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Graduation Research

**Human Resources Strategies and Their Impact on the Success of the Business Sector and
Government Agencies in the Kingdom of Saudi Arabia**

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

إهداء

إلى نور حياتي ودربي ... والديّ العزيزين

إلى الداعمين الأساسيين دائماً وأبداً ... إخوتي الأعزاء

إلى جميع الأقارب والأصدقاء

أهديكم بحثي هذا و أرجو من الله عزّ وجلّ أن ينال على إعجابكم ..

شكر وتقدير

نشكر الله سبحانه وتعالى على أن يسرّ لنا إتمام هذا البحث العلمي
بكرمٍ وفضلٍ منه ونحن بأتم الصحة والعافية ..

ونتقدم بجزيل الشكر أولاً إلى جامعة ميدأوشن ككل على جميع ما قدمته لنا من تحفيز وتشجيع ودعم لإتمام
هذه المرحلة العلمية العظيمة ..
وإلى جميع منسوبيها من أكاديميين وإداريين على ما قدموه لنا من دعمٍ وتوجيه لإجتياز هذه الرحلة ..

وإلى كلاً من :

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على كل ما قدموه لنا من توجيهات ومعلومات ساعدت وساهمت في الحصول على هذا البحث وإتمامه ..
سائلين المولى عزّ وجلّ أن ينال هذا البحث العلمي إستحسانكم وإعجابكم ..

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Abstract

Background: The significance of Human Resource (HR) practices within organizational contexts is widely acknowledged in scholarly literature. These strategies play a pivotal role in shaping organizational performance and productivity, often influenced by contextual factors such as national culture and organizational type. **Objectives:** This study aims to explore the impact of various HR strategies on employee satisfaction, productivity, performance alignment, and technology-related issues, including the integration of artificial intelligence, within organizations operating in the Kingdom of Saudi Arabia (KSA). Additionally, the research seeks to examine the diversity of HR strategies employed across different organizational settings within the KSA and identify key challenges hindering their implementation. **Methodology:** data collection for this study involved two primary approaches. Firstly, a thorough review and thematic analysis of relevant literature, including scholarly articles and original research, provided insights into existing HR strategies and their implications. Secondly, a meticulously designed questionnaire survey, administered via Google Forms, gathered responses from 145 participants, enabling a comprehensive analysis of HR practices in the KSA. **Results:** Descriptive statistics were employed to analyze the collected data, revealing significant effects of HR strategies on various organizational metrics, including employee satisfaction, performance, and productivity. Furthermore, the study elucidated prevalent HR strategies and discussed challenges impeding their successful implementation. Statistical analyses, including one-way ANOVA with Tukey's post hoc test, underscored notable differences between distinct groups, affirming the significance of HR strategies in organizational contexts. **Conclusion:** Overall, the study yields substantial recommendations concerning the importance and efficacy of HR strategies in enhancing employee satisfaction, productivity, and performance within the KSA. These findings provide valuable insights for organizational practitioners and scholars alike, emphasizing the imperative of strategic HR management in optimizing organizational outcomes.

Key words: Human Resources, Strategies and Tactics, KSA, Performance, Productivity, Satisfaction, Human resources management.

CHAPTER ONE

1. Introduction:

Human resources (HR) refers to *“The department within an organization responsible for managing the personnel or human capital aspects of the organization, including recruitment, hiring, training, performance evaluation, compensation, benefits administration, and employee relations. HR professionals play a crucial role in ensuring that the organization has the right people with the right skills and capabilities to achieve its goals effectively”* (US, 2024).

From a scientific point of view, according to Udo-Udoaka (1992: 45), *“The notion of HR encompasses the array of managerial, scientific, engineering, technical, craft, and other proficiencies utilized in the establishment, design, and operation of organizations, both in productive and service sectors of the economy”*. The HR department comprise individuals engaged by an organization or a company, whether as temporary or contracted staff, collectively constituting its most critical resource. Consequently, an organization must ensure it possesses the appropriate quantity and variety of employees, managed in a manner conducive to the attainment of both personal and organizational goals (Igwe, *et al.*, 2014).

Human resource management (HRM) is a complex process that includes hiring, onboarding, training, assessing, and compensating workers as well as attending to their labor relations, health, safety, and equity issues. The upcoming talks are intended to provide managers with the fundamental ideas and methods needed to address the human side of management (Dessler, 2020). These include duties like analyzing each employee's role through job analyses, predicting labor needs, and finding qualified candidates, choosing applicants, orienting and training new hires, managing pay plans, providing incentives and benefits, assessing performance, facilitating communication through counseling, disciplinary actions, and interviews, encouraging employee development through training programs, and cultivating employee relations and engagement. A fundamental awareness of topics including affirmative action and equal opportunity, employee health and safety procedures, grievance procedures, and labor relations management should also be had by managers (Dessler, 2020).

Strategies related to HR are critical to any organization's success. They are essential for drawing in, keeping, and nurturing a bright workforce. Organizations can accomplish their

objectives through increasing employee performance, productivity, and innovation with the use of effective HR methods.

Theoretical literature and research studies emphasize how important HRM practices and strategies are for improving employee skills and motivation, which in turn boosts productivity. HRM practices also support technical competence and strategic innovation that are in line with business objectives (*Rauch & Frese, 2000*). Although these concepts are supported by empirical research on larger businesses, there is disagreement over how applicable they are to smaller businesses. HRM efforts come with expenses that, in smaller businesses where resources are few, could outweigh the benefits of making large expenditures (*Rauch & Frese, 2000*). Since HRM involves time and/or financial investment, benefits must be carefully weighed against costs. Making sure that workers are retained for a long enough time becomes essential to optimizing the benefits of HRM expenditures. For an organization to succeed, tactics and strategies that emphasize bringing in and keeping top talent, developing skills, improving output and performance, encouraging innovation, and creating a happy work environment are essential (*Rauch & Frese, 2000*).

The present research project applied both quantitative and qualitative strategies for preparing the research project via analyzing multiple research articles related to the topic and collection of responses using a questionnaire survey. The most commonly tactics and strategies applied by HR department include recruitment and selection processes, training and development programs, enhancing employee engagement, implementation of strategic human resources management (SHRM), enhancing satisfaction levels, implementation of flexible HR policies, teamwork integration, efficient communication, participative management, matching corporate aims with employee goals, developing a HR strategy plan, and implementation of digital-HR. From the previously discussed data, the main aim of this project is to investigate and deeply delve into the HR strategies and tactics and their impacts on both private and governmental business sector in the Kingdom of Saudi Arabia (KSA). This study will investigate different strategies and tactics via extensive data search and a cross-sectional study of most famous companies and organizations in the KSA.

2. Statement of the Problem:

As discussed in the introduction section, HR are one of the main contributors in any company or organizations even in small and medium business enterprises (SMEs). Even though HR tactics and strategies are known to be crucial for boosting organizational performance, little is known about how they specifically affect Saudi Arabia's particular socioeconomic environment. As, each country have specific economic cultures and issues. The main problem of the present study is to investigate the application of several human resource tactics and strategies in business and government environments, such as hiring, training, performance evaluation, technological innovations, and employee involvement programs. The study will also examine how well these tactics fit the organizational goals and cultural quirks of the KSA setting. This research seeks to provide useful insights and critical points for firms looking to maximize their HR management strategies and contribute to the general performance of Saudi Arabia's commercial sector and government agencies by analyzing the advantages and disadvantages of current HR practices. The study will delve into a wide range of strategies and how this tactics impacts the private sector and governmental business sector.

3. Research Objectives:

The main aim of the present study is to develop a comprehensive research about tactics and strategies implemented by HRM in Saudi Arabian enterprises, with the goal of boosting the country's overall company and government agency performance. The following are the main research objectives for the study "*Human Resources Strategies and Their Impact on the Success of the Business Sector and Government Agencies in the Kingdom of Saudi Arabia*":

1. To investigate the current HR tactics and strategies used by Saudi Arabian companies and government organizations.
2. To evaluate how well HR strategies improve financial performance, employee satisfaction, productivity, and other organizational success metrics.
3. To determine the main challenges affecting the application and results of HR strategies in the Saudi Arabian setting, considering regulatory, economic, and cultural aspects.
4. To investigate how, in private and governmental contexts, HR strategy and organizational goals coincide.

5. To assess how HR procedures, including hiring, training, managing performance, and engaging employees, affect the way an organization performs.
6. To investigate the impact of the newly developed strategies such as incorporation of technological innovations such as artificial intelligence (AI) on HR proficiency and success of the organization.

