the surrounding environment in order to make a decision or adopt a specific position (Walls, 2019). In general, the situational theory is based on the principle of appropriate leadership conditions for the leader's decision-making style and the conduct of the

leadership process in a way that is capable of achieving goals (Wuryani et al, 2021).

11. Corruption Combating

Corruption is one of the most dangerous manifestations that can destroy society and lead it to the abyss, in addition to the negative impact of corruption, which directly affects the vital joints of the state and affects its beliefs and achievements (Kovachm 2018). On the other hand, corruption is a scourge that destroys the vital bodies of the state and inflames the most accurate and most important of its institutions, such as education and health, and is represented in the spread of corruption manifestations such as bribery, nepotism, and nepotism. Therefore, many state institutions strive to make the most precious and vital to reach a stage where corruption is non-existent among its members, based on the saying, "If the environment is corrupted, a person must take refuge with his mind to escape corruption" (Asrar-ul-Haq and Anwar, 2018).

For this goal, many countries have mobilized themselves to combat this scourge and to identify the sources of corruption in it, whether they are legal loopholes, or even individuals with influence from an administrative or legal point of view (Beketova, 2020).

Demir and Budur (2019) Define the fight against corruption as a case of continuous monitoring of the areas of administrative corruption in the organization, whether governmental or private organizations, and working to end these areas of corruption by enacting penalties for its perpetrators and creating new laws that work to undermine it (Jayawickreme et al, 2019).

The United Nations emerged in 2004 with an agreement that stipulated that corruption is a crime and has serious effects on society. The practices that can be classified as corruption also clarified the following (Yeh, 2021; UNODC, 2004):

   i.   Bribery in the public and private sectors (Articles 15, 16, and 21)

  ii.   Embezzlement in the public and private sectors (Articles 17 and 22)

  iii.   Abuse of influence (Article 18)

  iv.   Exploitation of the Job Site (Article 19)

  v.   Illicit enrichment (Article 20)

  vi.   Money Laundering (Article 23)

  vii.   Cover-up (Article 24)

 viii.   Obstruction of justice (Article 25) related to the above-mentioned crimes.

12. Corruption Combating in Kingdom of

Saudi Arabia

The Kingdom of Saudi Arabia believes that corruption is considered the seeds of weakness and decay in the administrative systems first and in the state second, and the Kingdom has realized that the presence of corruption means the spread of the consequences of this scourge between the joints of the state from government and private institutions, individuals and citizens, so Saudi Arabia has always To mobilize all its capabilities from the elements of support, official systems, the media, and the local community in order to combat corruption in all its forms and prevent harm to human dignity and the integrity of the state and to ensure the happiness and lasting well-being of citizens (Altawyan, 2020). The aspect of combating corruption in the Kingdom has witnessed a tangible development based on its awareness of its impact and its economic, social, security and cultural danger on any society, taking what is necessary to combat it, and providing the necessary support to the competent authorities and committees, highlighting its efforts in this context (Al-Mutairi et al, 2019).

The Kingdom advanced by 7 global positions in the ranking of the Corruption Perceptions Index (CPI) for 2019, issued by Transparency International, as it achieved the 51st position globally out of 180 countries. Saudi Arabia advanced in its position among the G20 economic countries to achieve the 10th position, with the unlimited support of the Custodian of the Two Holy Mosques King Salman bin Abdulaziz and Prince Muhammad bin Salman bin Abdulaziz, Crown Prince of Saudi Arabia, which enabled the authority to carry out its competencies and perform its tasks in combating financial and administrative corruption in all its forms and levels (Naheem, 2019).

13. Hypotheses Development

A study Goma'a (2018) indicated that there is leadership, and there is also a corrupt leadership, as the organizations and institutions in the state were not spared from corruption, but corruption extended to include the leaders themselves. The study aimed to identify the role of leadership in combating corruption by applying it to a sample of (100) leaders and followers who were selected in order to answer the question about can leadership help in combating corruption? The study came to the conclusion that there are certain cultures in which corruption is deeply rooted, and it is difficult to determine the best leadership style in order to combat corruption, but the main motive for fighting corruption is ethics, as leadership without morals and values is a worthless leadership. Thus, it can be said that the fight against corruption is based on trait theory, which refers to the importance of morals and higher values in combating corruption and trying to end it.

