

The Role Of Visual Management Strategy In Risk Management In Saudi Universities According To Vision 2030: Applied Study At King Khalid University

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Abstract

The current study aimed to demonstrate the role of the visual management strategy in risk management in Saudi universities according to Vision 2030 (applied research on King Khalid University from 2011 to 2022). Three hypotheses were developed using the visual management strategy, and a questionnaire was designed. After collecting and analysing data from the respondents, the study concluded that there is a statistically significant role for the visual management strategy in risk management at King Khalid University with a simple correlation coefficient (0.701). The Program for Enhancing Governmental Work Governance in Vision 2030 mediates the relationship between visual management strategy and risk management at King Khalid University, with a multiple correlation coefficient (0.646). The study recommended the need to educate university employees about the importance of applying the visual management strategy and the program to enhance the governance of government work by Vision 2030, to be reflected in risk management indicators.

Keywords: visual management strategy; Risk Management; Vision 2030.

1. Introduction

Higher education is considered the cornerstone of the development and progress of societies due to the critical roles that it plays in its leading position in the educational and educational ladder, which made the process of keeping pace with changes that occur in the business environment begin with the process of development and renewal in academic institutions to enhance the intellectual capital of its outputs that can create development And modernisation and thus achieve the development goals of the rest of the institutions in the country. This is done through close cooperation between all strategic institutions in the country. Visual management is considered one of the most prominent administrative trends in the educational field, whether at the leadership, managerial or academic level in various institutions, which is based on the development and improvement of the educational system through those in charge of it and its employees alike (Ali, 2015), and visual management It starts from the fact that institutions must be managed from the site of the event, and that education managers must be in the actual production sites, to know how the process proceeds accurately, and visual management is a continuous work approach used in managing daily events and derives its value from the realism and transparency of ¹vertical and horizontal relationships in the corners of

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Institutional work, as this method relies on addressing the problem from places, and therefore risks can be managed with appropriate accuracy and speed in order to get rid of the roots of the problem and work to prevent its recurrence in the future (Youssef, 2013). Therefore, this study came to identify the role of the visual management strategy in risk management in Saudi universities according to Vision 2030.

2. **The study Problem**

The problem of the current study lies in the low indicators of risk management in Saudi universities according to Vision 2030 , which may be due to the weak implementation of the visual management strategy. Therefore, this study attempts to identify the possibility of a solution by answering the following central question: Can the visual management strategy achieve effective risk management? Under the mediation of the Program for Enhancing the Governance of Government Work in Vision 2030 at King Khalid University? The following sub-questions are derived from it:

1. Is there a statistically significant role for the visual management strategy in risk management at King Khalid University?
2. Does the Program for Enhancing Government Work Governance in Vision 2030 mediate the relationship between visual management strategy and risk management at King Khalid University?
3. Is there a significant statistically significant difference towards the study variables due to the job category variable?

3. **Study significance**

This study derives its importance from two aspects:

1. Scientific importance: The study contributes to bridging a research gap that previous studies did not address - as far as the researchers are aware - by exposing the relationship between visual management strategy and risk management in light of the mediation of Vision 2030 AD, an issue that previous studies did not address in its full dimensions as it was exposed to. This study. In addition, the study contributes from a scientific point of view to providing a scientific reference on the relationships of the researched variables to support the visual library and help researchers to develop knowledge in this field.
2. Practical importance: The practical importance of this study is that it provides data and information for decision-makers in Saudi universities that help them rationalise their decisions, in addition to that the study highlights the importance of the visual management strategy in solving risk management problems and reinforces the importance of the program to strengthen the governance of government work in the vision 2030 in Saudi universities.

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4. **Objectives of the study**

The main objective of this study is to identify the role of visual management strategy in risk management, in addition to examining the mediating part of Vision 2030 at King Khalid University by achieving the following objectives:

1. Determine the role of visual management strategy in risk management at King Khalid University.
2. Examining the mediation of the Governmental Work Governance Enhancement Program in Vision 2030 in the relationship between the visual management strategy and risk management at King Khalid University.
3. Highlighting the difference between the average responses of the respondents about the variables of the studied study towards the job category.