4. Research Questions:

The main research question that should be investigated and studied is “*What are the main strategies and tactics implemented by HR and their impact on the success of both private and government business agencies*”.

The following is other questions could be explored and analyzed:

1. What are the prevalent tactics and strategies that are well-established by HR departments in the KSA?
2. What are the newly developed strategies that could be used to improve organization performance?
3. What are the main challenges that impact HR strategies to be implemented?
4. How do HR strategies contribute to the success of organizations in terms of productivity, employee satisfaction, and financial performance?
5. What are the main recommendations that should be provided for HR departments in the KSA to enhance organization success?

5. Importance and Significance of the Study:

There are important theoretical and practical ramifications for the current study, human resources strategies and their impact on the success of the business sector and government agencies in the Kingdom of Saudi Arabia. In practical words, it seeks to offer insights into the HR methods and strategies that Saudi Arabian businesses and government agencies are now doing in order to improve overall performance in terms of financial results, productivity, employee happiness, and other critical success criteria. The study aims to provide practical recommendations that are specific to the Saudi Arabian environment in order to enhance organizational success and

competitiveness. These recommendations will address implementation and effectiveness obstacles, including regulatory, economic, and cultural variables.

From the theoretical standpoint, the present study adds to the body of knowledge on HRM from a theoretical standpoint by analyzing the efficacy of HR strategies in the particular setting of the KSA. The study sheds light on how HRM theories are applied in various cultural, legal, and economic contexts by examining the application and results of HR tactics and strategies in both private sectors and government organizations. The results can contribute to a richer theoretical knowledge of HRM practices worldwide by identifying characteristics that influence HR strategies' success in a particular socioeconomic situation, so enriching the HRM literature.

CHAPTER TWO

1. Literature Review:

Of the Gulf Cooperation Council's (GCC) member states, KSA stands out as the largest geographically, the richest economically, and the most densely populated. Its economy is largely dependent on oil and products associated with it; these exports account for more than 90% of total exports, 75–80% of government income, and roughly 55% of GDP. Successive Saudi governments have liberalized the economy, empowered the private sector, and adopted significant reforms to integrate the country into the global economy in an effort to lessen dependent on oil (*Tlaiss & Elamin, 2016*). Furthermore, with a population of 29.9 million at present and projected to grow to 46.3 million by 2030, the local government is making concerted efforts to increase Saudi Arabian job prospects and strengthen the country's labor force by means of a range of educational and developmental programs. This subsequently will affect HR departments in different KSA organizations and require the development of new tactics and strategies to ensure organization success (*Tlaiss & Elamin, 2016*).

1.2. Current State of HRM in KSA:

It wasn't until the early 2000s that HRM and human resources development (HRD) techniques received much scholarly attention in Saudi Arabia (*Tlaiss & Elamin, 2016*). Our knowledge of fundamental HRM practices in Saudi firms is still quite limited, despite recent research trying to explore aspects influencing HR management and development. Studies that already exist frequently focus on specific topics, such as how national culture affects HRM and how Islam affects managerial attitudes. Mellahi (2006) emphasizes the importance of cultural values and "*wasta*" in highlighting differences in HRM practices between the public and private sectors (*Mellahi, 2006*). Examining compensation practices, Ramlall, Maimani, and Diab (2011) find that seniority-based pay is used, and that employee participation is limited. Studies concentrating on organizational behavior dimensions such as job satisfaction show noteworthy effects on HRM practices and offer ways to enhance work-related attitudes by means of a deeper comprehension of organizational justice (*Ramlall, 2011*).

1.3. Definitions and Main Roles of HR Departments:

Since its inception in the 1960s, HR have been a fundamental component of contemporary management techniques, making them of utmost importance in organizational dynamics. There is a paradigm shift happening right now where people are seen as priceless assets instead of just resources. The human resources domain involves a wide range of stakeholders, such as administrators, employees, users, and staff. It presents significant issues, especially in large businesses, and calls for an organized and methodical approach to HR administration. Proactive businesses need to anticipate changes in the environment and make strategic adjustments, with human resource management (HRM) being a crucial component of organizational health. The management of labor dynamics, or HRM, is a crucial component of a company's lifecycle and is essential for maintaining flexibility and competitiveness in ever-changing market environments. HRM, which is defined as an all-inclusive strategy for the management and enhancement of labor force potential, emphasizes the necessity of motivating human resources in order to develop competitive advantages for businesses. HRM's primary objective is to maximize employee productivity in order to successfully accomplish the company's strategic goals. Essentially, HRM functions as a pivotal element in propelling organizational triumph, acting as a channel for harmonizing human resource tactics with comprehensive business objectives, therefore cultivating increased efficiency and strategic coherence amid dynamic market circumstances. **Figure 1** provides the most common roles of HR departments according to 2024 surveys (Source, AIHR).

1.4. Traditional and Strategic HR Departments:

Seven strategic human resource practices are outlined by Delery and Doty (1996). These practices include mechanisms for employee voice, job security, career advancement opportunities, thorough training programs, performance appraisal processes, profit-sharing initiatives, and clear job definitions. These techniques highlight how human resources are viewed inside firms, presenting them as essential to their success. Practices in Strategic Human Resource Management (SHRM) are those that are carefully designed, put into action, and carried out in a way that is directly in line with the company's overall strategy. Also, authors describe SHRM practices as those that show a theoretical or empirical association with total organizational performance, De Bejar and Milkovich (1984) define SHRM as a continuum of HR-related decisions unfolding across several organizational levels. As an alternative, Redman, and Wilkinson (2001) take a stance

on SHRM that is focused on proactive employee management and strategic integration, highlighting the importance of employees as valuable assets as opposed to just being a cost factor. The main differences between HRM and SHRM are presented in **Table-1**.

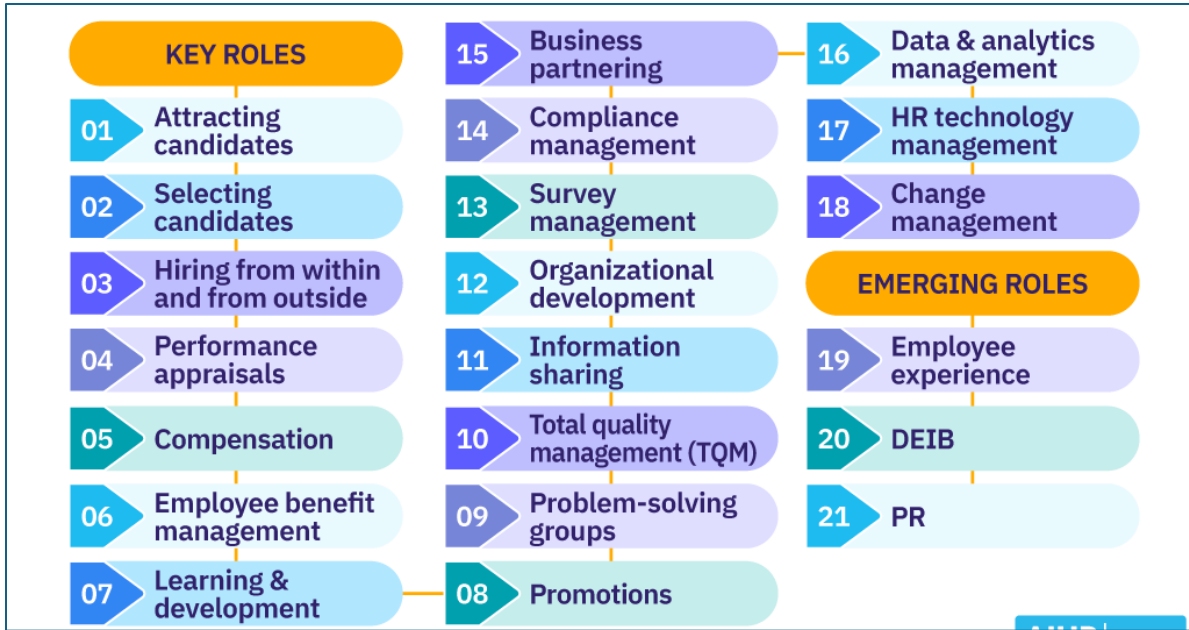


Figure 1: Main roles of HR department in an organization (AIHR, 2024).

Table 1: Differences between traditional and strategic HR.