Study by Kroukamp (2014) tried to reach the reasons for the spread of corruption within African countries since the sixties of the last century, and in order to reach an analysis of this hypothesis, a qualitative approach was adopted through focus groups, through which researchers tried to answer questions related to the reasons for the spread of corruption specifically in countries South Africa. The study came to the conclusion that most of the sample members believe that corruption in South African countries is nothing but a process of natural maturation, and in order to combat corruption and the corrupt, South African countries must refer to ethics, good governance and social values, and the center of these steps is Leadership that is characterized by morals and lofty values, meaning that the study preferred trait theory as one of the theories of effective leadership in combating corruption.

Another study by Dialoke et al (2020) aimed to explain the reasons for the lack of progress of the state of Nigeria despite the availability of natural and human resources in it, and the study found that corruption is devastating the state of Nigeria in a large way and hinders its development process, and the main reason for this is the corrupt leadership and the absence of good governance. And through the qualitative approach as an attempt to find facts about corruption in Nigeria, the study showed that the development of countries does not depend only on human, material and natural resources, but that there are things that go beyond the abundance of resources and are represented in leadership corruption and reliance on voluntary leadership that depends on circumstances and the current situation in order to lead the country.

A study by Voronov and Pleshko (2013) tried to find out the reasons for the spread of corruption in Ukraine and the relationship of the leadership to this spread. The study indicated that political leadership, which usually tends to be Trait theory, is the first and last reason for the spread of corruption in Ukraine on criteria related to their qualities as leaders in the political sphere. The study also confirmed that corruption exists in all organizations without exception, but the most deadly corruption in the state is that which is widespread in government institutions and the use of administrative resources in a way that serves certain individuals without others.

Based on above previous studies, and in accordance with literature review presented earlier, researcher developed the following model that explains the relationship between study variables followed by
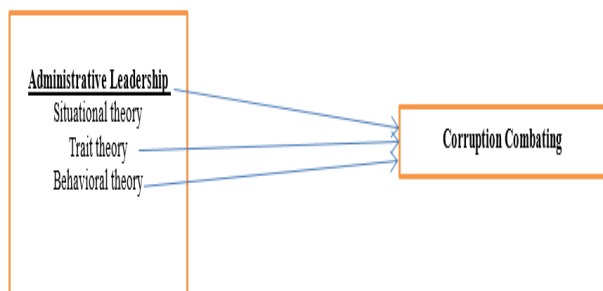
hypotheses extracted from the model:

Figure 1. Study Model

From above model, following set of hypotheses were extracted:

H1: Situational theory of leadership positively influences corruption combat within Saudi healthcare organizations

H2: Trait theory of leadership positively influences corruption combat within Saudi healthcare organizations

H3: Behavioral theory of leadership positively influences corruption combat within Saudi healthcare organizations

14. Research Methodology
14.1. Methodological Approach

Current study depended on quantitative approach which was done through adopting a questionnaire for collecting primary data. Generally speaking, current research will be explanatory descriptive research in its nature; it aims at describing the research problem from the research point of view then generalizes the results in accordance with the descriptive data that are obtained from study sample. This approach made it clear that current research is deductive, meaning that is starts with a set of hypotheses then generalizes the results on population.

14.2. Study Methodological Tool

Questionnaire of study will consist of two main sections, the first will take into perspective demographics of study sample including (age, gender, qualification, experience and position); while the other section will adapt itself to statements related to study variables including included (Trait theory, behavioral theory and situational theory). The questionnaire will be built and adapted by researcher himself with the aid of previous studies that included Marume and Ndudzo (2016); King (2017); Asif et al (2019); Bashir and Hassan (2020); Aljaf et al (2017); and Arayankalam et al (2021).

14.3, Population of Study

Population of study consisted of all hospital administrator, hospital CEO, hospital CFO, healthcare consultant, health information manager, licensed nursing home administrator and hospital assistant administrators within Saudi healthcare system. A convenient sample of (120) individuals among the chosen positions, after the application process, researcher was able to retrieve (94) properly filled questionnaire which indicated a response rate of (78.3%) as statistically acceptable.