5. **Study hypotheses**

It consisted of the following hypotheses:

1. There is a statistically significant role in the visual management strategy in risk management at King Khalid University.
2. The Program for Enhancing Governmental Work Governance in Vision 2030 mediates the relationship between visual management strategy and risk management at King Khalid University.
3. There is no statistically significant difference in the study's variables between faculty members and employees at King Khalid University.

6. **Study methodology**

This study follows the descriptive analytical approach, and the researchers used the historical process.

7. **Data and information sources**

The study relies on primary sources represented by respondents and experts. It uses questionnaires and personal interviews as tools for collecting data consecutively, in addition to secondary sources: books, scientific research, studies, reports, magazines and newspapers, relevant seminars and conferences.

8. **The limits of the study**

The study's limits were time limits from 2011 to 2022, spatial limits in King Khalid University, and human limits represented by the workers at King Khalid University in the Kingdom of Saudi Arabia.

9. **Study variables**

The study consists of three variables:

The independent variable is the visual management strategy and is measured by one dimension.

The mediating variable is Vision 2030, which is measured by the program to strengthen the governance of government work.

The dependent variable is risk management and is measured by opportunities and added value.

10. study model

To achieve the purpose of this study and reach its specific objectives in determining the impact of the independent variable on the dependent in the presence of the mediating variable, the researchers designed and developed a model for this study based on previous literature. Figure (1) shows the form of the model for these variables.

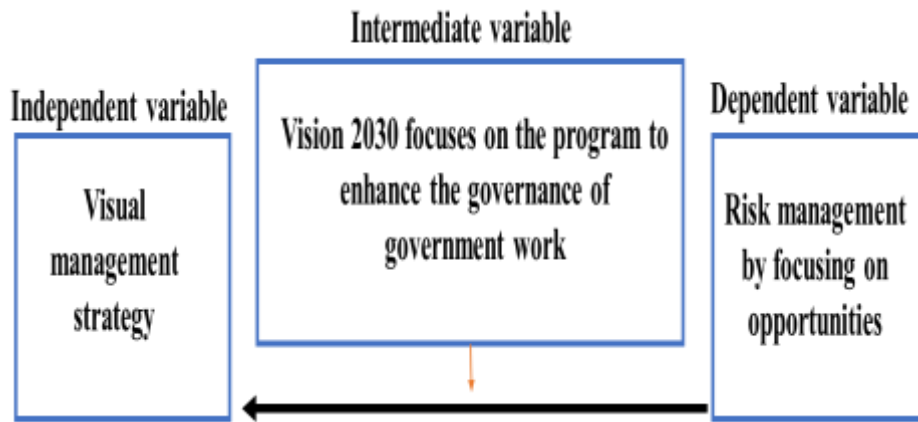


Figure 1. Study model

Literature review

He conducted (Aldmaag, 2021) a study aimed at identifying governance standards and requirements in Palestinian private universities and their relationship to the level of performance. It followed the descriptive analytical approach, the historical approach, and the (SPSS) program to process the study questionnaire data statistically. It concluded that there is a positive relationship between the standards of governance and the performance of Palestinian private universities. It recommended obligating the Palestinian private universities to raise the level of practising their governance standards. They (Rashwan and Qasim, 2020) conducted a study to identify the impact of mandatory governance rules on risk management in investment sector companies listed on the Palestine Stock Exchange. It followed the descriptive analytical approach, the historical approach, and the (SPSS) program to process the study questionnaire data statistically. It concluded that there is an effective control system in the investment sector companies listed on the Palestine Stock Exchange, which is closely related to risk management and is considered an essential aspect of corporate governance. It recommended that the investment sector companies listed on the Palestine Stock Exchange develop a comprehensive risk management framework for each department and department within these companies. (Al-Qahtani, 2019) conducted a study aimed at identifying the degree of application of visual management strategies and the obstacles to their application in public universities in light of the Kingdom's vision for the year 2030. It followed the descriptive analytical approach, the