Points	HRM-Traditional	HRM-Strategic
Focus	Relations between employees	Partnership with internal and external customers
Main role	Transactional change	Transformational change
Initiatives	Slow, reactive, and fragmented	Fast, proactive, and integrated
Time horizon	Short term	Short, medium, and long-term
Control	Bureaucratic policies	Organic-flexible
Job description	Tight division of labour	Broad, flexible, and cross-training teams
Key investments	Capital products	People and knowledge
Accountability	Cost center	Investment center
Responsibility for HR	Staff specialists	Line Managers

1.5. Current HRM strategies and Tactics:

A study performed by Almatter (2022) to investigate the main tactics performed via HR departments of small business in the KSA and impacted organization success. The results showed that strategic HR practices had a statistically significant impact on worker performance in small and medium-sized businesses and organizations throughout the KSA. Furthermore, there were observable effects on employee performance related to the recruitment and selection processes as well as the training and development programs. The analysis's main conclusions call for a thorough examination of Saudi Arabia's small- and medium-sized businesses' incentive systems, with a focus on creating work conditions that have a beneficial impact on staff members. Furthermore, endeavors ought to be focused on harmonizing organizational success with employee engagement, which calls for the formulation of precise and attainable objectives supported by employee input (Almatter, 2022).

1.6. Implementation of Strategic Human Resources Management (SHRM):

According to HR matters (2023), the SHRM is defined as “*A comprehensive strategy for assembling the best team for the expansion and success of your company. It involves hiring and educating staff on the company’s objectives and the vision, purpose, and organizational strategies that guide them*” (Matters, 2023). SHRM is important in the KSA to attract and retain top talent, enhance organizational performance, adapt to changing business environments, and improve employee engagement and satisfaction. Also, the website investigates 10 main strategies and tactics implemented by HR departments and managers to impact organization success. Implementing smart HR strategies and promoting teamwork can greatly increase corporate success (Matters, 2023).

SHRM implementation has many benefits in the KSA (Matters, 2023). First and foremost, it promotes a healthy workplace culture that raises employee engagement and satisfaction levels, which lowers turnover rates and raises general job satisfaction. Second, by creating flexible HR policies and procedures, SHRM helps businesses to quickly adjust to shifting business conditions. In addition, matching HR strategies to company objectives guarantees labor law compliance, improves performance, and draws in top talent. Furthermore, SHRM enhances performance, promotes employee growth, and helps employers hold onto important staff members. Through the identification and provision of training, SHRM endows workers with the requisite competencies

to adeptly navigate periods of change and uncertainty. All things considered, there are many advantages to a strategic HR approach in Saudi Arabia, ranging from improved organizational performance to guaranteeing employee satisfaction and regulatory compliance (*Matters, 2023*).

The same results were obtained from a study performed by AlZalabani and Modi (2014) to investigate the impact of human resources management practice and perceived organizational support on job satisfaction. According to the study, work satisfaction is positively impacted by perceived organizational support (POS) and human resource management practices (HRMP). Improving job interest and variety in particular has the most effect on job happiness. Job satisfaction is also significantly influenced by elements like teamwork, training and development, efficient communication, participative management, and matching corporate aims with employee goals. These results highlight how crucial it is to put in place efficient HR procedures and cultivate a positive workplace culture in order to improve employee happiness and general well-being (*AlZalabani & Modi, 2014*).

1.7. Other HR Strategies:

The process of defining HR strategy is developing a plan that will give the company a distinct competitive edge by describing how it will use its people resources to meet goals and overcome commercial obstacles. HR may identify and recruit competent candidates who fit the company's trajectory by using talent acquisition and recruitment tactics (**Table 2**). The efforts of talent management and development guarantee that HR maintains current knowledge of required competencies and applies appropriate procedures to improve workforce skills. Strategies for pay and benefits, backed by top management, ensure competitive packages that draw in and keep valuable staff. The alignment of HR with organizational objectives facilitates the development of desired behaviors and a favorable culture. Last but not least, effective strategy change navigation and organizational success depend on employee engagement programs (*Erik V., 2024*).

1.8. Digital HR Strategies:

Using digital tools and technologies to optimize different parts of HR activities and procedures is known as digital human resource management, or digital HRM (*Palumbo, Hinna, & Manesh, 2023*). Digital HRM improves efficiency and offers data-driven insights for decision-making by using technology to automate repetitive operations (*Gigauro, 2020*). According to Chatterjee, Chaudhuri, Vrontis, and Siachou (2022), this method increases accuracy and efficiency,

freeing up HR professionals to spend more time on strategic initiatives, staff development, and fostering a healthy work environment. To preserve empathy and the human touch, however, a balance between technology and human interaction is essential. Numerous advantages come with digital HRM, such as enhanced productivity, lessened administrative work, better employee experiences, data-driven decision-making, and greater alignment of HR strategies with business objectives (Dundon & Rafferty, 2018). The ability of digital transformation to boost HR effectiveness—by optimizing procedures, cutting down on administrative work, and freeing up HR professionals to concentrate on strategic endeavors—is a noteworthy discovery. This will eventually result in higher employee engagement, productivity, and retention rates (*bir Kaur, 2023*).

Table 2: HR Strategies and Tactics with references from different resources.

No.	HR Strategies and Tactics	References
1	Recruitment and selection processes.	Rozario, et al., (2019)
2	Training and development programs.	Belias, et al., (2020)
3	Enhancing employee engagement.	Almatter (2022)
4	Implementation of strategic human resources management (SHRM).	Matters (2023)
5	Enhancing satisfaction levels.	Matters (2023)
6	Implementation of flexible HR policies.	Williams (2019)
7	Teamwork integration.	Erik V. (2024)
8	Efficient communication.	Aljizani, et al., (2018)
9	Participative management.	Petkovska, et al., (2015)
10	Matching corporate aims with employee goals.	Geethanjali, et al., (2024)
11	Developing a HR strategy plan.	Andersen and Minbaeva (2013)
12	Implementation of digital-HR.	Gigauri (2020), Batool, et al., (2020)
13	Talent Acquisition	Deshmukh, et al., (2023)

1.9. Comments and Recommendations:

Based on the provided research data, we could conclude that:

1. The literature review provides a comprehensive overview of the current state of HRM in the KSA, encompassing various aspects such as the economic landscape, HR strategies, and the implementation of SHRM.
2. The literature review provide different strategies and tactics implemented via HR managers that impact organizational success such as recruitment and selection processes, training and development programs, enhancing employee engagement, implementation of strategic human resources management (SHRM), enhancing satisfaction levels, implementation of flexible HR policies, teamwork integration, efficient communication, participative management, matching corporate aims with employee goals, developing a HR strategy plan, and implementation of digital-HR.
3. The research studies lack the investigations of HR strategies in governmental business sectors that might have different strategies and tactics rather than private sector.
4. Also, the research studies did not involve the direct data collection from HR managers or employees. Exploring the experiences and perspectives of employees and HR professionals themselves could provide valuable insights into the effectiveness of HRM practices and strategies in improving job satisfaction, employee engagement, and overall organizational performance in the KSA.

CHAPTER THREE

RESEARCH METHODOLOGY

1. Research Approach:

The research approach that is most suitable for the present study involves a mixed-methodology approach. The study will apply both qualitative and quantitative research methodologies (Marczyk, *et al.*, 2010).

1. **Qualitative methodology:** the qualitative studies involve the reviewing of previously published literature review. The collected data will be filtered, analyzed via thematic analysis into main themes and sub-themes in order to collect comprehensive data about HR strategies that implemented in different countries and effectively impacted the organization success and performance.
2. **Quantitative methodology:** the quantitative methodology will be performed via preparing a well-designed questionnaire survey based on the collected data of the literature review and based on HR expertise. The survey questionnaire could be distributed to businesses and government agencies across various sectors in Saudi Arabia to gather quantitative data on the implementation and effectiveness of HR strategies. This approach would allow for the collection of numerical data.

2. Research Design:

The best design that effectively describe the present research study is *the cross-sectional study*. This allows the collection of data from different famous private and governmental business agencies at a single point in time.

3. Data Collection:

There are three main data sources in the present study could be used effectively in order to develop a comprehensive review of different HR strategies and tactics:

1. **Primary sources:** Data collection via a survey questionnaire that is distributed via both paper-based or electronic-based such as E-mails, Google Forms, WhatsApp, and other electronic platforms.

2. **Primary Sources:** Designed interviews with HR managers and employees from top organizations in the KSA. The interviews could be recorded after a consent form from the participant.
3. **Secondary Sources:** the comprehensive analysis of literature reviews, research articles, books, and trusted online websites.