15. Primary Data Screening and Analysis

SPSS was used in order to screen and process primary data; Cronbach's Alpha was utilized in order to check reliability and consistency of study tool in which Alpha = 0.909 which was acceptable as it was higher than 0.60. Other statistical tests were used including:

- Mean and standard deviation
- Frequency and percentages
- Multiple regression
- Linear regression

16. Analysis and Results
16.1. Demographic Results

As it became clear from Table 1 below, when calculating the frequencies and percentages of respondents to the questionnaire from among the sample members, the results showed that the majority of the sample members were males, making up 73.4% of the entire sample, while in terms of age, it was found that most respondents were within the age group 37-42 years, constituting 55.3% of the entire sample. As for the job position, the study revealed that the majority of the respondents were health information manager, hospital administrator and hospital CFO, constituting 25.5%, 24.4% and 19.1% respectively.

Table 1. Sample Statistics

		Frequency	Percent
Gender			
	Male	69	73.4
	Female	25	26.6
Age			
	25-30	18	19.1
	31-36	24	25.5
	37-42	52	55.3
	+43	6	1.0
Experience			
	2-6	2	2.1
	7-11	17	18.1
	12-16	42	44.7
	+17	33	35.1
	Total	94	100.0
Position			
	Hospital administrator	23	24.4
	Hospital CEO	11	11.7
	Hospital CFO	18	19.1
	Healthcare consultant	6	6.3
	Health information manager	24	25.5
	Licensed nursing home administrator	8	8.5
	Assistant administrator	4	4.2
	Total	94	100.0

17. Questionnaire Analysis

Mean and standard deviation were calculated in order to identify the most corresponding paragraphs of the questionnaire in a positive way, and the analysis indicated that the most responding paragraph in a positive way was "leaders should always correspond to their leadership to the respective situation" scoring a mean of 4.38/5.00 which was higher than mean of study scale 3.00 according to the five-point Likert scale. The least mean was scored by the paragraph "Leadership is based on behavioral attributes of an individuals who are willing to become a leader" with a mean of 3.74/5.00, but it was still positive, being above the average Likert scale of five, which was 3.00.

When calculating mean and standard deviation of variables in general, it appeared that the most positively answered questionnaire of all was situational theory scoring 4.16/5.00 and trait theory came the least with a mean of 4.01/5.00 bust still statistically positive.

	Mean	Std. Deviation
leadership depends on the situation at hand	4.13	.86
leaders should always correspond their leadership to the respective situation	4.38	.72
It is based on assessing certain variables such as the type of task and nature of followers,	4.20	.76
leaders choose the best course of action based upon situational variables	4.04	.84
Not all solutions are appropriate in all situations when it comes to combating corruption	4.03	.96
Situational Theory	**4.16**	**.64**
Characteristics of the leader's personality is the key driver	4.24	.74
It doesn't matter if the leader is successful or not	3.88	1.05
Trait leadership theory is effective when it comes to making decisions	4.05	.74
The psychological attributes play a main role in identifying a trait leadership bases	3.96	.88
Familial background, personal judgment and qualifications play a role in defining trait theory	3.90	.72
Trait Theory	**4.01**	**.55**
A leader who is combating corruption is made not born	4.02	.79
Certain qualification must accompany a leader who is supposed to identify corruption and fight it	4.17	.76
Traits of a leader is separated from their behavior as a leader especially in combating corruption	4.03	.87
Behavior of a leader is way more important than their traits	4.16	.82
Maturity level of the leader is important in combating corruption through behavioral theory	3.95	1.01
Behavioral Theory	**4.07**	**.72**
Leaders are chosen according to their traits of honesty and dignity	4.38	.66
Leaders are trained to sport corruption and deal with it in a diplomatic approach	3.85	.93
Leadership is based on behavioral attributes of an individuals who is willing to become a leader	3.74	.96
Leading anti-corruption ideology requires leaders who believe in it	4.06	.80
Anti-corruption skills are traits that need to be transferred to followers by leaders	4.11	.80
Corruption Combat	**4.03**	**.65**

Hypotheses Testing

H: Administrative theory of leadership positively influences corruption combat within Saudi healthcare organizations

Table 3. Main Hypothesis Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
		B	Std. Error	Beta			R	R Square
1	(Constant)	.591	.388		1.524	.131	.714ᵃ	.510
	Situational	.261	.089	.259	2.916	.004		
	Trait	.115	.119	.098	.961	.339		
	Behavioral	.466	.080	.516	5.791	.000		

In order to test the aforementioned hypothesis, multiple regression was utilized. The coefficient of correlation (r) was 0.714, which indicated a strong link between the independent and dependent variables. Furthermore, it was discovered that the independent factors accounted for **51%** of the variance of the dependent variable. Furthermore, it was discovered that the F value was statistically significant at the 0.05 level, indicating that *administrative theory of leadership positively influences corruption combat within Saudi healthcare organizations*