historical approach, and the (SPSS) program to process the study questionnaire data statistically. And I found that the level of application of visual management strategies and the obstacles to their application was high. It recommended activating visual management strategies in public universities in the Riyadh region and other Saudi universities in light of the Kingdom's Vision 2030. And (Al-Abadi, 2007) conducted a study to identify the role of visual management strategies in the success of the work of the university administration to achieve outstanding performance at the University of Kufa. It followed the descriptive analytical approach, the historical method, and the (SPSS) program to process the study questionnaire data statistically. And it reached a high level of visual management strategies and indicators of outstanding performance, and there is a strong positive correlation between visual management strategies and indicators of achieving superior performance. It recommended establishing continuing education courses to provide training and qualification in various fields of specialisation for workers in multiple institutions. The current study was distinguished by combining three variables in one research and clarifying the correlation and influence between them, in addition to examining the role of the mediating variable.

11. **Theoretical framework**

11.1. Definition of study terminology

According to what was mentioned (Kamil, 1979), (Al-Suwaidan and Al-Adlouni, 2004), (Al-Abadi, 2007), (Muhammad and Fadhil, 2016) and (Guide to Evaluating and Improving Governance Practices in the Public Sector, 2017), it is possible to adopt the definition of the terms (risk management, Vision, visual management, university, governance) as follows: Kamel (1979: 68) defines risk management as those activities and policies related to access to specific means to control risk or waste or reduce the size of the losses that result from that and what results Among these activities is a reduction in the degree of risk, provided that this is accompanied by a decrease in the cost necessary to implement such policies and actions. (Al-Suwaidan and Al-Adlouni, 2004: 40) defines the vision as a mental image of the desired future for the institution (the university). According to (Al-Abbadi, 2007: 87), the visual management style is one of the administrative styles, ustechniquesuniversity management and other styles. Both (Muhammad and Fadil, 2016: 49) define the university as a scientific institution concerned with higher education, scientific research, community service and the environment. , through its various colleges and departments. (Guide to Evaluating and Improving Governance Practices in the Public Sector, 2017: 4) defines governance as a package of the institutional framework, policies, central operations, and support for the government department that it implements to produce results and outputs that impact society to promote the public interest.

11.2. The role of visual management strategy in risk management in Saudi universities

(Al-Abbadi, 2007: 91) Mentions that visual management is a known management style in Japan and is considered one of the most important reasons for the success of the Japanese experience. Management in Japan is called Gemba Kaizen, which is a simple word that means managing the problem from the place so that time can be handled with the appropriate accuracy and speed to get rid of the root of the problem and work to prevent its recurrence in the future and thus reduce the possibility of risks related to issues in the operations and activities of the university. And he adds; Visual management is not a method for crisis management but a continuous work method for managing risks in place and time. The sound management of operational risks derives its value from realism and transparency in the vertical and horizontal relationships in

the pillars of institutional work. Therefore, it is one of the critical challenges to manage opportunities and threats from the ground. Effective risk management can only be available if three essential strategies related to the visual management strategy are applied: the process of setting business rules, These rules include defining tasks, methods and criteria for measuring performance, and methods of review and evaluation. Cleansing strategy; It is managing the present to discover deficiencies and working on the future to develop a routine. Eliminating waste in activities and wealth requires setting boundaries between methods and goals, emphasising the concept of management in the university's service, and others' participation in the vision of the future. According to (Al-Sawaf and Salih, 2007: 59), risk management requires effective management to develop a strategy through which the risks are identified and diagnosed to which the university is exposed, then the size of potential losses is assessed for each of these risks, and then the appropriate method is determined to confront each of them in coordination with other organisational units. While (Meier, 2000: 4) identified six stages of risk management, in order: the first stage (setting goals), the second stage (identification and discovery), the third stage (risk assessment), the fourth stage (choosing a strategy to confront the risk), and the fifth stage (implementation), and the sixth stage (oversight). The steps from the first to the third are considered the initial intro to choosing the appropriate strategy to confront the danger. At the level of risk that universities face as a permanent danger that accompanies their activities and activities, it is necessary to choose an appropriate strategy through which you can identify the sources of risk. One modern approach to confront this is the visual management approach. The fifth stage is concerned with implementing the strategy that the university chose by involving all employees. In the last step, follow-up and monitoring are conducted to notice changes that require reviewing and revising policies that deal with risk and the results of these policies on the various activities and operations of the university.