4. Questionnaire Survey Construction:

The prepared questionnaire composed of three main parts:

- **PART-1:** Introduction and consent form.
- **PART-2:** Demographic Data (8 Questions).
- **PART-3:** Current HR strategies and tactics (25 Questions).

The questionnaire data is based on 5-Likert scale (Strongly agree, agree, neutral, disagree, and strongly disagree). Questionnaire surveys were provided via different electronic platforms using google form to be easily manipulated and analyzed. Data collected from questionnaire survey will be analyzed statistically using descriptive analysis such as central tendency and spreading.

5. Data Analysis:

To find connections between HR practices and organizational outcomes, quantitative data could be examined using statistical methods including regression analysis, correlation analysis, and descriptive statistics such as central tendency and spreading measurements. The analysis of qualitative data would involve a thematic examination to discern recurring themes, patterns, and insights that surfaced from the interviews or focus group talks. Thematic and sub-thematic analysis will provide a comprehensive overview of all available data collected from both interviews and analyzed research articles.

6. Theoretical Framework:

The present conceptual framework is to relate the HR strategies such (recruitment and selection processes, training and development programs, enhancing employee engagement, implementation of strategic human resources management (SHRM), enhancing satisfaction levels, implementation of flexible HR policies, teamwork integration, efficient communication, participative management, matching corporate aims with employee goals, developing a HR

strategy plan, and implementation of digital-HR) and their impact on the success of private and governmental business sectors.

In this theoretical framework, the dependent variables (DV) are the KSA's organization success and performance, while the independent variables (IV) are the HR strategies and tactics. The conceptual framework guides the formulation of research hypotheses and the selection of appropriate research methods and analytical techniques. It provides a roadmap for data collection and analysis, helping researchers to systematically investigate the relationships between variables and test their theoretical propositions (**Figure 2**).

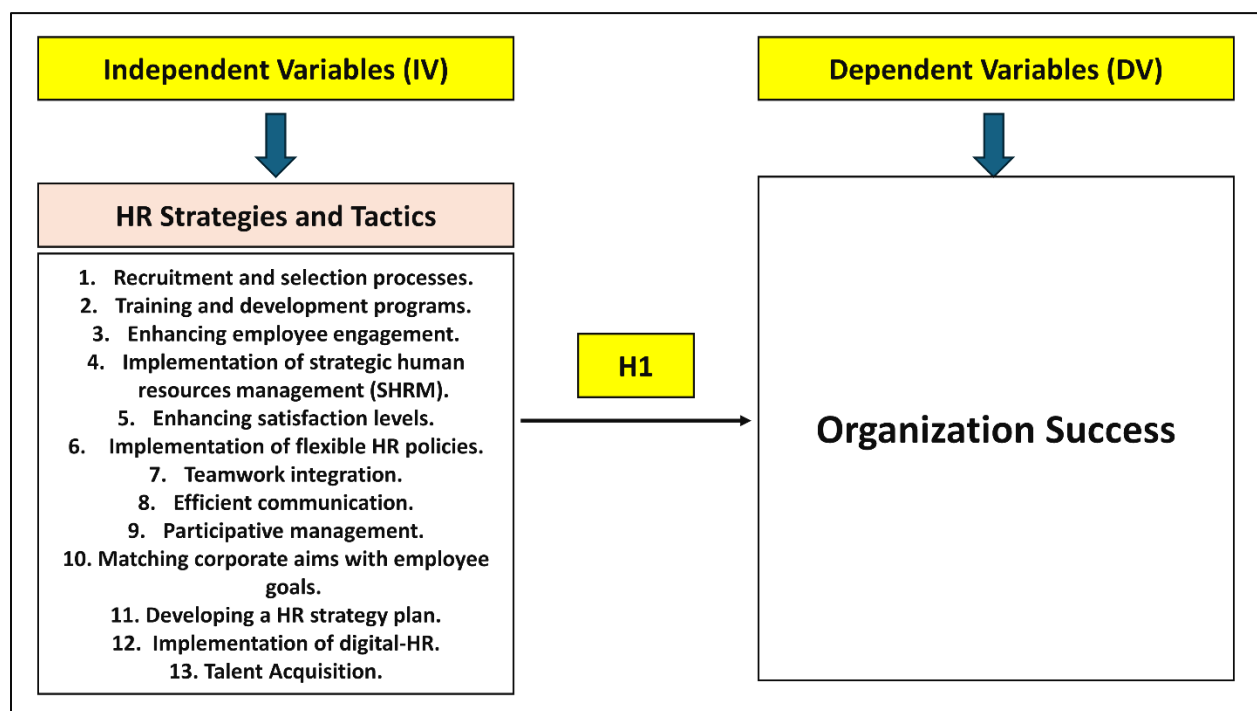


Figure 2: Theoretical Framework.

7. Research Hypothesis:

The research hypothesis of the present study could be formulated as:

Alternative Hypothesis (H1): *“There is a significant relationship between different HR strategies and tactics and the success of the business organizations in both private and governmental sectors”.*

Null hypothesis (H0): *“There is a non-significant relationship between different HR strategies and tactics and the success of the business organizations in both private and governmental sectors”.*

CHAPTER FOUR

RESULTS

1. Number of Responses:

A well-crafted questionnaire survey was distributed via Google Forms to enable data collection from a wide range of participants. A total of 145 replies were obtained from the survey, indicating a high level of engagement with the questionnaire, and producing a large dataset for analysis. Interestingly, no responses were rejected during the data gathering procedure; all responses were accepted as legitimate (**Table 3**).

Table 3: Number of collected responses and sent questionnaire surveys.

Points	Frequency	%
Number of questionnaire provided	145	100%
Number of responses collected	145	100%
Number of rejected responses	0	0%
Total	145	100%

2. Demographic Data:

The respondents' demographic profile offers important information about the makeup of the sample population. In terms of gender distribution, male respondents made up 68.3% of the sample as a whole, while female respondents made up 31.7%. Respondents' ages ranged widely in terms of distribution; the age groups 26–35 and 36–45 had the largest frequency, with 32.4% and 33.8% of respondents in each, respectively. It is noteworthy that the distribution was comparatively uniform throughout age groups, with lesser shares of individuals falling into the 18–25, 46–55, and > 55 years old categories (**Table 4**).

The respondents' levels of education varied, with bachelor's degrees accounting for the largest share (57.2%), followed by diplomas (24.8%) and master's degrees (17.2%). Just 0.7% of respondents claimed to be Ph.D. holders. The varied sample with varying degrees of academic qualifications is reflected in the diversity of educational backgrounds. Furthermore, the respondents' distribution across job descriptions was thorough, covering a broad range of roles in several industries (**Table 4**).

Respondents were equally split between the public (55.2%) and private (44.8%) sectors in terms of the sort of work they did, indicating a fair representation across organizational contexts. Additionally, the respondents' years of experience varied, with a notable majority (67.7%) having more than ten years of experience. The respondents' distribution across firm sizes showed a discernible concentration in larger organizations, with more than half of the respondents (53.1%) being associated with businesses that employed more than 1000 people (**Table 4**).

Furthermore, the wide range of industries covered in the sample demonstrates the comprehensive nature and relevance of the study results. The respondent pool included representatives from a wide range of industries, including banking, construction, communication, administration, supply chains, logistics, healthcare, education, IT, sports, and education, among others. This highlights the study's broad scope and possible applications in a variety of industries (**Table 4**).

Table 4: Demographic and General Information of Respondents.

No.	Point		Frequency	%
1	Gender	Male	99	68.3%
		Female	46	31.7%
2	Age*	< 18	1	0.7%
		18 – 25	2	1.4%
		26 – 35	47	32.4%
		36 – 45	49	33.8%
		46 – 55	46	19.3%
		> 55	18	12.4%
3	Education level	Diploma	36	24.8%
		Bachelor	83	57.2%
		Master	25	17.2%
		Ph.D.	1	0.7%
4	Job description	All types of job positions were mentioned		
5	Type of work	Governmental	80	55.2%
		Private	65	44.8%
7	Expert Years*	< 2	4	2.8%
		2 – 5	15	10.3%
		5 – 10	28	19.3%

		10 – 15	33	22.8%
		15 – 20	24	16.6%
		> 20	41	28.3%
8	Company size	< 50	22	15.2%
		50 – 200	26	17.9%
		201 – 500	13	9%
		501 – 1000	7	4.8%
		> 1000	77	53.1%
9	Sector type	All sectors were included (construction, communication, administration, supply chains, logistics, social, healthcare, security, education, real states, IT, sports, automotive, insurance, aviation, military, petrol, banks, advertisement)		

* This data is represented in Years.

