

Comments:

1. Absence of Research Hypotheses

While the manuscript includes research questions, it lacks clearly formulated hypotheses, which are essential for guiding empirical analysis.

2. Missing Conceptual Framework

There is no conceptual model or diagram illustrating the relationships between variables (e.g., HR strategies and competitive advantage), which is a standard requirement for empirical research.

3. Lack of Results Section

Although the methodology suggests the use of quantitative data and analysis tools (e.g., regression, correlation), the manuscript fails to present any actual data results, statistical outputs, or tables.

4. No Data Analysis or Empirical Findings

The paper refers to a proposed sample and data collection procedure, but no real data has been collected, analyzed, or reported.

5. Discussion Section Is Missing

There is no discussion of results, nor is there any comparative analysis with previous studies. This prevents the reader from understanding the implications of the study.

6. No Conclusion Provided

The manuscript ends abruptly without a conclusion section summarizing key findings or outlining practical or theoretical implications.

7. Duplicate References

Several sources are cited more than once in the reference list (e.g., Alnahdi, 2020; Rahman & Al-Borie, 2020), indicating a need for careful review and editing.

8. No Recommendations or Practical Applications

There is no section offering recommendations based on the (nonexistent) results, which reduces the manuscript's contribution to practice and policy.

**The impact of human resources strategies on achieving
competitive advantage in the health sector**

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Abstract

In an era of rapid transformation and intensified competition in the healthcare industry, the human resource (HR) strategies are an important component of organizational performance and sustainable competitive advantage. This study examined the effect of strategic HR practices; including staffing, employee development, performance management and retention strategies, on the competitive advantage of healthcare organizations in Riyadh, Saudi Arabia. A descriptive cross-sectional survey design was employed to obtain empirical data by surveying HR managers and senior leadership in healthcare organizations. It was determined that strong agreement about HR practices positively affect service quality, innovation, staff engagement, and adaptability to healthcare dynamics. The results of the study were considered in relation to previously published literature examining the HR practices in health care organizations; it was found that the results confirmed, in part, the Resource-based view (RBV) and strategic HRM, which have developed theoretical definitions of HRM practices that consider human capital in healthcare organizations as an invaluable, and strategically monopolized resource. The study proposed that incorporating HR practices into the strategic philosophy of healthcare organizations is necessary for operational effectiveness, patient satisfaction and ultimately, Competitive Advantage. While the findings are positive, further research including patient-centred outcomes, as well as qualitative research methods will help to elucidate the modification and validate the long-range study impact.

Keywords: Human Resource strategies, Competitive Advantage, Healthcare, Strategic HRM

Introduction

Strategic human resource management is critical to achieving a sustainable competitive advantage in the ever-changing healthcare sector, particularly in Saudi Arabia. Improving healthcare delivery, organizational effectiveness, and overall success depend on effective human resource practices, including talent acquisition, workforce training, performance management, and employee retention. Strong human resource management is critical given the significant challenges facing the Saudi healthcare sector, which include workforce shortages, rapidly changing patient needs, and the integration of new technologies (Purwadi et al., 2024; Al-Yami and Watson, 2014).

Research from Saudi healthcare facilities indicates that human resource management (HRM) approaches that focus on employee engagement and professional growth reduce employee burnout and improve patient care outcomes (Alnaqbi, 2021). Additionally, by developing a culture of continuous learning and adaptability to change, HR-led innovation enhances adaptability (Milella et al., 2021). Even with increasing research, it remains challenging to identify the HR management processes that best enhance competitive advantage in healthcare facilities in the Kingdom.

This study aims to address that gap by analyzing empirical data and case studies from Saudi healthcare organizations to determine the HR strategies that best align with organizational goals and drive long-term performance improvements. By doing so, it seeks to provide actionable insights into how healthcare institutions can strategically invest in their human capital to achieve sustained excellence in service delivery.