11.3. The mediating role of the Governmental Work Governance Enhancement Program in Vision 2030

And (Suleiman and Nour Al-Daa'im, 2021 CE: 64) define the mediating role as one of the operations between two things to add an appropriate feature to the commercial or non-commercial process. The mediating role plays an essential role represented in providing the proper environment to connect or supplement what may be lacking in one of the mediation parties, and the mediating role is one of the most effective and reliable methods in obtaining appropriate solutions that satisfy all parties in the internal and external business environment. According to (www.saudi_vision2030_ar.com), and to ensure the realisation of Vision 2030, the government is working on launching a set of executive programs that will have a significant impact on achieving it, including, for example, the program to strengthen the governance of government work, where the government will work on the continuous and flexible restructuring of government agencies, cancelling Recurring roles and seeks to unify efforts, facilitate procedures, clearly define terms of reference, and activate the responsibility of the authorities in assuming their tasks in a way that allows them to be implemented and can be held accountable, and ensures continuity of work and flexibility in facing challenges. The government will also establish an office for strategic management at the level of the Council of Economic Affairs and Development, which works to harmonise all government programs and plans, ensure their compatibility with the national vision, prevent duplication or conflict between policies and programs of government agencies, and ensure that the components of this vision are separated into appropriate sectoral strategies. The government will also establish a decision-making support centre at the Royal Court to provide the necessary information and data for the decision-making process in a way that ensures its reliance on evidence and evidence.

11.4. The reality of the visual management strategy in risk management at King Khalid University, according to Vision 2030

One of the primary purposes of a significant visual management strategy is to act as a preventative tool; to prevent or reduce the risk that may result from an error in a process; This leads to a deviation from the basic requirements of a product or service. To activate this preventive tool, the university has adopted the implementation of the program to strengthen the governance of government work in Vision 2030 by eliminating repetitive roles, unifying efforts, facilitating procedures, and clearly defining specialisations that ensure continuity of work, flexibility in facing challenges, and speed in seizing opportunities. The link between risk management and control procedures aims at assessing the control environment at the university, assessing the control environment for each risk separately, assessing the control environment for all university operations, and identifying the basic control procedures at the university. And that the methods used to reduce the negative effects of risks in the university are done through the development of integrated and organised control procedures in cooperation and participation with the concerned department, diversification, i.e. sharing these risks with other parties through contracts, guarantees, guarantees, and insurance.

12. Analyze and discuss the questionnaire data

12.1. Study population and sample

12.2. Study Community

(Al-Fadni, 2008: 29) stated that the study population means all people with one or everyday characteristics that can be observed, and the study results can be generalised to them, and defining the study community is very important because it provides the necessary information to form answers to study questions to test hypotheses. The study population consists of employees at King Khalid University, and the number of employees has reached (400), including all faculty members, employees, and workers from the various colleges and departments of the university, including (150) workers.

12.2.1. The study sample

According to (Suleiman, 2006: 68), the sample of the study is meant to be a relatively specific number of members of the original community, which is dealt with within the limits of the available time and the functional capabilities and begins with their study, then the results are circulated to the original community. Provided that you represent the community in the best way. The following table shows the appropriate sample size at different levels of the actual population size of the study:

Table 1 Appropriate sample size at different levels of the original population size.

Original community size	Appropriate sample size	Original community size	Appropriate sample size	Original community size	Appropriate sample size
10	10	250	152	1100	285

30	28	360	186	2000	322
70	59	420	201	6000	361
110	86	550	226	15000	375
170	118	650	242	75000	382
210	136	900	269	100000	384

Source: Uma Sekaran, 1992, *Research Method for Business: A Skill Building Approach*, John Willy & Sons, U.S.A., p. 220.

The researchers chose an intentional sample of workers within the categories of (faculty members and employees), and the number of its members reached (65) individuals at King Khalid University after excluding the type of workers at the university, where (65) questionnaires were distributed to all targeted faculty members. And the university employees, who number (65), received (65) questionnaires, and all of them were found valid for statistical analysis.