The following figure (**Figure 3**) serves as a representative portrayal of the data concerning the type of work among respondents, elucidating the breadth of occupational diversity presented within the collected dataset. This depiction underscores the comprehensive nature of the gathered data, suggesting a robust representation across a multitude of sectors prevalent within the Kingdom of Saudi Arabia (KSA). The discernible variety in respondents' reported types of work underscores the inclusivity of the study's sampling approach, thereby facilitating a nuanced understanding of the employment landscape across diverse sectors within the KSA context.

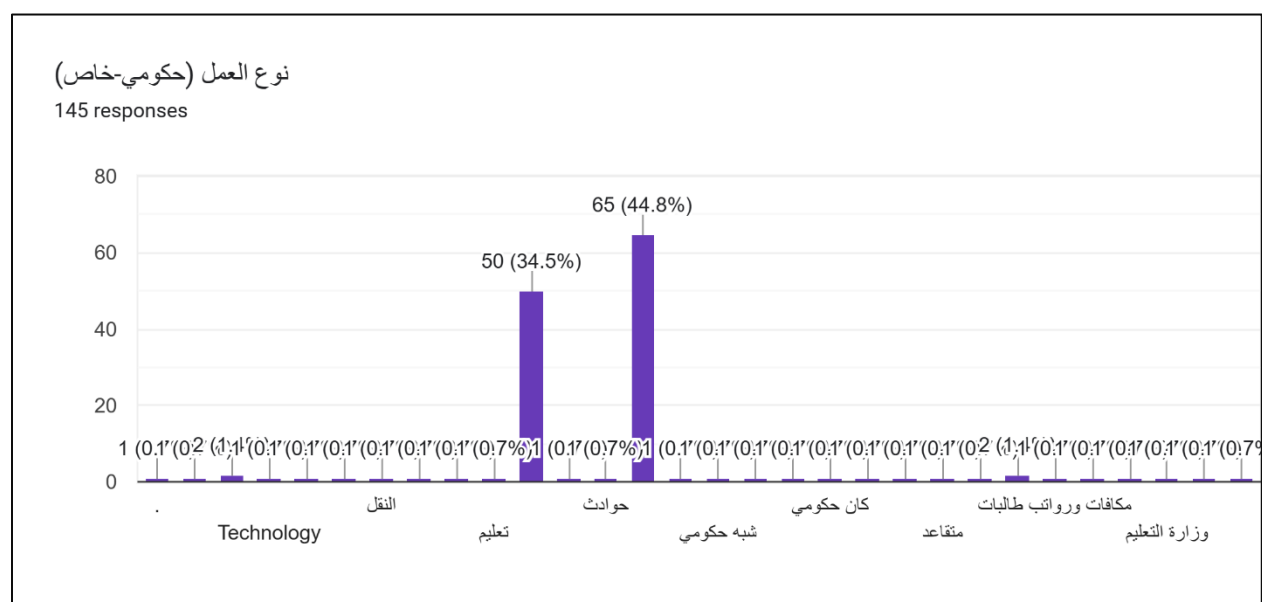


Figure 3: Type of work included in the present study.

3. Effects of HR Strategies and Tactics on Employees and Organizations:

The survey results offer valuable insights into how respondents perceive the importance and effectiveness of Human Resource (HR) tactics and strategies within organizational contexts. When asked about the significance of HR tactics and strategies for organizational performance, a large majority of respondents (93.8%) expressed positive views, with 55.2% strongly agreeing and 38.6% agreeing. The unanimous agreement emphasizes the importance of HR initiatives in driving organizational success, indicating a widely shared belief among respondents about the crucial role of HR strategies in achieving optimal performance outcomes (**Table 5**).

However, when evaluating satisfaction levels with the current HR tactics and strategies within their organizations, responses were more nuanced. Although 53.1% of respondents reported being somewhat satisfied, a significant portion (22.1%) expressed varying levels of dissatisfaction (**Table 5**). This discrepancy indicates possible discrepancies between the perceived importance and satisfaction with the implementation of HR strategies, pointing out areas that can be improved to better align HR practices with organizational needs and enhance overall employee satisfaction.

In addition, participants were asked about the perceived effects of HR strategies on employee satisfaction, productivity, and alignment with organizational goals. Results indicated a diverse perspective, with respondents expressing differing levels of agreement. Although many recognized a certain degree of success in enhancing employee satisfaction (51.7%), productivity (53.8%), and alignment with organizational goals (62.1%), a significant number had concerns or felt that there were shortcomings in these aspects. These insights highlight the significance of consistently evaluating and improving HR strategies to ensure they align with organizational goals and improve overall performance results (**Table 5**).

The survey data provides valuable insights into the perceived effectiveness of different Human Resource (HR) practices within organizational contexts. When assessing the efficiency of hiring practices, the responses showed a fairly even viewpoint, with 53.7% of respondents expressing some degree of effectiveness. Interestingly, although a significant number of respondents (43.4%) recognized some level of effectiveness, a notable portion (22.7%) expressed concerns or dissatisfaction. This indicates possible areas for improvement in the recruitment process to achieve better organizational results (**Table 5**).

Opinions on the effectiveness of training and development programs were diverse, with a majority of respondents (69.6%) recognizing some level of effectiveness. Although a considerable percentage (45.5%) viewed these programs in a positive light, a significant portion (24.1%) expressed dissatisfaction, suggesting that there may be areas for improvement in training and development efforts that could impact the growth of the organization and the enhancement of employee skills (**Table 5**). When it comes to evaluating performance, respondents seemed to have a positive perspective, with 71.1% recognizing some level of effectiveness. However, a significant number of respondents (22.8%) expressed dissatisfaction, suggesting possible flaws in the performance evaluation system that could impact employee morale and overall organizational performance (**Table 5**).

When it comes to the use of technological innovations in HR, the responses were fairly balanced. About 53.1% of the respondents recognized that there was some level of utilization. However, a significant portion (14.5%) expressed dissatisfaction, pointing out possible areas where technology could be utilized to improve HR processes and increase organizational efficiency. In addition, there were varying opinions on the effectiveness of employee engagement programs, with 57.2% of respondents recognizing some level of effectiveness. Although most people viewed these programs in a positive light, a notable percentage (17.9%) expressed dissatisfaction. This indicates that there may be room for improvement in employee engagement initiatives to create a more inclusive and motivated workforce. Overall, these findings highlight the significance of consistently assessing and improving HR practices to enhance organizational performance and employee satisfaction (**Table 5**).

The survey responses offer valuable insights into the difficulties faced when implementing Human Resource (HR) strategies in organizational settings. When respondents were asked about the main challenges faced in implementing HR strategies, a majority (68.2%) acknowledged facing difficulties. Interestingly, 50.3% of respondents highlighted significant challenges, suggesting possible obstacles that could hinder the successful implementation of HR strategies in their organizations. Dealing with these challenges requires a thorough approach to tackle various factors like limited resources, resistance to change, lack of support systems, and the complexities of the organizational environment. It is important to develop comprehensive strategies to overcome these obstacles (**Table 5**).

In addition, respondents were asked about the perceived variations in HR strategies between the private and government sectors within their organizations. The survey findings indicate that a significant number of respondents (69.1%) believe that there are differences in HR strategies between the two sectors, and a majority (51.7%) have observed noticeable distinctions. These disparities may arise from variations in organizational culture, operational frameworks, regulatory requirements, or resource allocations, emphasizing the importance of customizing approaches to HR strategy development and implementation based on sector-specific dynamics (**Table 5**).

In addition, the responses regarding the impact of current HR practices on organizational success were quite diverse. Although many people recognized that there was some level of contribution (69.7%), a significant number of individuals had reservations or felt that the current HR practices were not effective enough. These insights highlight the significance of consistently evaluating and improving HR practices to ensure they are in line with organizational objectives and boost overall organizational performance (**Table 5**).

In addition, respondents shared valuable recommendations for improving HR practices within their organizations, with a significant majority offering suggestions for enhancement (87.6%). The recommendations covered a wide range of areas, including improving communication channels, enhancing training and development programs, simplifying recruitment processes, and using technology to enhance HR functions as described in the introduction section and in detail in literature review. It also emphasized the importance of seeking employee feedback and involving stakeholders in HR strategy development and refinement (**Table 5**).