Problem statement

Saudi Arabia's healthcare industry is changing dramatically in response to Vision 2030, which is characterized by rising patient expectations, quick technological advancement, and growing demands for high-quality care. The need for healthcare organizations to

establish and maintain a competitive advantage has increased because of these changes. Since they have a direct impact on service delivery, workforce stability, and institutional reputation, human resource management (HRM) functions like hiring, training, retention, and performance review are essential to achieving this goal. Nevertheless, there is a dearth of empirical research in the Saudi context that looks at how strategic HR practices help healthcare organizations gain a competitive edge. Few studies have examined the relationship between particular HR strategies and long-term competitiveness in Saudi healthcare institutions; most have concentrated on general organizational performance or the implementation of HR policies (Alnahdi, 2020; AlYami & Watson, 2014). For hospital administrators and legislators looking to match HR procedures with strategic goals, this dearth of evidence-based, locally relevant guidelines presents a problem. By determining the HR procedures that most strongly contribute to competitive advantage in Saudi healthcare organizations, this study aims to close this gap.

Research Question: Which particular HRM techniques help Saudi Arabian healthcare organizations gain a competitive edge?

Research Questions:

- To what extent does strategic talent recruitment influence competitive advantage in Saudi healthcare organizations?
- How does employee development impact staff performance and organizational effectiveness in Saudi hospitals?
- What is the relationship between employee engagement and retention rates in public and private healthcare facilities in Saudi Arabia?
- How does performance management affect patient satisfaction in Saudi healthcare institutions?

Study Significance

Scientific Significance

The Vision 2030 reforms, which seek to increase healthcare quality, accessibility, and efficiency, are causing a rapid transformation of the Saudi healthcare industry. Strategic human resource management (SHRM) has become a crucial component in maintaining competitive advantage and boosting organizational performance in this changing environment (Alnahdi, 2020). Recruitment, staff training, performance reviews, and retention are examples of human resource activities that are no longer merely operational tasks but rather strategic levers that can improve service quality and institutional agility.

Even though HR plays a major role in determining results, there is still a lack of information in Saudi academic literature about how particular HR tactics result in quantifiable gains in competitive positioning. By offering evidence-based analysis of the ways in which specific HR practices affect worker satisfaction, productivity, and long-term organizational sustainability in the Saudi healthcare context, this study helps to close that gap. The study provides well-founded insights into the strategic potential of HR initiatives in the Kingdom by concentrating on empirical data.

In order to understand how HR capabilities can function as intangible assets that promote differentiation and innovation in healthcare delivery, the study also makes use of well-known strategic frameworks, such as the Resource-Based View (RBV) (Almohaisen & Almajnoni, 2021). The findings will have implications for healthcare managers and legislators who want to match HR procedures with more general institutional objectives, especially in settings where patient expectations are rising and competition for skilled healthcare workers is intensifying (Al-Faouri & Al-Harbi, 2022).

In the end, this study contributes to the scientific knowledge of SHRM in Saudi Arabia and aids decision-makers who want to use human capital as a source of long-term competitive advantage in the healthcare industry.

Practical Significance

In the context of Saudi Arabia's healthcare transformation under Vision 2030, practical human resource management (HRM) practices are essential for organizations aiming to enhance service delivery, reduce workforce turnover, and improve patient care outcomes. Strategic recruitment, continuous training, and structured performance management are no longer peripheral tasks—they directly contribute to internal stability and external competitiveness. For instance, Almohaisen and Almajnoni (2021) found that structured performance appraisal systems in Saudi hospitals positively correlate with employee productivity and satisfaction, which in turn influence service quality and organizational efficiency.

Moreover, employee retention remains a pressing issue in the Saudi healthcare system due to high dependency on expatriate labor and increasing competition for qualified professionals (AlYami & Watson, 2014). Research by Alnahdi (2020) demonstrates that investment in professional development programs improves retention rates by enhancing job satisfaction and employee commitment. Such initiatives not only reduce recruitment costs but also ensure continuity of care and a more experienced workforce. Additionally, involving HR departments in strategic planning has been shown to improve the alignment between workforce capabilities and organizational goals, fostering a culture of engagement and accountability. As noted by Al-Faouri and Al-Harbi (2022), effective performance management and leadership development programs in Saudi hospitals were associated with improved employee morale and

measurable improvements in patient satisfaction scores. These findings underscore the practical value of integrating HRM into core healthcare operations.

Ultimately, this study will provide healthcare leaders in Saudi Arabia with actionable insights on how to leverage HRM as a practical tool for achieving operational excellence and sustainable competitive advantage. The recommendations derived from this research can support administrators and policymakers in implementing targeted HR strategies that enhance workforce stability, improve patient outcomes, and strengthen organizational performance in an increasingly competitive healthcare market.