Sub-Hypotheses

H1: Situational theory of leadership positively influences corruption combat within Saudi healthcare organizations

Table 4. 1ˢᵗ Sub-Hypothesis Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
		B	Std. Error	Beta			R	R Square
1	(Constant)	2.051	.390		5.261	.000	.472ᵃ	.223
	Situational	.476	.093	.472	5.135	.000		

For the purpose of testing the aforementioned hypothesis, linear regression was utilized. The coefficient of correlation (r = 0.472) suggested a **medium and positive** association between the independent and dependent variables. Also discovered was that the independent variable was responsible for **22.3%** of the variation of the dependent variable, which was significant. Also, it was seen that the F value is statistically significant at the 0.05 level, indicating that *Situational theory of leadership positively influences corruption combat within Saudi healthcare organizations.*

Table 5. 2nd Sub-Hypothesis Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square
		B	Std. Error	Beta				
1	(Constant)	1.534	.418		3.667	.000	.532ª	.283
	Trait	.623	.103	.532	6.020	.000		

For the purpose of testing the aforementioned hypothesis, linear regression was utilized. The coefficient of correlation (r = 0.532) suggested a **medium and positive** association between the independent and dependent variables. Also, it was seen that the independent variable was responsible for **28.3%** of the variation of the dependent variable, which was significant. In addition, the F value was statistically significant at the 0.05 level, indicating that *Trait theory of leadership positively influences corruption combat within Saudi healthcare organizations*

H3: Behavioral theory of leadership positively influences corruption combat within Saudi healthcare organizations.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
		B	Std. Error	Beta			R	R Square
1	(Constant)	1.641	.295		5.568	.000	.651ª	.424
	Behavioral	.587	.071	.651	8.227	.000		

For the purpose of testing the aforementioned hypothesis, linear regression was utilized. The coefficient of correlation (r = 0.651) suggested a **high and positive** association between the independent and dependent variables. Also, the independent variable was responsible for **42.4%** of the variation of the dependent variable, which was significant. The F value was statistically significant at the 0.05 level, indicating that *Behavioral theory of leadership positively influences corruption combat within Saudi healthcare organizations.*

18. Discussion

The current study attempted to demonstrate the importance of administrative leadership, with its different theories and characteristics, on efforts to combat corruption in the health sector in the Kingdom of Saudi Arabia. The quantitative approach was adopted based on a questionnaire developed by the researcher with reference to previous studies, and the questionnaire was distributed to a sample of (94) individuals who occupied positions (hospital administrator, hospital CEO, hospital CFO, healthcare consultant, health information manager, licensed nursing home

administrator and hospital assistant administrators) in the Saudi health sector for the year 2022. Administrative leadership theories were adopted, which included (trait theory, situational theory and behavioral theory) considering that it is the most common from an academic point of view - as far as the researcher knows - and by analyzing the data using SPSS, the study reached the following results:

1. The participants showed a high awareness of the concept of corruption and the foundations of combating it by referring to the responses of the sample members to the questionnaire and the statistically positive extent of these responses.

2. The study confirmed the acceptance of the adopted hypotheses on the grounds that the administrative theory of leadership positively influences corruption combat within Saudi healthcare organizations

3. It was noted that the study adopted the most common administrative leadership theories, which are (trait theory, behavioral theory and situational theory), and based on the analysis, it has been proven that all these theories have a significant impact on anti-corruption efforts within the Saudi health sector in terms of leadership

4. The study concluded that the highest administrative leadership theories that had an impact on anti-corruption efforts were behavioral theory, with an impact score of **42.4%,** with a high degree of impact.

5. Appeared in second place in the trait theory, with a mean effect of **28.3%.**

6. In the last order of influence, the situational theory was the lowest among the rest of the theories, with a medium impact score of **22.3%.**

The study proved that leadership can contribute to the fight against corruption and mobilize efforts to combat everything related to practices that lead to corruption. The study also indicated that leadership is the first and last influence on working individuals, and the high rates of corruption in many sectors in the country are caused by lack of leadership's attempt to reach the starting points of corrupt practices and try to eliminate them. Among the results of the study, and as a paradox between the three leadership theories adopted in the current study, the study came to the conclusion that behavioral theory in leadership is more able to combat corruption compared to the rest of the theories, and this contradicts the previous studies that were used which confirmed that trait theory is

best able to combat corruption as a result of its attachment to matters belonging to the personality of the individual, such as morals and lofty values, and this is what was monitored in the study of Goma'a (2018) and Kroukamp (2014). In other words, the current study, with its results, indicated the superiority of behavioral theory over the rest of the theories due to the association of leadership with many different behaviors of leaders that could lead to or combat corruption.

Through its results, the study confirmed that behavioral theory is of great importance in deepening the concept of anti-corruption among leaders, as behavioral theory in leadership is considered leadership with a behavioral approach that affects individuals' behavior and convictions depending on the behavior of the leader himself, and thus the behavioral approach appeared in the current study Considering that he is the main maker of public policymaking in the leadership.

The behavioral approach in the field of leadership, and specifically leadership in the health sectors, is a matter of great importance as it is closely related to work ethics, as the behavioral approach - particularly in the fight against corruption - contributes to reaching policies and systems based on ethical foundations in decision-making. , and therefore full awareness and awareness of the psychology of corruption and the dire effects of engaging in it, and this is what agrees with Dialoke et al (2020).

In addition, the concept of behavioral theory is that individuals act according to what they ought to be, and not exactly who they are, i.e. to refer to the idea that the origin of humanity is morality and not moral corruption. To support individuals to be free from immoral and corrupt behavior in business based on the direction and supervision issued by the leadership, which is it supposed to be ethical.

The study demonstrated that more than 70 percent of human decisions are not made in a logical way, but are affected by mental shortcuts, false intuition, sanctification biases, group bias, and many other different cognitive and intellectual biases, in addition to the impact of each of emotions, norms and social pressures, religious misperceptions, and ethical culture in work organizations. Hence, achieving a deep understanding of these circumstances will contribute to making prudent policies to fight corruption, and building a first line of defense to prevent its occurrence. Therefore, the approach to behavioral ethics focuses on real, not ideal, action. It seeks to understand how people actually act "in reality," which requires an understanding of the antecedents, consequences, and contexts of both moral and immoral practices, based on the premise that ideals, or theoretical moral standards, of human beings are often

different from their actual behavior as referred to by Voronov and Pleshko (2013) .

19. Conclusion and Recommendations

In view of some of the general policies and strategies used to fight corruption in the Kingdom of Saudi Arabia, leadership and moral transparency are inevitable, if the country wants to fight corruption, where transparency stems from the true leadership, and ethics stems from the behavior of individuals in leading and directing groups towards the right and right path. There is no leadership theory that encourages or combats corruption, but there are theories whose existence is stronger than others. In the current study, it was found that behavioral theory is the strongest in combating corruption in all its forms and levels. However, this result does not cancel the idea that trait theory is the personality traits of leaders. It has a great role in identifying and destroying areas of corruption, and situational theory prepares the individual to be able to distinguish situations in which there is corruption and to take a firm stance on them. In addition, leadership in all its forms and management at all levels will not be of value in the event If the religious discourse is not directed towards combating corruption and demonstrating its negative effects on society, then morality will not exist without strengthening the religious and moral awareness associated with religions.

Based on above argument, study recommended the following:
- The need to create strategic leaders through a good selection of leaders, in accordance with high academic qualifications, efficiency, merit and charismatic specifications
- Leaders with self-confidence, vision, intuition, tact, generosity, and openness are main behavioral indications of a good leader
- Appreciate a good biography of a leader who is away from nepotism and factionalism, as well as introducing them to development courses in administrative aspects technical and ethical.
- The need for leadership to stay away from all suspicious practices wherever possible, and to publicize work activities and practices.

20. Practical Contribution

Results of study are expected to accept all presented hypotheses where administrative leadership qualities will have a deep and effective role in combating corruption within Saudi

healthcare system. It is also expected to find a kind of weakness and failure in leaders' choosing process within the Saudi healthcare system that might be attributed to existence of prejudice, favoritism and nepotism. Many organizations fail to reach a clear, specific and accurate mechanism in selecting individuals nominated for the level of an administrative leader, due to defects in the procedures, which would lead to the delivery of limited experience to prestigious leadership positions and the neglect of those with experience to achieve the required, so it is expected in The current study is to help decision-makers to choose the most qualified individuals for leadership positions, in addition to helping to complete the evaluation process for selection by producing accurate information for evaluating candidates and assessing the importance of some qualities and characteristics related to leaders.

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