Finally, participants were inquired about their opinions regarding the integration of artificial intelligence (AI) into HR practices. The results showcased a nuanced perspective, as 70.3% of respondents indicated different degrees of willingness to embrace AI integration. These findings highlight the significance of investigating new technologies to improve HR functions and boost organizational efficiency. It is crucial to consider the potential challenges and ethical considerations linked to the implementation of AI in HR contexts. On the other hand,, 94.5% recommended their HR strategies for other companies (**Table 5**).

Table 5: Analysis of responses about effects of HR strategies among organizations.

No.	Question	Answer				
		Frequency (%)				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	To what extent do you believe HR tactics and strategies are crucial for organizational performance?	80 (55.2%)	56 (38.6%)	7 (4.8%)	2 (1.4%)	0 (0%)
2	How satisfied are you with the current HR tactics and strategies used in your organization?	14 (9.7%)	63 (43.4%)	36 (24.8%)	21 (14.5%)	11 (7.6%)
3	How well do HR strategies improve employee satisfaction in your organization?	13 (9%)	62 (42.8%)	37 (25.5%)	27 (18.6%)	6 (4.1%)
4	How well do HR strategies improve productivity in your organization?	16 (11%)	62 (42.8%)	37 (25.5%)	23 (15.9%)	7 (4.8%)
5	How well do HR strategies align with the organizational goals of your company?	19 (13.1%)	71 (49%)	31 (21.4%)	17 (11.7%)	7 (4.8%)
6	How effective are hiring practices in your organization?	15 (10.3%)	63 (43.4%)	43 (29.7%)	18 (12.4%)	15 (10.3%)
7	How effective are training and development programs in your organization?	35 (24.1%)	66 (45.5%)	28 (19.3%)	11 (7.9%)	5 (3.4%)
8	How effective are performance evaluation processes in your organization?	53 (22.8%)	70 (48.3%)	21 (14.5%)	13 (9%)	8 (5.5%)
9	How well does your organization utilize technological innovations in HR?	21 (14.5%)	56 (38.6%)	43 (29.7%)	15 (10.3%)	10 (6.9%)
10	How effective are employee engagement programs in your organization?	26 (17.9%)	57 (39.3%)	28 (19.3%)	24 (16.6%)	10 (6.9%)
11	What are the main challenges you face in implementing HR strategies in your organization?	26 (17.9%)	73 (50.3%)	34 (23.4%)	10 (6.9%)	2 (1.4%)
12	How well do HR strategies in your organization differ between the private and government sectors?	25 (17.2%)	75 (51.7%)	31 (21.4%)	12 (8.3%)	2 (1.4%)

13	How well do you think the current HR practices contribute to the overall success of your organization?	21 (14.5%)	80 (55.2%)	29 (20%)	12 (8.3%)	3 (2.1%)
14	What are your recommendations for improving HR practices in your organization?	70 (48.3%)	57 (39.3%)	14 (9.7%)	3 (2.1%)	1 (0.7%)
15	What are your thoughts on the incorporation of artificial intelligence (AI) in HR practices?	48 (33.1%)	54 (37.2%)	26 (17.9%)	15 (10.3%)	2 (1.4%)
16	How likely are you to recommend your organization's HR practices to others?	80 (55.2%)	57 (39.3%)	6 (4.1%)	1 (0.7%)	1 (0.7%)

4. Analysis of Different HR Strategies and Tactics:

The survey data offers valuable insights into how respondents perceive the effectiveness of different Human Resource (HR) strategies in organizational contexts. When evaluating flexible HR policies, respondents had a wide range of opinions, with the majority (80.6%) recognizing different levels of effectiveness. Interestingly, a significant portion of respondents (30.3%) rated these policies as strongly effective, with an additional 50.3% considering them effective. This indicates that many see the benefits of these policies in terms of accommodating and adapting to employee needs. However, a small minority (5.5%) found them to be ineffective or strongly ineffective, suggesting that there may be challenges or limitations in their implementation (**Table 6**).

Similarly, there were differing opinions on the effectiveness of initiatives aimed at enhancing employee engagement, with 80.7% of respondents expressing nuanced perspectives. 37.9% of respondents found these initiatives to be highly effective, while 42.8% considered them effective. This shows that there is a recognition of their potential to improve employee morale and foster a positive organizational culture. However, a small minority (7.0%) found them to be ineffective or strongly ineffective, suggesting that there may be some gaps in engagement strategies that need to be addressed (**Table 6**).

When it comes to implementing strategic HR management practices, the responses showed a fairly balanced perspective. About 81.4% of respondents recognized different levels of effectiveness. With 27.6% of respondents rating these practices as strongly effective and 53.8% as effective, it is clear that they are highly valued for their ability to align HR initiatives with

organizational goals and objectives. Interestingly, no respondents rated them as ineffective or strongly ineffective, suggesting a widespread agreement on their usefulness in driving organizational success through proactive workforce management strategies (**Table 6**).

Finally, there were a wide range of opinions regarding the effectiveness of developing HR strategy plans and implementing digital HR solutions. Although most respondents had a favorable view of these strategies, with 78.6% and 76.5% considering them effective or highly effective, a few recognized different levels of ineffectiveness. These insights highlight the significance of consistently evaluating and improving HR strategies to ensure they are in line with organizational objectives and boost overall organizational performance (**Table 6**).

Table 6: Different HR Strategies and their effectiveness among organizations.

No.	Question	Answer				
		Frequency (%)				
		Strongly effective	Effective	Neutral	Ineffective	Strongly ineffective
Rate the following HR strategies						
1	Flexible HR policies	44 (30.3%)	73 (50.3%)	20 (13.6%)	5 (3.4%)	3 (2.1%)
2	Enhancing employee engagement	55 (37.9%)	63 (42.8%)	18 (12.4%)	7 (4.8%)	3 (2.1%)
3	Implementing strategic HR management	40 (27.6%)	78 (53.8%)	20 (13.8%)	7 (4.8%)	0 (0%)
4	Developing HR strategy plans	54 (37.2%)	60 (41.4%)	21 (14.5%)	8 (5.5%)	2 (1.4%)
5	Implementation of digital-HR	47 (32.4%)	64 (44.1%)	27 (18.6%)	6 (4.1%)	1 (0.7%)

5. Challenges Facing HR Strategies and Tactics:

The survey data offers valuable insights into the perceived challenges that HR strategies face within organizational contexts. When evaluating the challenges linked to flexible HR policies, respondents displayed a wide range of perspectives, with the majority (80.6%) recognizing different levels of difficulty. Interestingly, 30.3% of respondents expressed strong dissatisfaction with these policies, while 50.3% found them to be ineffective. This suggests that there may be difficulties in implementing or achieving desired results. On the other hand, a small percentage (5.5%) viewed the policies as effective or highly effective, indicating that there may be some positive outcomes or achievements in their execution (**Table 7**).

Similarly, there were differing opinions on the challenges faced in improving employee engagement initiatives, with 80.7% of respondents expressing nuanced perspectives. Although a majority of respondents (80.7%) rated these challenges as ineffective or strongly ineffective, indicating perceived obstacles or limitations in fostering meaningful employee connections or motivation, a small percentage (19.3%) considered them effective or strongly effective, suggesting potential successes or positive outcomes in engagement efforts (**Table 7**).

When it comes to the challenges of implementing strategic HR management practices, the responses showed a fairly balanced perspective. About 81.4% of respondents recognized that there were different levels of difficulty involved. Although 27.6% of respondents considered these challenges to be strongly ineffective and 53.8% found them to be ineffective, it is worth noting that no one rated them as effective or strongly effective. This suggests a widespread agreement on the difficulties of aligning HR initiatives with organizational goals, emphasizing the complex nature of strategic HR management (**Table 7**).

Overall, these findings highlight the significance of acknowledging and tackling the various obstacles that HR strategies encounter in order to maximize their effectiveness and alignment with organizational objectives. Through a comprehensive understanding and effective management of these challenges, organizations can optimize HR strategies to achieve favorable organizational outcomes and improve overall performance.

Table 7: Challenges facing implementation of HR strategies.

No.	Question	Answer				
		Frequency (%)				
		Strongly effective	Effective	Neutral	Ineffective	Strongly ineffective
Challenges Facing HR strategies						
1	Regulatory constraints	44 (30.3%)	73 (50.3%)	20 (13.6%)	5 (3.4%)	3 (2.1%)
2	Economic factors	55 (37.9%)	63 (42.8%)	18 (12.4%)	7 (4.8%)	3 (2.1%)
3	Cultural differences	40 (27.6%)	78 (53.8%)	20 (13.8%)	7 (4.8%)	0 (0%)

6. One-Way ANOVA analysis:**PART-1: Effects of HR Strategies and Tactics:****Table 8:** Descriptive analysis of questions (1-16).