12.3. Study tool

After dealing with the literature on the study variables, a questionnaire was developed for the study. The questionnaire consisted of two parts. The first part dealt with the personal data of the respondents, while the second part dealt with objective data, as it included (12) phrases distributed over three axes of the study. The first axis dealt with the visual management strategy; The second axis dealt with the program to enhance the governance of government work in Vision 2030, while the third axis dealt with risk management.

12.4. Data analysis

The Statistical Packages for Social Sciences (SPSS) program was used to process the study data statistically, through several statistical methods, including Cronbach's alpha coefficient, Skewness test, frequencies and percentages, arithmetic means and standard deviations, one-sample T-test, correlation coefficient, regression model, Independent Sample T-test.

12.5. Validity and reliability of the study tool

To test the internal stability and self-honesty of the questionnaire items, the coherence of the questionnaire was evaluated by calculating the value of (α) alpha to calculate the internal stability coefficient and the square island to calculate the self-honesty coefficient. However, there are no standard rules regarding appropriate values (Alpha). Still, in practice, ($\alpha \geq 0.60$) is reasonable in research related to the humanities, and the following table shows the variables' stability coefficient and validity.

Table 2. Internal stability coefficient and self-validity of the variables and axes of the questionnaire (Cronbach alpha) for the field study sample

Variable	Theme	Number of paragraphs	Internal stability coefficient	Subjective validity coefficient
Independent	Visual management strategy	4	0.804	0.897
Mediator	Program to enhance the governance of government work	4	0.760	0.872
Dependent	Risk Management	4	0.606	0.778
Total		12	0.874	0.935

It is clear from Table (2) that the coefficients of internal stability and self-validity indicate that the tool generally enjoys a coefficient of strength and high validity on the ability of the device to achieve the purposes of the study. The correct zero and one indicate the possibility of the validity of the results that the questionnaire can produce due to its application.

12.6. Virtual validity

The researchers verified it by presenting the list in its initial form to five arbitrators specialising in the accounting and business administration field. They were keen to fill out the questionnaire in their presence to clarify any paragraph that might require clarification, which increased reassurance about the validity of the results that were reached, to ensure their validity for The study, and to ensure the comprehensiveness of the information covering the objectives and subject of the study. Some observations have been received that have been taken into consideration, and appropriate adjustments have been made.

12.7. Constructive validity

After the researchers ensured the apparent validity of the study tool, they applied it to a sample of the community to be conducted on (university employees) with several (10) items. This step aimed to identify the degree of internal homogeneity between the statements of the questionnaire list, using the standard distribution test for the questionnaire data, to determine whether the data follows a normal distribution. The data distribution should be expected.

Table 3. Skewness test to test the normal distribution of the resolution axes for the experimental sample

Variable	Theme	Number of paragraphs	Skewness	Error

Independent	Visual management strategy	4	-0.059	+0.297
Mediator	Program to enhance the governance of government work	4	-0.180	+0.297
Dependent	Risk Management	4	+0.424	+0.297
Total		12	+0.153	+0.297

It appears from Table (3) that the torsion coefficient is confined to the range (± 3), which is the level adopted in the statistical treatment of this study, and the value of the standard error is (+0.297), meaning that the data follows a normal distribution. And that the three axes of the questionnaire follow the normal distribution. This indicates a good correlation between the three variables of the study, which confirms that these variables can explain the effect among them.