Study Objectives:

This study aims to explore the strategic role of human resource management (HRM) practices in enhancing competitive advantage within healthcare organizations in the Kingdom of Saudi Arabia. The specific objectives are to:

- Evaluate the impact of talent acquisition and employee development programs on organizational competitiveness in Saudi hospitals, measuring outcomes using key performance indicators such as employee retention rates, hiring efficiency, and organizational performance measures.
- Examine the relationship between employee engagement and retention strategies and their impact on organizational performance, using employee satisfaction surveys, turnover statistics, and organizational performance measures as primary data sources.
- Evaluate the impact of strategic HRM practices, particularly performance management and leadership development, on service quality and patient satisfaction, by measuring patient satisfaction scores, incident reports, and healthcare quality audits.

Through these objectives, the study seeks to generate evidence-based insights that can inform healthcare leaders and policymakers on how to align human resource strategies with organizational goals, ensure sustainable competitive advantage, and improve service delivery in the Saudi healthcare sector.

Research Hypotheses

- H1: Effective talent acquisition strategies have positive effects on the competitive advantage of healthcare organizations within Saudi Arabia.
- H2: Staff development programs significantly drive up performance levels and improve overall effectiveness in Saudi healthcare organizations.
- H3: Employee engagement programs have a positive relationship with retention rates of staff employed in hospitals in Saudi Arabia.
- H4: The implementation of strategic performance management practices has a positive impact on service quality and patient satisfaction in Saudi healthcare organizations.
- H5: Leadership development programs are positively related to organizational performance and staff morale in Saudi Arabia in terms of healthcare organizations.
- H6: Human resource management practices linked with Vision 2030 are positively related to long-term organizational competitiveness in the Saudi Arabian healthcare sector.

Literature Review

Al-Hanawi, Khan, and Al-Borie (2019) performed a qualitative critical analysis of human resource development inside Saudi Arabia's healthcare system. Using a document review process, the study identified strategic deficiencies such as excessive reliance on foreign labor, insufficient workforce localization (Saudization), and limited professional development. The authors noted that linking HR planning with national development policies can boost institutional efficiency, promote Vision 2030 goals, and ensure long-term competitive advantage.

Rahman and Al-Borie (2020) used thematic document analysis to assess the impact of Vision 2030 on Saudi Arabia's health system. The findings found that, while Vision 2030 has the potential to improve health infrastructure, its influence is restricted due to poor HR governance, decentralization issues, and underinvestment in capacity building. According to the report, human capital development must become a national health priority in order to facilitate effective transformation.

Almohaisen and Almajnoni (2021) investigated the impact of HRM methods, especially recruiting, training, and performance management, on employee performance in the Saudi healthcare industry. Using a cross-sectional methodology and SPSS analysis of 217 healthcare professionals' replies, the study discovered strong positive relationships between strategic HR practices and employee productivity, motivation, and commitment.

Al-Faouri and Al-Harbi (2022) explored how performance assessment affects employee happiness in Saudi hospitals. The study used a quantitative technique with 184 respondents, and the findings revealed that frequent, transparent performance evaluations considerably improve employee happiness and minimize turnover. These

findings encourage the implementation of structured HRM systems to maintain staff stability and service excellence.

Alnowibet et al. (2021) examined healthcare human resource trends in Saudi Arabia using retrospective time-series data from 2003 to 2015. The study used regression models to forecast future labor demands and found that the Saudization strategy was moderately successful in some areas (for example, nursing), but compliance remained low in the private sector. The research advocated for more focused policy enforcement and proactive workforce planning in line with Vision 2030.

Almalki, FitzGerald, and Clark (2011) carried out a thorough study of human resource issues in the Saudi healthcare industry. Their investigation revealed challenges with employee retention, restricted career growth prospects, and a lack of strategic HR integration. To generate a sustainable workforce, the authors advocated for the use of competency-based HR models as well as better leadership development programs.

Alshammari and Alshammari (2018) investigated the relationship between talent management and organizational performance in Saudi government hospitals. The study used structured questionnaires to collect data from 178 HR managers, and it discovered that strategic talent acquisition and development significantly enhanced operational outcomes such as staff retention and patient satisfaction.

Al-Yami and Watson (2014) presented an overview of nursing workforce difficulties in Saudi Arabia. According to the study's literature review, poor working conditions, restricted professional development, and cultural obstacles all contribute to significant turnover among Saudi nurses. To increase human resource retention, the authors recommended for policies that prioritize employee engagement and professional growth.