	Group A	Group B	Group C	Group D	Group E
Col. title	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagr
Mean	35.125	63.875	28.1875	14	5.625
Standard deviation (SD)	23.613	7.881	11.268	7.720	4.365
Sample size (N)	16	16	16	16	16
Std. error of mean(SEM)	5.903	1.970	2.817	1.930	1.091
Lower 95% conf. limit	22.545	59.676	22.185	9.887	3.300
Upper 95% conf. limit	47.705	68.074	34.190	18.113	7.950
Minimum	13.000	54.000	6.000	1.000	0.000
Median (50th percentile)	25.500	62.500	30.000	14.000	5.500
Maximum	80.000	80.000	43.000	27.000	15.000
Normality test KS	0.2754	0.1835	0.1809	0.1147	0.1719
Normality test P value	>0.10	>0.10	>0.10	>0.10	>0.10
Passed normality test?	Yes	Yes	Yes	Yes	Yes

Table 9: One-way ANOVA with Tukey's post hoc test.

Groups	Differences	Q value	P value
Strongly Agree vs Agree	-28.750	8.951	*** P<0.001
Strongly Agree vs Neutral	6.938	2.160	Ns P>0.05
Strongly Agree vs Disagree	21.125	6.577	*** P<0.001
Strongly Agree vs Strongly Disagree	29.500	9.185	*** P<0.001
Agree vs Neutral	35.688	11.111	*** P<0.001
Agree vs Disagree	49.875	15.528	*** P<0.001
Agree vs Strongly Disagree	58.250	18.136	*** P<0.001
Neutral vs Disagree	14.188	4.417	* P<0.05
Neutral vs Strongly Disagree	22.563	7.025	*** P<0.001

The provided one-way analysis with Tukey's post hoc test showed that most of the presented data is significantly different.

Second Part: Analysis of Different HR Strategies and Tactics:

Table 10: Descriptive analysis of second part (Questions 17-21).

	Group A	Group B	Group C	Group D	Group E
Col. title	Strongly effect	effective	Neutral	ineffective	Strongly ineffe
Mean	48	67.6	21.2	6.6	1.8
Standard deviation (SD)	6.442	7.570	3.421	1.140	1.304
Sample size (N)	5	5	5	5	5
Std. error of mean(SEM)	2.881	3.385	1.530	0.5099	0.5831
Lower 95% conf. limit	40.002	58.203	16.954	5.185	0.1813
Upper 95% conf. limit	55.998	76.997	25.446	8.015	3.419
Minimum	40.000	60.000	18.000	5.000	0.000
Median (50th percentile)	47.000	64.000	20.000	7.000	2.000
Maximum	55.000	78.000	27.000	8.000	3.000
Normality test KS	0.2241	0.2828	0.3233	0.2371	0.2213
Normality test P value	>0.10	>0.10	>0.10	>0.10	>0.10
Passed normality test?	Yes	Yes	Yes	Yes	Yes

Table 11: One-way ANOVA with Tukey's post hoc analysis.

Groups	Differences	Q value	P value
Strongly effect vs effective	-19.600	9.199	*** P<0.001
Strongly effect vs Neutral	26.800	12.578	*** P<0.001
Strongly effect vs ineffective	41.400	19.430	*** P<0.001
Strongly effect vs Strongly ineffective	46.200	21.683	*** P<0.001
effective vs Neutral	46.400	21.777	*** P<0.001
effective vs ineffective	61.000	28.629	*** P<0.001
effective vs Strongly ineffective	65.800	30.881	*** P<0.001
Neutral vs ineffective	14.600	6.852	*** P<0.001
Neutral vs Strongly ineffective	19.400	9.105	***P<0.001

PART-3: Challenges facing HR strategies:**Table 12:** Descriptive analysis of final part (Questions 22-24).

	Group A	Group B	Group C	Group D	Group E
Col. title	Strongly effect	effective	Neutral	ineffective	Strongly ineffe
Mean	46.3333333333	71.3333333333	19.3333333333	6.3333333333	2
Standard deviation (SD)	7.767	7.638	1.155	1.155	1.732
Sample size (N)	3	3	3	3	3
Std. error of mean(SEM)	4.485	4.410	0.6667	0.6667	1.000
Lower 95% conf. limit	27.036	52.359	16.465	3.465	-2.303
Upper 95% conf. limit	65.630	90.308	22.202	9.202	6.303
Minimum	40.000	63.000	18.000	5.000	0.000
Median (50th percentile)	44.000	73.000	20.000	7.000	3.000
Maximum	55.000	78.000	20.000	7.000	3.000
Normality test KS					
Normality test P value	Too few values	Too few values	Too few values	Too few values	Too few values
Passed normality test?					

Table 13: One-way ANOVA with Tukey's post hoc analysis.

Groups	Differences	Q value	P value
Strongly effect vs effective	-25.000	8.683	*** P<0.001
Strongly effect vs Neutral	27.000	9.378	*** P<0.001
Strongly effect vs ineffective	40.000	13.894	*** P<0.001
Strongly effect vs Strongly ineffective	44.333	15.399	*** P<0.001
effective vs Neutral	52.000	18.062	*** P<0.001
effective vs ineffective	65.000	22.577	*** P<0.001
effective vs Strongly ineffective	69.333	24.082	*** P<0.001
Neutral vs ineffective	13.000	4.515	ns P>0.05
Neutral vs Strongly ineffective	17.333	6.021	* P<0.05

7. Graphical presentation of Data:

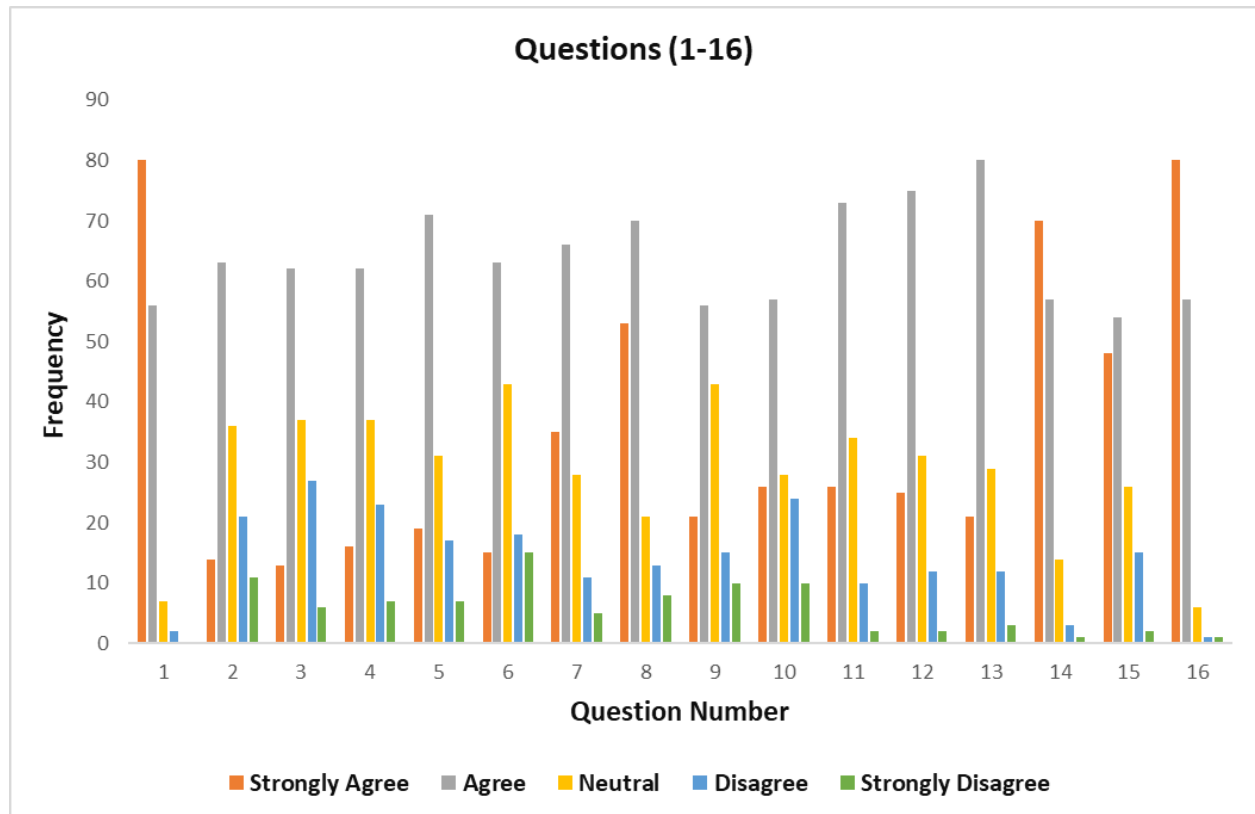


Figure 4: Graphical presentation of questions (1-16) responses.