13. Results and discussion

13.1. Description of the personal data of the sample

Whereas females constituted 75.4% and males comprised 24.6%. This indicates reliance on females to a greater degree than males at King Khalid University. And that 66.2% are between (40-50 years old), 27.6% are between (30-40 years old), and 6.2% are over 50 years old. This indicates the distribution of workers to all age groups, but with fluctuating percentages, and the highest was for the category (40-50 years), which is the youth category, which has gained experience, and its level of performance is reflected in university performance up and down according to the degrees of experience acquisition and employment for the benefit of university work. And that 69.2% of their academic qualifications are above university, and 30.8% of their educational qualifications are university, indicating the scientific competence of the workers at King Khalid University. And that 44.6% majored in accounting, 30.8% majored in business administration, 15.4% majored in other, and 9.2% majored in humanities. These majors enable them to realise the duties of the university towards its students and society. And that 63.1% of their years of experience range between 5-10 years, 24.6% of their years of experience range between 10-15 years, and 12.3% of their years of experience are more than 15 years, and this corresponds to what was indicated in the age. And that 69.2% are faculty members and 30.8% are employees, meaning that the highest percentages were for faculty members, who are the ones on whom university performance is based. And 60% received internal and external training, and 40% received internal training. And that 72.3% of the training courses they received exceeded ten training courses, and that 27.7% of the training courses they received ranged between 4-6 training courses. This indicates a focus on internal and external training at King Khalid University. When examining the demographic characteristics of the sample, it can be concluded that these results, in their entirety, provide a reliable indicator regarding the eligibility of the respondents to answer the questions posed in the questionnaire. Then their answers can be relied upon for drawing the targeted results from the field study.

13.2. Frequencies and percentages of the study themes

The focus of the visual management strategy: it was shown:

1. More than three-quarters of the sample, with 61 items and 93.8%, confirm that work rules include defining tasks, specialisations, methods and criteria for measuring performance.
2. More than three-quarters of the sample, with 61 items, or 93.8%, affirm that the university leadership can remove people who hinder work.
3. More than three-quarters of the sample, 57 individuals or 87.7%, affirm that the waste of resources is eliminated and the concept of management in the university's service is emphasised.
4. More than three-quarters of the sample, with 61 items and 93.8%, confirm that the visual management strategy aims to achieve continuous improvement and outstanding performance.

The dimension of the program to enhance the governance of government work in Vision 2030: as it was shown:

1. More than three-quarters of the sample, with 53 items and 81.5%, confirm that the university adopts a program to simplify procedures and reduce the number of steps used to provide services.
2. More than three-quarters of the sample, numbering 57 items, or 87.7%, confirm that continuous surveys are conducted to identify the needs of workers and students.
3. More than three-quarters of the sample, with 53 items, or 81.5%, confirm that service delivery processes at the university are subject to continuous control and improvement.
4. More than two-thirds of the sample, with 45 items and 69.2%, acknowledge that the organisational structure is constantly updated.

Risk management dimension: it shows:

1. More than three-quarters of the sample, with 57 individuals or 87.7%, confirm that the university determines the actual and planned resources for each activity in order to tighten control over the use of financial resources.
2. More than half of the sample, numbering 39 items, and 60% believe that the university seeks to exclude activities that do not add value to increase its financial revenues.
3. More than three-quarters of the sample, with 53 individuals or 81.5%, confirm the university's interest in activities that add value and getting rid of activities that do not add value in order to improve the efficiency of the performance of its internal operations activities.
4. All respondents, with 65 items and 100%, confirm that the university gives priority to services that increase the possibility of student satisfaction.

Table 4. Means, standard deviations and the level of significance for the three axes of the study variables

Variable	Dimension	Mean	S.D.	T value	T-statistical significance	Significance level	Order
Independent	Visual management	4.31	0.473	22.268	0.000	High	1
Mediator	Program to enhance the governance of government work	4.15	0.586	15.880	0.000	High	3
Dependent	Risk Management	4.15	0.545	16.966	0.000	High	2

Table (4) shows the means of the three variables of the study, the highest of which was for the visual management strategy variable, followed by the risk management variable, and the lowest for the program's variable for strengthening government work governance in Vision 2030. The researchers believe that the vast majority of the respondents agree that the study's three variables are important and that the decision-maker who has a role in planning the university's work must consider all of them.

13.3. Test the study hypotheses

The first hypothesis: There is a statistically significant role for the visual management strategy in risk management at King Khalid University: To test this hypothesis, a simple regression model test was used, as follows

Variable	B	(T)	Sig* (T)	(R)	(R ²)	(F)	Sig* (F)
Independent	0.670	1.497	0.139	0.701	0.492	61.027	0.000
Visual management strategy	0.807	7.812	0.000				

Table No. (5) shows that this model has validity in testing the statistical relationship of the visual management strategy in risk management at the university, as the value of (F) was (61.067) at a significant level (0.000), which is less than (0.05), which means that this model is valid to predict the values of the dependent variable (risk management); It is also clear that

the coefficient of determination (R²) amounted to (0.484), which means that the visual management strategy explains (48.4%) of the variation in risk management at the university, which is a medium explanatory power, and that (51.6%) is due to other variables that were not subject to the study included the random variable, and it is also clear that the visual management strategy directly affects risk management at King Khalid University at a significant level (0.000), which is less than (0.05), which requires acceptance of the first hypothesis, which stated that there is a statistically significant role for the visual management strategy in risk management. King Khalid University. This is because the visual management strategy plays an effective role in influencing the waste of resources to achieve effective risk management at King Khalid University.

The second hypothesis: The Governmental Work Governance Enhancement Program in Vision 2030 mediates the relationship between visual management strategy and risk management at King Khalid University: To test this hypothesis, (Two-Stage Least Squares Analysis) was used as follows:

Table 5. Multiple regression analysis (Two-Stage Least Squares Analysis) to show the mediation of the Governmental Action Governance Enhancement Program in Vision 2030 in the relationship between visual management strategy and risk management at King Khalid University

Dependent variable	Model Summary			Analysis of variance (ANOVA)		
	correlation coefficient R	R ²	Adjusted R ²	D. F.	F calculated	F-statistical significance
Risk Management				1	45.061	0.000
	0.646	0.417	0.408	63		
				64		
Coefficient						
intermediate variable	Independent variable	β value effect	B value effect	T calculated	T-statistical significance	(Coefficient Correlations)
the program	fixed limit	-	-0.565	-0.802	0.425	Covariance
	The strategy	0.951	1.094	6.713	0.000	0.027

Table (6) shows the results of the multiple regression analysis (Two- Stage Least Squares Analysis) to show the mediation of the Governmental Work Governance Enhancement Program in Vision 2030 in the relationship between the visual management strategy and risk management at King Khalid University, as it becomes clear that this model has the validity in

testing the effect relationship For the visual management strategy in light of the mediation of the Governmental Work Governance Enhancement Program in Vision 2030 on risk management at King Khalid University, where the value of (F) (45.061) was at a significant level (0.000), which means that this model is valid for predicting the importance of the dependent variable (risk management); The multiple correlation coefficient (R) was (0.646) at a significant level of (0.000), which is less than (5%), and this means that there is a direct (positive) medium-strength relationship between the visual management strategy and the program to enhance government work governance and risk management at King Khalid University. And that the value of the determination coefficient (R^2) amounted to (0.417), meaning that the visual management strategy in light of the mediation of the Governmental Work Governance Enhancement Program in Vision 2030 together explains an amount of (41.7%) of the variation in risk management at King Khalid University, which is a weak explanatory power the results also showed that the adjusted coefficient of determination (R^2) is (0.408), which reflects the net level of the impact of the visual management strategy in the Program for Enhancing Governmental Work Governance in Vision 2030 on risk management at King Khalid University, meaning that its rate is (40.8%) of the variation in risk management at King Khalid University represents the net effect of the visual management strategy in light of the mediation of the Program for Enhancing Government Work Governance in Vision 2030 at King Khalid University. And that (59.2%) is due to other variables that were not the subject of the study, one of which is the random variable. The value of (covariance) (Coefficient Correlations) for the visual management strategy was (0.027). The value of the standard effect score (β) was (0.951) for the visual management strategy, which is a function at a significant level (0.000), which means That the increase of one degree in the level of interest in the visual management strategy in light of the interest in the program to strengthen the governance of government work in the 2030 vision together leads to the achievement of effective risk management at King Khalid University with a value of (0.951). The value of the influence degree (B) (regression line coefficient) of the visual management strategy on risk management, the program to enhance government work governance in Vision 2030 as a mediating variable, was (1.094), which confirms the mediating role played by the program to enhance government work governance in Vision 2030 in enhancing The impact of the visual management strategy on risk management at King Khalid University, and this indicates the mediation of the Governmental Work Governance Enhancement Program in Vision 2030 in the relationship between the visual management strategy and risk management at King Khalid University, which is a practical result that contributes to achieving part of the study objectives. This necessitates accepting the second hypothesis: The Program for Enhancing Government Work Governance in Vision 2030 mediates the relationship between visual management strategy and risk management at King Khalid University. This is because the increased interest in the visual management strategy in light of the mediation of the Governmental Work Governance Enhancement Program in Vision 2030 would generate a positive impact on achieving effective risk management at King Khalid University.

The third hypothesis: There is no statistically significant difference towards the variables of the study between faculty and staff members at King Khalid University at the level ($\alpha \leq 0.05$):

Using the (Independent- Sample T Test), the null hypothesis (H_0) was tested, which assumes that there is no statistically significant difference at (5%) towards the visual management strategy and the program to enhance government work governance in Vision 2030 and risk management among faculty members and employees at the University of King Khalid, against the alternative hypothesis (H_a), which assumes that there is a statistically significant difference towards these variables, as follows:

Table 6. The results of the analysis of the (Independent- Sample T Test) test to find out the significance of the difference towards the variables of the study between faculty members and employees at King Khalid University

Variable	Qualification	No.	Mean	S. D.	T calculated	D.F.	Sig.	Variance result
Visual management strategy	Teacher	45	4.11	0.411	-6.399	63	0.000*	There is a difference.
	Employee	20	4.75	0.256				
Business Governance Enhancement Program	Teacher	45	3.89	0.487	-7.437	63	0.000*	There is a difference
	Employee	20	4.75	0.256				
Risk Management	Teacher	45	4.04	0.469	-2.336	63	0.023*	There is a difference.
	Employee	20	4.38	0.641				
* The test result is statistically significant at the significance level ($\alpha \leq 0.05$) or less.								

It is clear from Table (7) that the highest arithmetic averages among faculty members and employees at King Khalid University were among the respondents who were employees for all variables. It was also shown that the calculated (T) statistical value is statistically significant at the level of significance (0.05) for all variables, and this means accepting the alternative hypothesis that assumes that there is a statistically significant difference towards the study variables between faculty members and employees at King Khalid University. This is because the staff at King Khalid University are more practising the study variables compared to the faculty members, and the faculty members are preoccupied with their roles and responsibilities towards teaching, scientific research, authorship, and supervising student research with a higher degree of academic administration and community service.

Conclusion

This study aimed to investigate the reality of the role of the visual management strategy in risk management in Saudi universities according to the program to enhance the governance of government work in Vision 2030 as an intermediate variable from the point of view of (faculty

members and employees) at King Khalid University for the period from 2011 AD to 2022 AD. And reached the following results, recommendations and proposals:

Results

1. The significance level of the study variables at King Khalid University was high, the highest of which was the visual management strategy (4.31), followed by risk management and the program for strengthening government work governance (4.15).
2. There was a strong positive relationship (70.1%), statistically significant, between the strategy of visual management and risk management at King Khalid University. And partly agreed with what he reached (Al-Abadi, 2007 AD).
3. The Program for Enhancing Governmental Work Governance in Vision 2030 mediates the relationship between visual management strategy and risk management at King Khalid University, with a multiple correlation coefficient (0.646). And I partially agreed with what was reached (Rashwan and Qasim, 2020 AD).
4. The Government Action Governance Program in Vision 2030 ensures continuity of work and flexibility in facing challenges, which confirms its importance as a mediating variable.
5. There was a statistically significant difference, according to the job category, towards the visual management strategy and strengthening the government work governance program and risk management in favour of the employee category at King Khalid University.

Recommendations

1. That the leaders of King Khalid University adopt a visual management strategy for its importance in eliminating waste of resources and improving risk management.
2. The Human Resources Department at King Khalid University should focus on defining work tasks and terms of reference, and methods and criteria for measuring employee performance, due to the importance of this in achieving continuous improvement and outstanding performance.
3. That the Quality Department at King Khalid University conducts continuous opinion polls to identify the needs of workers and the needs of students to assess their satisfaction with the quality of services provided to them.
4. The colleges and departments of King Khalid University give priority to services that increase the possibility of student and community satisfaction by excluding activities that do not add value to the services provided.

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