Alghamdi (2022) explored the effect of leadership development in improving

competitiveness among Saudi healthcare enterprises. Using mixed methodologies and a survey of 146 healthcare managers, the study discovered that leadership training programs had a direct impact on staff morale, collaboration, and quality of care, reaffirming HRM's strategic role in healthcare reform.

Alotaibi (2020) investigated employee engagement as a link between HRM practices and healthcare quality in Riyadh hospitals. A study of 200 healthcare professionals evaluated using SPSS found that HRM practices such as ongoing training and recognition systems indirectly enhanced patient happiness and service quality by increasing engagement levels.

Synthesis and Gaps

The analyzed studies repeatedly emphasize the strategic importance of human resource management in enhancing healthcare service delivery, workforce stability, and competitiveness in Saudi Arabia. Quantitative research by Almohaisen and Almajnoni (2021) and Al-Faouri and Al-Harbi (2022) give significant evidence that HR methods such as performance management and employee development are associated with superior organizational results. Meanwhile, policy evaluations by Rahman and Al-Borie (2020) and Al-Hanawi et al. (2019) highlight the systemic problems of aligning HRM with Vision 2030 aims.

Despite these findings, empirical assessments of individual HR practices and their respective contributions to competitive advantage are still restricted. Furthermore, most studies focus on public healthcare, with little investigation of HR practices in the private sector, where regulatory compliance and resource allocation may differ. This study fills these gaps by examining various HR practices and their influence on competitiveness in both public and commercial Saudi healthcare organizations.

Theoretical Premises of Study

Understanding how human resource management (HRM) techniques contribute to competitive advantage in Saudi Arabia's healthcare industry necessitates a solid theoretical basis. This section describes the fundamental concepts, models, and frameworks that guide the study's design, as well as its direct significance to the research technique.

1. Human Resource Management (HRM) Definition and Strategic Role

Human Resource Management (HRM) is the strategic coordination of people within an organization to maximize performance and achieve organizational goals. Human resource management, as defined by Armstrong and Taylor (2020), includes recruiting, development, performance evaluation, and employee interactions. In healthcare, notably in Saudi Arabia, HRM has evolved from a reactive administrative role to a strategic partner who influences institutional performance (Almohaisen & Almajnoni, 2021).

In this study, HRM is viewed as a strategic driver that can impact patient satisfaction, service quality, and workforce retention—all important aspects of competitive advantage that can be measured using organizational performance indicators—rather than just an operational tool.

2. Healthcare HR Strategies and Their Aspects

Human resource strategies are intentional plans designed to match organizational goals with workforce capabilities (Wright & McMahan, 2011). The following are important HR tactics this study examined:

- Recruiting and retaining talent
- Education and ongoing improvement
- Evaluation and management of performance

- Development of Leadership
- Systems for employee engagement and motivation

Survey instruments modified from validated HRM scales used in Saudi-based studies (e.g., Al-Faouri & Al-Harbi, 2022) will be used to measure these dimensions. In a healthcare system undergoing change, where employee performance has a direct impact on patient care, clinical safety, and institutional efficiency, these strategic HR practices are especially important (Alghamdi, 2022).

3. Healthcare Competitive Advantage

The organizational characteristics that allow businesses to outperform rivals—whether through better cost control, service differentiation, or customer responsiveness—are referred to as competitive advantage (Porter, 1985). This encompasses improved clinical results, employee retention, operational efficiency, and patient satisfaction in the healthcare industry (Barney, 1991).

The Resource-Based View (RBV), which views human capital as a fundamental asset, is the one that this study uses. When HR resources are rare, valuable, unique, and non-replaceable, they can provide a long-term competitive edge if managed effectively. According to this theory, the methodology uses regression analysis and correlation to evaluate HR practices as independent variables and organizational performance indicators (such as patient satisfaction and retention) as dependent variables.

4. HR Challenges and Strategic Opportunities in Saudi Healthcare

Acute HR-related issues that Saudi Arabian healthcare organizations must deal with include high nurse turnover, trouble hiring in rural areas, and inadequate training systems (Al-Yami & Watson, 2014; Alnowibet et al., 2021). Saudization also presents systemic issues since healthcare facilities find it difficult to strike a balance between localization requirements and providing high-quality care.

By gathering information from healthcare facilities in the public and private sectors, this study takes these local HR dynamics into account. The survey design incorporates variables that capture issues with leadership development, training access, and workforce retention—all of which are connected to the workforce goals of Saudi Vision 2030 (Rahman & Al-Borie, 2020).

5. Theoretical Frameworks Connecting Competitive Advantage and HR Strategies

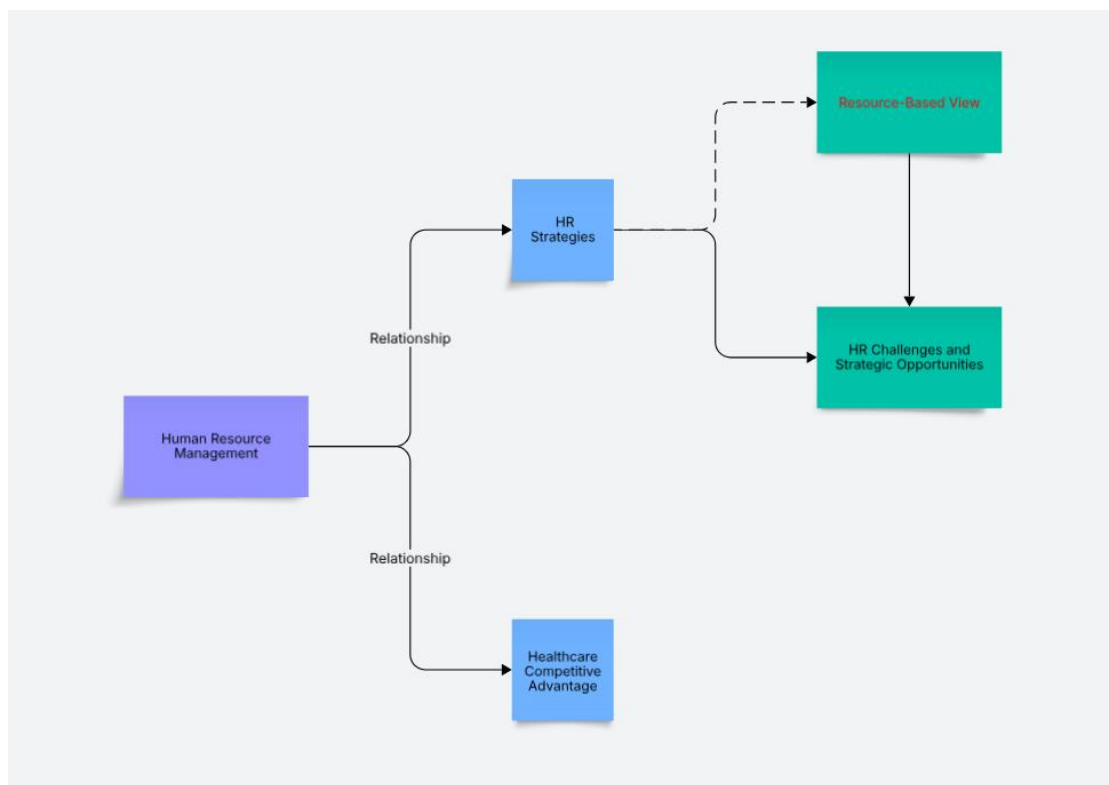
Three major theoretical models serve as the foundation for the study's understanding of the relationship between HR practices and organizational performance: (Delery & Doty, 1996) The Strategic HRM Model: focuses on coordinating HR procedures with overarching strategic objectives. Through survey questions evaluating whether HR initiatives are created in response to institutional performance metrics, the study operationalizes this alignment.

HR strategies should be tailored to the organizational context, according to the Best-Fit Model (Boxall & Purcell, 2011). This is especially important in Saudi Arabia, where funding models and workforce policies differ greatly between public and private hospitals.

The Best-Practices Model (Pfeffer, 1998) makes the case that some HR procedures (like thorough training and employee empowerment) always result in better results. The study's hypothesis development, which examines the connection between particular HR procedures and performance results, is supported by this framework. These models work together to direct the development of the conceptual framework for the study and the creation of the research tools. To ensure that both global theory and local realities are taken into account, the hypotheses are derived from the RBV, Strategic HRM theory, and Best-Practices principles.

The Resource-Based View, strategic HRM literature, and Saudi Arabia's sector-specific HR issues provide the theoretical foundation for this study. By directing the methodology and variable selection, these frameworks guarantee that the study not only validates theoretical assertions but also offers practical insights pertinent to healthcare reform in Vision 2030.

Conceptual model



Methodology

1. Introduction

This study examines how human resource (HR) practices affect gaining a competitive edge in healthcare organizations, concentrating on those in Riyadh, Saudi Arabia. The research design, population and sampling strategy, data collection instruments and protocols, analysis methods, and ethical considerations are all described in the methodology section. The chosen methodology guarantees that the study is consistent with earlier empirical research conducted in Saudi healthcare settings, including Al-Faouri & Al-Harbi, 2022.

2. Research Design

The present HR strategies and their perceived impact on organizational performance were investigated using a quantitative research design. This method makes it possible to gather standardized, real-time data from administrators and healthcare professionals, facilitating cross-organizational comparisons. Because they can spot trends and connections at one particular moment, cross-sectional surveys are frequently used in HRM and healthcare research (Alghamdi, 2022).

3. Population and Sample

HR managers, senior executives, department heads, and other human resource management professionals working in Riyadh's clinics, hospitals, and healthcare facilities are the study's target audience. To maintain contextual diversity, the population consists of both public and private healthcare facilities. A sample size of roughly 150 respondents, which is consistent with guidelines in related research. Stratified random sampling will be used to choose the sample. Three organizational types are public hospitals (such as Ministry of Health facilities) and private hospitals

and clinics—will serve as the foundation for the strata. To guarantee proportional representation, a random sample of respondents chosen from each stratum.

4. Data Collection Tool

Quantitative data will be gathered using a structured questionnaire. The tool is based on HRM and healthcare performance tools that have already been validated (e.g., Almohaisen & Almajnoni, 2021; Alotaibi, 2020). Three sections will be included in the questionnaire: Section A: Demographic Information Age, sex, occupation, years of experience, and kind of organization, HR Practices, Section B: Section C: Competitive Advantage Outcomes: Contains indicators like patient satisfaction, service quality, innovation, and staff retention (e.g., “HR practices in this organization positively influence patient satisfaction outcomes”). Likert-scale items covering talent acquisition, training and development, performance appraisal, leadership development, and employee engagement are used for measurement. A small group ($n = 10\text{--}15$) will participate in a pilot test of the questionnaire to evaluate its internal consistency and clarity. Reliability will be assessed using Cronbach's alpha (target $\alpha \geq 0.7$), and content validity will be established using expert input.

5. Data Collection Procedure

Over the course of two weeks, data will be gathered through online survey. Professional networks and institutional HR departments will be used to get in touch with respondents. A cover letter outlining the goal of the study, the anticipated completion time (about ten minutes), and confidentiality guarantees will be sent to each participant. Participation is completely voluntary, and responses will be kept anonymous.

6. Data Analysis

Excel will be used to analyze the data. Descriptive statistics will be used, including frequency, mean, and standard deviation for variables pertaining to demographics and

practice. Inferential statistics: correlation and multiple regression analysis to evaluate the relationship between HR practices (independent variables) and competitive advantage indicators (dependent variables); reliability testing: Cronbach's alpha for internal consistency of questionnaire scale. In the context of Saudi healthcare, these methods will assist in determining which HR procedures are most strongly linked to enhanced organizational performance.

7. Ethical Considerations

The study complies with ethical guidelines for research involving human subjects. Prior to data collection, each participant's informed consent will be sought. No personal identifiers will be recorded, and a confidentiality statement will be included in the questionnaire. Before fieldwork begins, ethical approval from the relevant institutional review board (IRB) will be sought. Participants will be free to leave at any moment without facing any repercussions.

Research Limitations

- The study on HR strategies for the healthcare industry is limited by its sample of 30 health organizations in Riyadh, and may not be indicative of the industry at large.
- The cross-sectional nature of the research limits its ability to analyze long-term effects of HR practices on competitive advantage. Additionally, self-report data from senior personnel and HR managers may be vulnerable to social desirability or recall bias.
- The study also does not incorporate qualitative results, and it primarily consists of quantitative analysis. Employing interviews or focus groups in a mixed-methods study could provide richer qualitative results.
- The study does not fully consider outside variables such as economic conditions, government policies, and labor market forces that may have a powerful impact on competitive advantage in the healthcare sector.
- The study does not directly measure patient outcomes such as satisfaction, recovery rates, or quality of care. Future research must include patient-centered measures to assess the more broad impact of HR practices.

Results and Analysis:

1. Demographics (Frequencies & Percentages)

Age Distribution

Age Group	Percentage
<30	24.70%
30–39	38.70%
40–49	22.00%
50+	14.70%

The majority of HR professionals in Riyadh's healthcare industry are in the early to mid-stages of their careers, as evidenced by the fact that 38.7% of respondents are between the ages of 30 and 39. Nearly a quarter (24.7%) of the sample is composed of younger professionals under 30, whereas 36.7% is made up of older age groups (40–49 and 50+). This points to a workforce that is moderately youthful.

Gender Distribution

Sex	Percentage
Female	50.70%
Male	49.30%

The respondents' gender distribution is almost equal, with slightly more women than men (50.7% vs. 49.3%). The gender diversity of HR professionals in Riyadh's healthcare industry is reflected in this balance.

Organization Type

Type of Organization	Percentage
Private Clinic	36.00%
Private Hospital	34.70%

Public Hospital	29.30%
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A wide range of healthcare facilities are represented in the sample. Public hospitals make up 29.3% of the total, while private clinics account for the largest share (36%), closely followed by private hospitals (34.7%). Insights from the public and private healthcare sectors are guaranteed thanks to this equitable distribution.

Years of Experience

Experience Level	Percentage
<5 years	21.30%
5–10 years	36.00%
11–15 years	21.30%
>15 years	21.30%

Mid-career professionals are well represented, as evidenced by the substantial percentage of respondents (36%) with 5–10 years of experience. About 21.3% of the sample is made up of early-career and highly experienced individuals, offering a balanced perspective on a range of HR experience levels.

HR Practices

Item	Description	Mean	Std Dev
B1	Our talent acquisition process is systematic and effective	3.87	0.83
B2	Training and development opportunities are provided regularly	3.87	0.92
B3	Performance appraisals are conducted fairly and consistently	3.8	0.94
B4	Leadership development programs are in place	3.53	0.83
B5	Employee engagement is a high priority in our organization	4.27	0.8

Employee engagement is a high priority received mean score of 4.27 indicates there is strong agreement from respondents that employee engagement is a priority in their

organizations. The statement; "Our talent acquisition process is systematic and effective and training & development opportunities are provided regularly received similar scores of 3.87," suggest that respondents generally agreed that the talent acquisition processes and their training opportunities were effective and provided on a regular basis, respectively. Performance evaluations had a slightly lower mean of 3.80, which demonstrates a moderate level of agreement that appraisals offered a fair and consistent approach. However, Leadership development opportunities had the lowest mean score of 3.53 indicating a relative weakness or area of potential improvement for leadership development. Standard deviations range from 0.80 to 0.94 this indicates there was moderate variability in the responses. The highest variability appears to be in Performance appraisals are conducted fairly and consistently, suggesting that respondents had differing levels of agreement about how fair and consistent performance appraised are.

Competitive Advantage

Item	Description	Mean	Std Dev
C1	HR practices improve patient satisfaction	3.87	0.83
C2	HR practices improve overall service quality	3.87	0.92
C3	HR strategies lead to innovation in healthcare delivery	3.8	0.94
C4	HRM policies have improved staff retention	3.53	0.83

In general, the respondents think that high patient satisfaction is correlated with effective HR practices. Strong agreement is indicated by a high mean score, and less response variation is indicated by a low standard deviation. There are greater variability in the responses and lower perceptions of HR's contribution to enhancing service quality. The results imply that there is opportunity for development or that various organizations may have different viewpoints. HR practices have a relatively high mean

in terms of enabling an innovative environment in health care delivery. The comparatively modest standard deviation implies moderate heterogeneity in respondents' perspectives. Respondents believe that HRM techniques are effective in promoting employee retention. Despite this, the greater standard deviation shows the fact that respondents' opinions continue to vary widely.

Discussion

This study investigates the impact of strategic human resource (HR) strategies on the competitiveness of healthcare businesses in Riyadh, Saudi Arabia. The study supports the idea that several successful HR techniques, notably staffing, employee development, performance management, and retention strategies, are critical in improving organizational performance, service quality, employee engagement, and flexibility.

The findings are consistent with earlier research indicating that strategic HRM approaches improve organizational outcomes. The study discovered that when healthcare businesses actively participate in talent management and continuous employee development, they are more likely to have a motivated, engaged, and skilled staff that offers higher-quality treatment. The relationship underlines the need of implementing an integrated HR strategy that is consistent with strategic organizational goals, the resource-based view (RBV), and strategic HRM practices.

Furthermore, the emphasis on performance management and retention strategies demonstrates their importance in ensuring a stable foundational working environment, whereas performance management (as part of the ongoing nature of performance) is available to ensure continuous improvement in healthcare. A motivated healthcare worker demonstrates a deeper dedication to their job role, which leads to higher job satisfaction and, as a result, better outcomes for patients and the organization's

reputation. The study also emphasizes the necessity of HR procedures that are adaptable enough to take into account the ever-changing healthcare landscape, especially in light of recent political reforms in Saudi Arabia, advancements in healthcare technology generally, and rising patient expectations specifically (Vision 2030).

Despite these positive findings, the study's cross-sectional design precludes any conclusions about the long-term impact of HR strategies on competitive advantage. Additionally, the study only used self-reported measures from senior leaders and HR managers, and self-reporting can be biased in a variety of ways, such as recall bias or social desirability bias. The evolution of HR practices and their long-term viability may be better understood with the aid of future longitudinal studies and qualitative techniques like focus groups and interviews.

The restricted scope of the surrounding context should also be taken into account in this study. It goes without saying that external factors like the state of the economy, governmental regulations, and labor market conditions would affect HR competitiveness and effectiveness. Additional factors that would help comprehend how HR strategies translate into pertinent improvements in healthcare are patient-centered metrics like patient satisfaction or recovery rates. The significance of strategic HR management as a possible source of competitive advantage for Saudi healthcare organizations is supported by this study. According to this study, in order to enhance service engagement and organizational performance, policymakers and healthcare executives should implement deliberate HR practices that target engagement specifically. Future studies should use mixed methods, longitudinal designs, and the inclusion of patient outcomes and external conditions to address the limitations of this one.

Conclusion

This study demonstrated the importance of HR commitments and effective human resource skills in Saudi Arabian healthcare organizations' competitive strategies. Notably, service delivery, organizational performance, and employee engagement are all enhanced by strategic HR practices like effective hiring, employee development, performance management, and retention. It's crucial to remember, though, that because the study used self-reported measures and cross-sectional data, it was unable to establish a causal relationship or track the influence over time. Potential longitudinal approaches, qualitative techniques, comprehending the external factors influencing HR effectiveness in organizations, and evaluating patient-related outcomes should be the main areas of future research. Human resource management should be viewed as an organizational core competency and strategically by healthcare leaders and policymakers. Leaders ought to consider strategic human resource management as a key component of organizational competitiveness, rather than treating it as an afterthought in light of Saudi Arabia's Vision 2030 agenda. These companies ought to put in place HR procedures that encourage healthcare workers' ongoing professional growth and strategically engage them. Organizations can achieve long-term success if they provide patients with the intended value through professional development and employee engagement.

Recommendations

- Align Saudi Arabia's national health care reform initiatives with talent acquisition, training, performance management, and development strategies.
- To improve employee engagement and retention, implement recognition initiatives, provide opportunities for advancement and mobility, and foster a positive work environment.

- To increase employee capabilities and lower turnover rates, make use of continuous training that takes into account developments in the healthcare industry.
- To retain qualified health professionals, establish supportive policies, offer clear career progression, and implement attractive compensation.
- To improve organizational performance, collect evidence-based HR data, both quantitative and qualitative, on patient and client satisfaction, health care employee engagement, and the organization's ability to deliver services and create value.
- Make sure that HR procedures, guidelines, and tactics support important national priorities like workforce localization and advancements in health sector technology initiatives and frameworks.
- Establish a cooperative, team-focused workplace that encourages motivation and engagement from staff members at all organizational levels.
- To understand the longer-term organizational effects of HR, including the longer-term contextual implications of HR practices and policies, on behavior and performance, conduct qualitative and longitudinal research.
- Establish national mechanisms and standards, as well as policies, processes, and procedures that actively provide room for workforce development, strategic HR management, and capacity building for health care reform.

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