CHAPTER FIVE

DISCUSSION

The collected survey data offers valuable insights into how respondents perceive the significance and efficacy of HR tactics and strategies within organizational contexts. Delery and Doty (1996) highlight the significance of strategic human resource management practices in enhancing organizational performance. When questioned about the importance of HR tactics and strategies for organizational performance, an overwhelming majority of respondents (93.8%) shared positive perspectives, aligning with previous research that highlights the vital role of HR strategies in attaining optimal performance outcomes (*Maters, 2023*). This supports the idea that having effective HR practices is crucial for improving organizational effectiveness and competitiveness (*Anwar & Abdullah, 2021*).

Nevertheless, respondents expressed differing levels of satisfaction with the current HR tactics and strategies employed by organizations. Although the significance of HR strategies is widely acknowledged, a notable percentage (22.1%) expressed discontent, suggesting possible disparities between perceived importance and satisfaction with their implementation (*Delery & Doty, 1996*). This discovery highlights the significance of ensuring that HR practices are in line with the needs of the organization in order to improve employee satisfaction and overall performance (*Majumder, 2012*).

Furthermore, the way participants perceived the impact of HR strategies on employee satisfaction, productivity, and alignment with organizational goals differed. Although some individuals achieved a certain level of success in improving these areas, a notable portion of people had reservations or identified areas for improvement. These insights emphasize the intricate nature of HR management and the importance of consistently assessing and enhancing HR strategies to ensure they align with organizational objectives (*Trivedi & Pandya, 2019*).

The survey data provides valuable insights into the effectiveness of various HR practices in different organizational contexts. In their study, Delery and Doty (1996) explored different strategic HR practices that have been theoretically associated with organizational performance. Some practices, like implementing strategic HR management, were widely recognized for their effectiveness. However, others, such as hiring practices, training and development programs, and

performance evaluation processes, received mixed reviews. It is crucial to evaluate and improve HR practices in order to maximize organizational results (*Belias, et al., 2020*). In addition, the survey responses clearly highlighted the difficulties encountered in implementing HR strategies. Although the significance of strategic HR management practices was acknowledged, respondents faced challenges such as resource constraints, resistance to change, and organizational complexities. These findings highlight the importance of organizations creating thorough strategies to overcome challenges and successfully implement HR initiatives (*Okpara & Wynn, 2007*).

Ultimately, the survey data offers valuable insights into the significance, efficacy, and obstacles of HR tactics and strategies in organizational settings. By strategically aligning HR practices with organizational goals, consistently evaluating and refining HR strategies, and effectively addressing challenges, organizations can significantly improve employee satisfaction, productivity, and overall organizational performance.

CHAPTER SIX

CONCLUSION

Overall, this study offers a thorough examination of the importance, efficiency, and obstacles of Human Resource (HR) tactics and strategies in organizational settings in the Kingdom of Saudi Arabia (KSA). The findings emphasize the critical role of HR strategies in driving organizational performance, with a majority of respondents acknowledging their significance in achieving optimal outcomes. Nevertheless, the differences in how important HR strategies are perceived and how satisfied employees are with their implementation highlight opportunities for enhancing employee satisfaction and organizational performance by better aligning HR practices with organizational needs. The survey data also highlights the diverse perspectives on the effectiveness of different HR practices, emphasizing the intricacies of HR management and the importance of ongoing evaluation and improvement. Some practices, like implementing strategic HR management, were widely recognized for their effectiveness. However, hiring practices and training and development programs received mixed reviews. It is crucial to evaluate and improve HR practices in order to maximize organizational results. In addition, the difficulties encountered in implementing HR strategies, such as resource constraints and resistance to change, emphasize the importance of organizations developing comprehensive strategies to overcome obstacles and successfully implement HR initiatives. Tackling these challenges necessitates a comprehensive approach to address multiple factors and ensure the successful alignment of HR practices with organizational goals. This study provides valuable insights for organizations in KSA and beyond, highlighting the significance of strategic HR management practices in driving organizational success. By ensuring that HR practices are in line with organizational objectives, consistently assessing and improving HR strategies, and effectively tackling challenges, organizations can boost employee satisfaction, productivity, and overall performance in the ever-changing business environment of KSA.

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APPENDIX

A questionnaire Survey.

“Human Resources Strategies and Their Impact on the Success of the Business Sector and Government Agencies in the Kingdom of Saudi Arabia”.

Part-1: Introduction and Consent Form:

Greetings, Participant

I appreciate your interest in our study on the effects of HR tactics on Saudi Arabian organizational success. Your involvement is essential in order to offer insightful information about the strategies, difficulties, and suggestions for improving organizational performance that are currently employed in HR. I respectfully request that you read the accompanying consent form and agree to its contents before continuing with the questionnaire. It is completely voluntary for you to participate, and we will keep your answers private. Your data will only be used for research purposes, and your anonymity will be protected. I appreciate your cooperation.

Signature:.....

Date:

Part-2: Demographic Data:

No.	Question	Answer						
1	Participant Code							
2	Gender	Male			Female			
3	Age (Years)	< 18	18 – 25	26 – 35	36 – 45	45 – 55	> 55	
4	Education Status	High School		Bachelor		Master		Doctorate
5	Job Position							
6	Employment Sector							
7	Experiences (Years)	< 2	2 – 5	5 – 10	10 – 15	15 – 20	> 20	
8	Organization Size	< 50	51 - 200	201 – 500	501 - 1000	> 1000		
9	Industry Sector							

Part-3: HR Tactics and Strategies

No.	Question	Answer				
1	To what extent do you believe HR tactics and strategies are crucial for organizational performance?	1	2	3	4	5
2	How satisfied are you with the current HR tactics and strategies used in your organization?	1	2	3	4	5
3	How well do HR strategies improve financial performance in your organization?	1	2	3	4	5
4	How well do HR strategies improve employee satisfaction in your organization?	1	2	3	4	5
5	How well do HR strategies improve productivity in your organization?	1	2	3	4	5
6	How well do HR strategies align with the organizational goals of your company?	1	2	3	4	5
7	How effective are hiring practices in your organization?	1	2	3	4	5
8	How effective are training and development programs in your organization?	1	2	3	4	5
9	How effective are performance evaluation processes in your organization?	1	2	3	4	5
10	How well does your organization utilize technological innovations in HR?	1	2	3	4	5
11	How effective are employee engagement programs in your organization?	1	2	3	4	5
12	What are the main challenges you face in implementing HR strategies in your organization?	1	2	3	4	5
13	How well do HR strategies in your organization differ between the private and government sectors?	1	2	3	4	5
14	How well do you think the current HR practices contribute to the overall success of your organization?	1	2	3	4	5
15	What are your recommendations for improving HR practices in your organization?	1	2	3	4	5
16	What are your thoughts on the incorporation of artificial intelligence (AI) in HR practices?	1	2	3	4	5
17	How likely are you to recommend your organization's HR practices to others?	1	2	3	4	5
18	Rate the following HR strategies					

	a. Flexible HR policies	1	2	3	4	5
	b. Enhancing employee engagement	1	2	3	4	5
	c. Implementing strategic HR management	1	2	3	4	5
	d. Developing HR strategy plans	1	2	3	4	5
	e. Implementation of digital-HR	1	2	3	4	5
19	Rate the extent to which the following factors impact the implementation of HR strategies in Saudi Arabia:					
	a. Regulatory constraints	1	2	3	4	5
	b. Economic factors	1	2	3	4	5
	c. Cultural differences	1	2	3	4	5

Important to know that:

- 1 for Strongly disagree.
- 2 for Disagree.
- 3 for Neutral.
- 4 for Agree.
- 5 for Strongly agree.

Questionnaire on Google Form:

Questions Responses 145 Settings Total points: 0

Section 1 of 4

"استراتيجيات الموارد البشرية وأثرها في نجاح قطاع الأعمال
والمؤسسات الحكومية في المملكة العربية السعودية".

B *I* U  

استبيان

After section 1 Continue to next section

Section 2 of 4

Untitled Section

Description (optional)

Responses received on google form:

