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The effect of Remote work platforms on the recruiting process of the human resource departments in the companies found in Saudi Arabia (Applied on Mubbsher company in KSA in Riyadh)

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.....

Final Project - 2

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Acknowledgment

Workers in the name of God Almighty, if you are grateful, I will
increase you

I would like to express my sincere gratitude to all those who have
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one way or another, contributed to the success

Dedication

This research is dedicated to my loving parents, whose unwavering support, encouragement, and belief in me have been the driving force behind my academic journey, your sacrifices and guidance have shaped me into the person I am today

My professors, who guided me with wisdom and encouragement; and my peers, who provided valuable support and insights. And to my beloved husband, whose unwavering love, patience, and support have been my anchor throughout this journey.

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Thank you for being part of this journey and making it possible

Abstract

Purpose: the purpose of this project is to Investigate the impact of remote work platforms on the recruitment process in Saudi Arabian companies, Identify the challenges and opportunities that remote work platforms present for HR departments in the recruitment process and to Explore the ways in which remote work platforms have changed the traditional recruitment process in Saudi Arabia

Methodology: The study used the descriptive analytical approach, and data were collected through a questionnaire that included a random sample of Mubbsher company employees and old clients from different departments and job levels. The sample size was 15 individuals, and the results were analyzed using appropriate statistical tools.

Findings: Key factors affecting job performance: The results showed that appropriate training, cooperation between employees along with the service providers and their HR managers, continuous improvement, commitment to appointments, and stimulating creativity are essential factors in improving job performance. The role of remote work platform in improving and fastening recruiting process: remote work platform contributes to improving the recruiting process by providing new technology and recruiting techniques, having a strategic plan, new policies for recruitment and training, and investing in research and development.

Keywords: *telework platform-human resource department- ministry of human resource- Mubbsher company-service providers- false emiritization- false domiciliation – old clients-GOF platform-recruiting process- secretarial reservations-continuous improvement*

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1. Chapter 1: Introduction

1.1. Research Background

In light of achieving the Kingdom of Saudi Arabia's Vision 2030, The ministry of human resource and social development has launched several initiatives to guarantee the rights of the workers and the employer, of which the most important is the employee contract documentation initiative, which obliges all employers to document their employees' contracts on the relevant electronic platforms such as the Muddad platform, the general organization for social insurance platform, the Qiwa platform and the telework platform

And according to the World economic Forum report issued in 2018, traditional jobs constituted 41% of the total issue, such as manual labor, data entry, secretarial reservations, accounting and auditing jobs which is predicted to decline by 26%. Another group of remote work jobs which constituted of 8% in 2018, will begin to rise and increase annually to reach 21% and will be represented in e-commerce, Information technology, medical services, logistics, and distribution services and software engineering which will lead to emergence of trends. New jobs and growth of emerging employments markets and consequently more jobs opportunities (Schlier,2019:78)

(Al Yafi, Al amri research regarding the psychological trends in the practice of teleworking or remote working), this study aimed to determine trends towards the concept of “remote work” students at the college of Business Administration at kind Saud University were targeted.(261) questionnaires were distributed to male and female students at the college, the study concluded that achieving goals through the practice of “remote work” had a high degree of influence in the dimension of empowerment in the work environment. The degree of influence on the attitude of students at the college of the Business administration towards “remote work” lies in the fact that “remote work” helps in the increase of productivity of its practitioners. The most important factors influencing the satisfaction of

“remote work” practitioners are the satisfaction of family, bosses, colleagues in the first place and the individual productivity ability while doing his work remotely in the second place

As a result around the year of 2020, The remote work program was established. The Remote work program is one of the important national initiatives launched by the Ministry of Human resource and social development with the aim of bridging the gap between business owners and job seekers, among whom several obstacles prevent them from obtaining suitable job opportunities. From this standpoint, the ministry of human resource launched “the Remote work program” which aims to meet the desires of two basic categories of the national workforce to join the labor market, namely women and people with disabilities as well as males, by offering job opportunities that transcend the barriers of lack transportation and inconvenience. The work place requires female job requirements and the need to care for children or the elderly during the work period

One method of managing this platform is by delegating this mission to licensed service providers. The program is subject to the supervision of Takamul Business Service Company, affiliated with the Ministry’s system. It provides integrated solutions for remote work and seeks to coordinates with the relevant authorities to ensure their implementation on sound foundations. But as a service provider one

should ask, how can I be licensed by Takamul? What will my duties be? And what practices could cause me lose the license once I had it and started working using it?

The purpose of this study is to examine the impact of remote work platforms on the recruiting processes within human resource departments of companies located in Saudi Arabia. By exploring how these platforms influence recruitment strategies. First, once a service provider meets all the conditions stated by takamul, then it has opened a new job opportunity with the authority to document the employees contracts form different companies found in Saudi Arabia in the platform of “remote work”. Second, by doing this, these service providers are maintaining partnership with the government sector and support of vision 2030. Third, by doing this, these service providers are also contributing to increase the rate or emiratisation. Fourth, to determine how service providers along with labor force work to prevent false emiratisation.

1.2. Research Problem

Before the introduction of “the remote work platform”, a lot of companies used the online/remote work an excuse to hire false Saudi employees (national employees who earn minimum wages just to be registered in the companies register), which has been solved by the collaborated work between the service providers and the inspection compaigns from the labor office

1.2.1. Theoretical Gaps

There might be a gap in understanding how HR departments in Saudi Arabia integrate remote work platforms into their existing recruiting strategies. This includes assessing the challenges they face, such as technological infrastructure limitations, cultural norms around remote work, and legal considerations

1.2.2. Practical Gaps

the lack of robust methods for evaluating the effectiveness of remote work platforms in enhancing recruitment outcomes in Saudi Arabia. This includes measuring metrics such as time-to-hire, cost per hire, candidate satisfaction, and the overall impact on HR department efficiency and effectiveness

The main research question: How does the “remote work platform” hires service providers to help HR departments in Saudi Arabia countries integrate the remote work platform into their recruiting strategies and to evaluate their remote work effectiveness

1.3. Research Significance

Theoretical and empirical significance if this research lies in the potential to bridge existin gaps and contribute to the advancement of Human resource management practices

1.3.1. At the theoretical level

To overcome the theoretical gap mentioned above, a service provider can hire CRM employees who can follow up the HR departments in the companies and technical support employees who can document the remote working employees contract in the platform themselves, This great contractual relationship between the HR departments of different companies and the service providers could start after the marketing department of the service provider explain the service they would provide after signing a contract between the two parties

1.3.2. At the practical level

One of the conditions for the service providers to be licensed is to provide a system to monitor the attendance of the remote working employees and to control the daily tasks, which would be helpful for evaluating and measuring their remote work and printout their weekly or monthly reports, by this a licensed service provider can overcome the practical gap mentioned above

1.4. Research Questions

Main question: How does Remote work platform affects the recruiting process of the human resource departments in the companies found in Saudi Arabia?

Sub-question 1: How helpful are the service providers to the human resource department effected by this platform?

Sub-question 2: What are the labor crises that could be prevented by documenting remote employees in the Remote work platform?

Sub-question 3: How will Remote work platform and similar ministerial platforms affect the future labor in the companies of Saudi Arabia?

Sub-question 4: How Remote work platform considered as a work opportunity for service providers?

1.5. Research Objectives

The main objectives for this research are:

- To Identify the primary advantages and challenges associated with using remote work platforms in the recruiting process, from both the HR department and candidate perspectives
- To Investigate how remote work platforms have altered traditional recruiting strategies and methods, including sourcing, screening, and interviewing candidate
- To Predict future trends and developments in remote work platforms and their potential impact on recruiting practices in Saudi Arabia
- To Investigate the integration of remote work platforms with other HR technologies, such as applicant tracking systems (ATS) and human resource information systems (HRIS) specially those provided by expert service providers

1.6. Research Hypotheses

- There is a significant negative relationship between the emergence of new ministerial platforms such as Remote work platform and the traditional recruiting strategies

- There is a significant positive relationship between the communication and application process and the use of Remote work technologies for distant workers
- There is a relevant drawback noticed in the recruiting of false domiciliation employees after the use of service providers for documenting the employees contracts in the platform
- There is a constructive relationship between the existence for new work opportunities as service providers due to the presence of such ministerial platforms
- Service providers as beneficial of the new job opportunity, can positively be helpful by reporting contract documentation in the remote work platform

1.7. Research Model

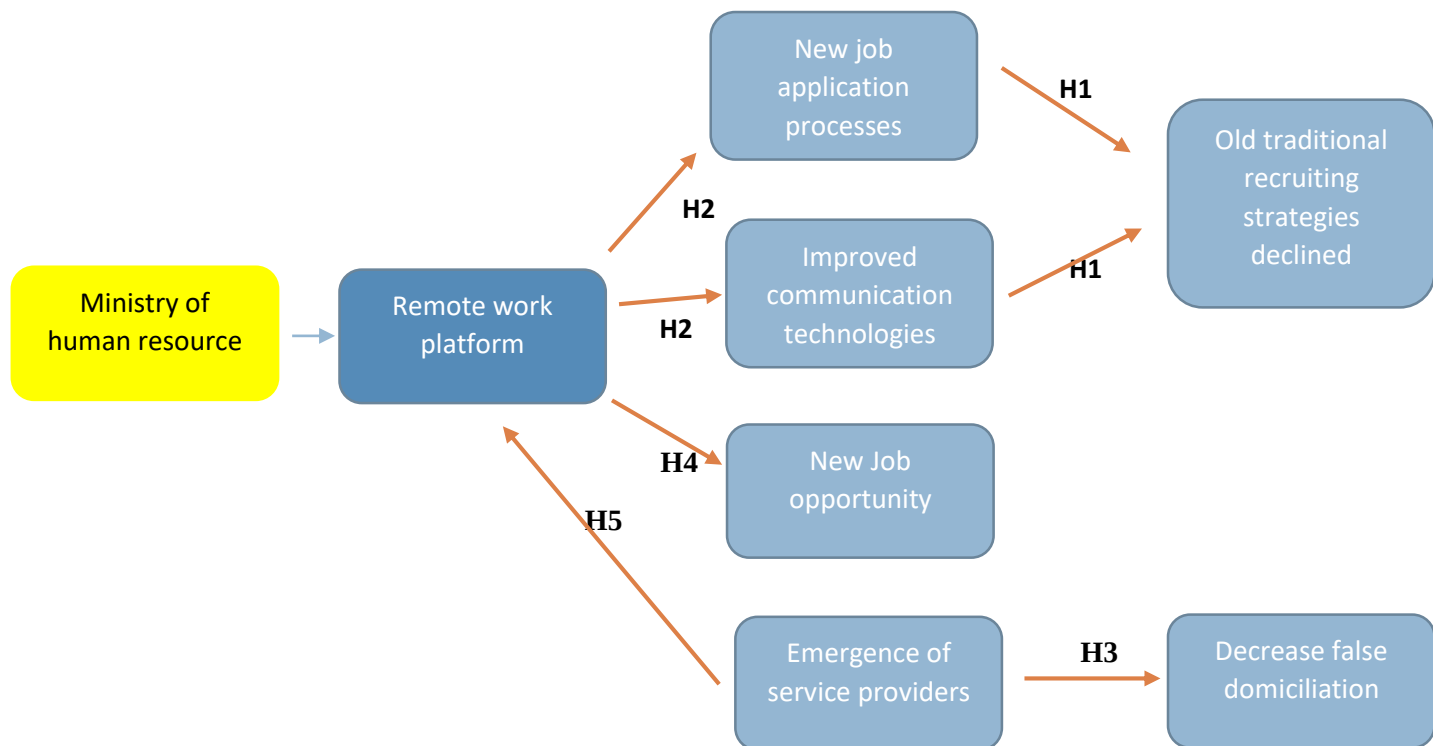


Fig 1

1.8. Research Methodology

- **Research philosophy:** positivism
- **Research Approach:** Deductive
- **Research choice:** Mixed
- **Research strategy:** Case study, questionnaire and interviews
- **Time horizon:** Cross-sectional
- **Data-collection and analysis Technique:** Statistical analysis of survey results

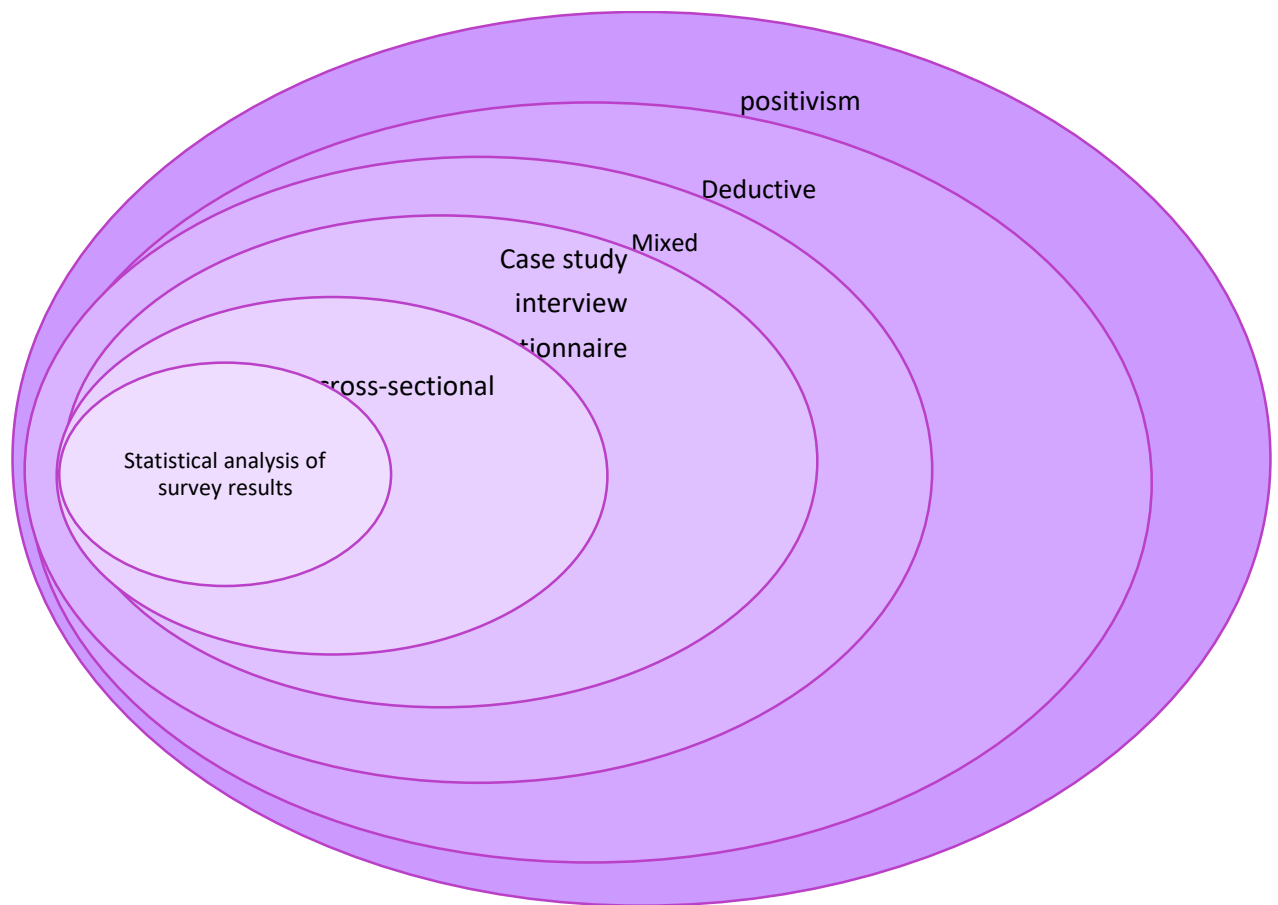


Fig 2

1.9. Scope of The Study (empirical study)

This research is based on a study done in **Mubbsher Company**, in KSA, Riyadh, which is a company in the service providence industry. The company hires sales and marketing specialists for explaining the service to the human resource managers of different companies found in Saudi Arabia, it also hires Technical support employees to register the remote work employee's contract in the Remote-work platform. In the other hand companies the sign a contract with us, agrees to pay a certain amount of money to the service provider (Mubbsher Company) for the contract documentation. The service provider reports the contract documentation results to the company that represents the Ministry of Human Resource activities (Takamoul)

Population: The employees of Mubbsher company along with the managerial stuff, and some of the clients of Mubbsher

Sample: The expert employees of Mubbsher, the project manager and the operation manager and three of the old clients of Mubbsher Company as head of their human resource departments

Accessibility: As a marketing specialist in the company, I have access to the company's CRM system and it is part of my job to interview the clients for their needs to our service before explaining the service in depth

1.10. The Suggested Project Structure

Chapter 1: Introduction

Chapter 2: Literature review

Chapter 3: Research methodology

Chapter 4: Statistical analysis

Chapter 5: Results, Discussion and Conclusion

Chapter 6: References



Fig 3

2.Chapter 2: Literature Review

2.1. Introduction

The advent of remote work platforms has fundamentally altered many aspects of organizational operations, including the recruiting process within Human Resource (HR) departments. This literature review explores existing research and theoretical perspectives on how remote work platforms influence recruitment strategies, processes, and outcomes.

2.2. The independent variable

The independent variable is **remote work platforms**. This variable is what we are changing or manipulating to observe its effect on the recruiting process. Which includes various strategies and types employed by the service providers like communication tools, project management tools, collaboration tools, HR and recruitment software

2.3. The dependent variable

The dependent variable in this study is **the recruiting process of the human resource departments**. This is the outcome we're measuring to see how it is affected by changes in the independent variable, which in this case is the use of remote work platforms. The recruiting process could involve various aspects such as time-to-hire, quality of candidates, or efficiency in handling applications

2.4. The relationship between the independent and the dependent variables

Remote work platforms are tools and systems that facilitate remote work by enabling communication, collaboration, and project management from different locations. These

platforms are intended to improve workflow, streamline processes, and support team coordination in a remote work environment.

Remote work platforms can make the recruiting process more efficient. For example, video conferencing tools allow for virtual interviews, which can reduce scheduling conflicts and eliminate travel time for both recruiters and candidates. The relationship between remote work platforms and the recruiting process is that the use of these platforms can significantly influence various aspects of recruiting, from efficiency and speed to the quality of candidate interactions. By examining this relationship, you can understand how leveraging technology in remote work can impact and potentially improve the recruiting process.

2.5. Conclusion

The integration of remote work platforms into the recruitment process has brought about significant changes, enhancing efficiency and offering new strategies for engaging candidates. While challenges remain, particularly concerning technological access and maintaining candidate experience, the benefits of remote recruitment are evident. HR departments must continue to adapt and refine their practices to leverage the full potential of remote work platforms while addressing any associated limitations.

3. Chapter 3: Research Methodology

3.1. Introduction

Remote work platforms have become increasingly popular in recent years, and their impact on various aspects of business operations, including the recruitment process, has been significant. This study aims to investigate the effect of remote work platforms on the recruiting process of human resource departments in companies found in Saudi Arabia. The research will employ a mixed-methods approach, combining both quantitative and qualitative data collection and analysis techniques

A survey will be designed and distributed to HR professionals working in companies in Saudi Arabia to gather quantitative data on the prevalence and effectiveness of remote work platforms in the recruitment process. The survey will include questions on the types of remote work platforms used, the extent to which they have been adopted, and the perceived impact on various aspects of the recruitment process, such as time-to-hire, cost-effectiveness, and candidate quality.

In addition to the survey, semi-structured interviews will be conducted with a sample of HR professionals to gather rich, qualitative data on their experiences with remote work platforms in the recruitment process

3.2. Operational definitions for research variables

In research studies, operational definitions are essential in clearly defining the variables being measured. The definition describes Procedural: How a variable is measured, observed, or manipulated. It helps researchers ensure that their studies are consistent and reliable and valid.

3.3. Research design (research onion)

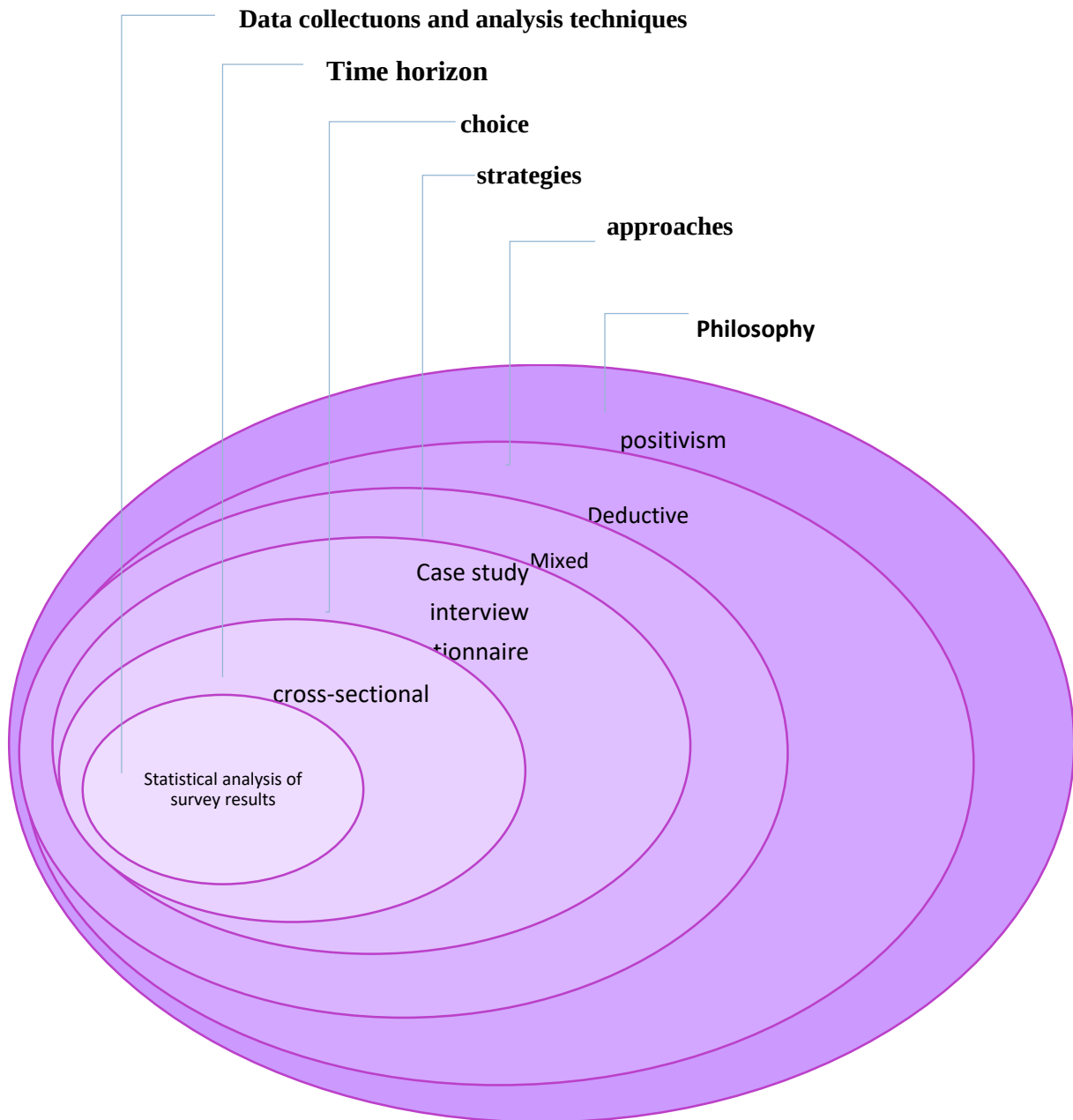


Fig 4

- Summary of research methodology, source: student

3.4. Research population & Sampling methods and technique

This section provides information about the study population and sample. In addition, this section explains methods and techniques which was developed to select the study sample and determine the sample size

3.4.1. Population

The research will focus on a diverse population comprising the employees of Mubbsher Company, which includes both managerial personnel and staff members, as well as a representative sample of the company's clients

3.4.2. Research sample size

The expert employees of Mubbsher, the project manager and the operation manager and three of the old clients of Mubbsher Company as head of their human resource departments

3.4.3. Research sampling methods and techniques

Samples are taken from non-probability samples using convenience samples via a questionnaire, interviews, and case study

3.5. Data collection method

This section describes the research tools that were used to collect the data required to answer the research questions and test the hypotheses search. Accordingly, the researcher relied on the survey method in collecting quantitative and qualitative data through questionnaires, Interviews and case studies. The sections are presented, the following are the tools that were used to measure the research variables.

3.5.1. Independent variable

The researcher is relied on the questionnaire of Johnson (2020). In order to measure the independent variable (X), in terms of three dimensions namely: Communication technologies, Job opportunities, Emergence of service providers with overall 12 items for the whole variable. As, Communication technologies consists of 3 items, Emergence of service providers dimension consists of 5 items, and Job opportunities dimension consists of 4 items. The instrument type is 5 – points Likert- scale type. Hence, 1= strongly disagree, while 5= strongly agree

Table (1) for the instrument of the independent variable.....

Variable	Dimensions	Number of Items	Sources
The effect of remote work platform	Communication technologies	3	(Johnson, 2020)
	Job opportunities	4	
	Emergence of service providers	5	
	Over all	12	

Table 1

Source: student

3.5.2. Dependent variable

The dependent variable in this study is **the recruiting process of the human resource departments**. This is the outcome we're measuring to see how it is affected by changes in the independent variable, which in this case is the use of remote work platforms. The recruiting process could involve various aspects such as time-to-hire, quality of candidates, or efficiency in handling applications

3.6. Types of data

In this section, it presents the primary data and secondary data that were used in the research

3.6.1. Primary data

- Primary data was collected by using a questionnaire as the main tool for the study. The questionnaire was carefully designed to cover all aspects of the research topic and achieving the objectives of the study. The questionnaire was distributed to a representative sample of those targeted, and it was obtained has a high response rate.
- A qualitative analysis of the collected primary data was conducted by having structured interviews with managerial personnel, staff members and some of the representative clients of the company
- A quantitative analysis of the collected primary data was conducted using advanced statistical programs. Indicators and metrics were extracted relevant statistics to draw results and conclusions.

3.6.2. Secondary data

- Previous studies related to the research topic were extensively searched. Books and articles were reviewed scientific publication in relevant fields.
- The information and data available on the website of the company/institution under study were reviewed to understand the context and background where the research topic was run and operated.
- Secondary data was analyzed and interpreted in a way that built a framework that relied strongly on the urgent study and linked the results with previous literature

3.7. Statistical analysis procedures

- Sample characterization testing, through descriptive statistics, was conducted to gain insight into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other information relevant to the individuals participating in the study
- Descriptive analysis was conducted to gain insight into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other information relevant to the individuals participating in the study
- Conduct multiple regression analysis to assess how various independent variables (e.g., management style, training programs) predict a dependent variable (e.g., employee performance or client retention).

3.8. Conclusion

In conclusion, this research aimed to explore the impact of remote work platforms on the recruiting processes of human resource departments within companies in Saudi Arabia. The methodology employed a mixed-methods approach, combining quantitative surveys and qualitative interviews to gain a comprehensive understanding of the phenomenon.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the field study that were statistically analyzed using: the statistical software package SPSS V8, The current chapter of statistical analysis includes descriptive statistics for the sample under study using SPSS V8, In order to test the research hypotheses and the suitability of the model, a simple linear regression analysis was conducted via SPSS V8

4.2. Sample profile (descriptive statistics for research sample)

The study sample items were distributed according to the following

(Sex-Age range-Educational level-Job position- Experience level)

Frequency and percentages were calculated for the study sample individuals and represent personal information that includes:

- Gender (includes Male/Female)
- Age range (includes –less than 25years-25 to 30 years-31 to 40 years- more than 41)
- Educational level (includes –less than high school certificate-high school certificate- Bachelor degree- master degree or above)
- Job position (includes-regular employee-functional department manager- administrator-other HR managers from clients)
- Experience level (includes-less than 5 years- from 6 to 10 years)

The following tables, figures and paragraphs describes the classification of the sample under study, as follows:

Study sample description

variable	Variable classes	Number of individuals	Total sample percentage
Gender	Male	8	53.3%
	female	7	46.6%
	Total	15	100%
Age range	Less than 25years	2	13.3%
	From 25 to 30 years	1	6.66%
	From 31 to 40 years	8	53.3%
	More than 41 years	4	26.6%
	Total	15	100%

Educational level	Less than high school certificate	0	0%
	High school certificate	3	20%
	Bachelor degree	10	66.6%
	Master degree or above	2	13.35%
	Total	15	100%
Job position	Regular employee	3	20%
	Functional department manager	4	26.6%
	Administrator	3	20%
	H.R manager from clients	5	33.3%
	Total	15	100%
Experience level	Less than 5 years	9	60%
	From 5 to 10 years	6	40%
	Total	15	100%

Table 2

❖ Source: Prepared by the student based on the statistical results of the field study

From the data in Table No. (/), the following results were extracted:

- Regarding gender: The statistical results showed that, although the number of males and females in the sample was close, the number males are larger than females, as the number of males reached 8 individuals, representing 53.3% of the total sample, while the number of females was 7, representing 46.6% of the total sample as shown in the following figure

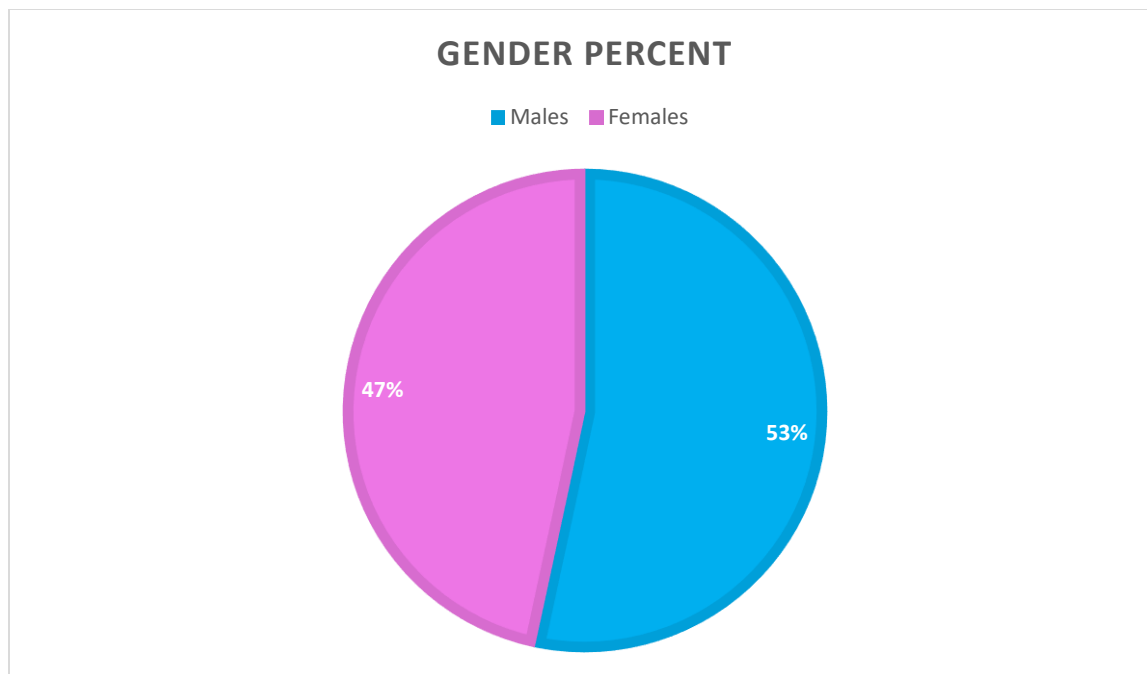


Fig 5

- As for age: 2 individuals are less than 25 years old, at a rate of 26.6%. While the age group from 25 to 30 years old, 1 individual came, with a percentage of 6.66%. The age group from 31 to 40 years included 8 individuals 53.3%. While the age group over 41 included 4 individuals, at a rate of 26.6%. The following figure shows this

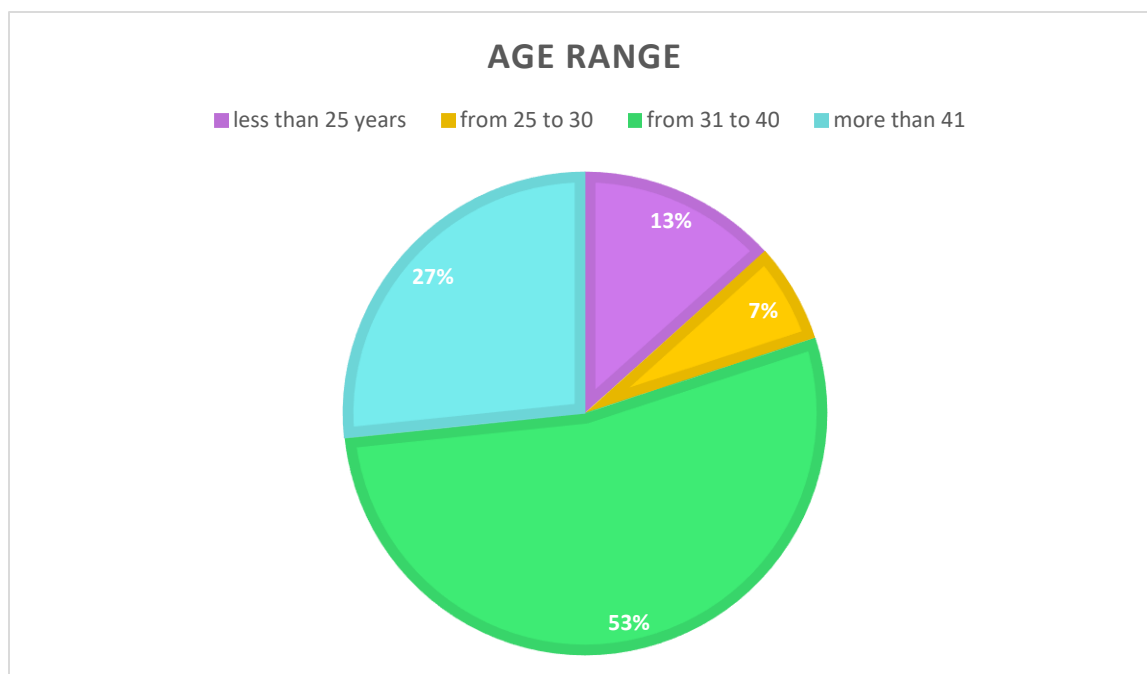


Fig 6

- As for the educational level: the number of people holding a secondary qualification reached 3, representing 20% of the total number of individuals in the sample. While the number of people with a university qualification of bachelor reached 10, representing 66.6% of the total sample. Finally, The

number of people holding a postgraduate qualification reached 2, representing 13.35% of the total sample. The following figure explains that

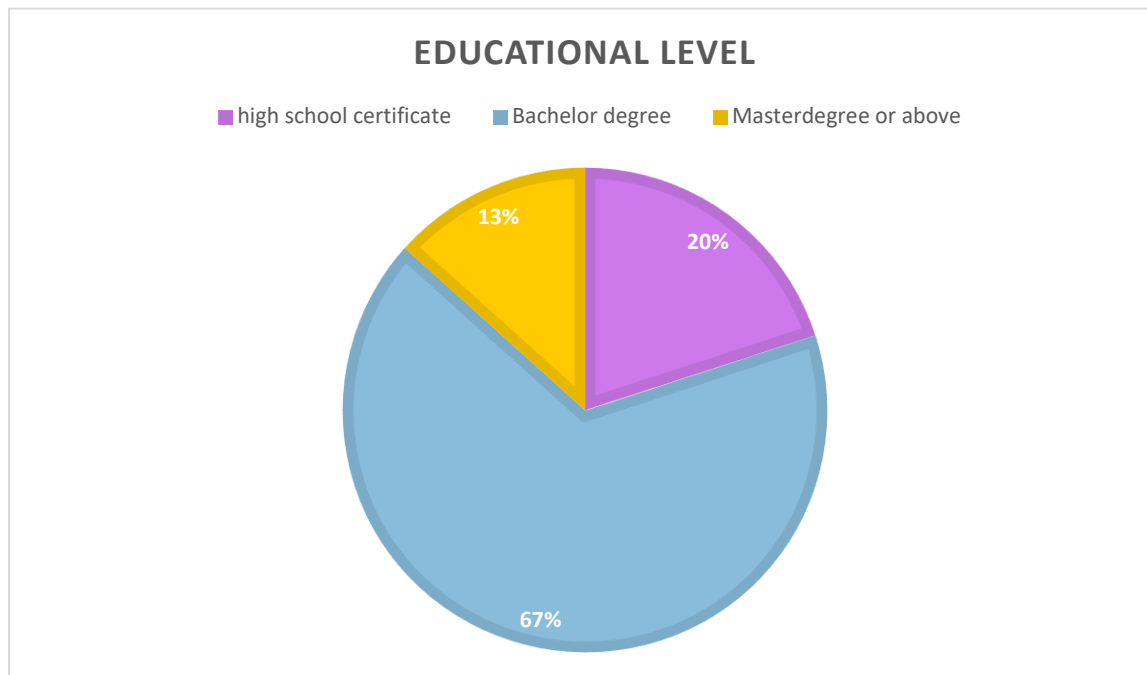


Fig 7

- Regarding the nature of work: The number of functional department manager in the sample reached 4 individuals, representing 26.6%, while the number of employees It reached 3 individuals, a percentage of 20%.The number of Administrators reached 3 individuals, that is 20% as well. Finally, the number of HR managers from the clients reached 5, representing 33.3% of the total sample. Figure The following explains this

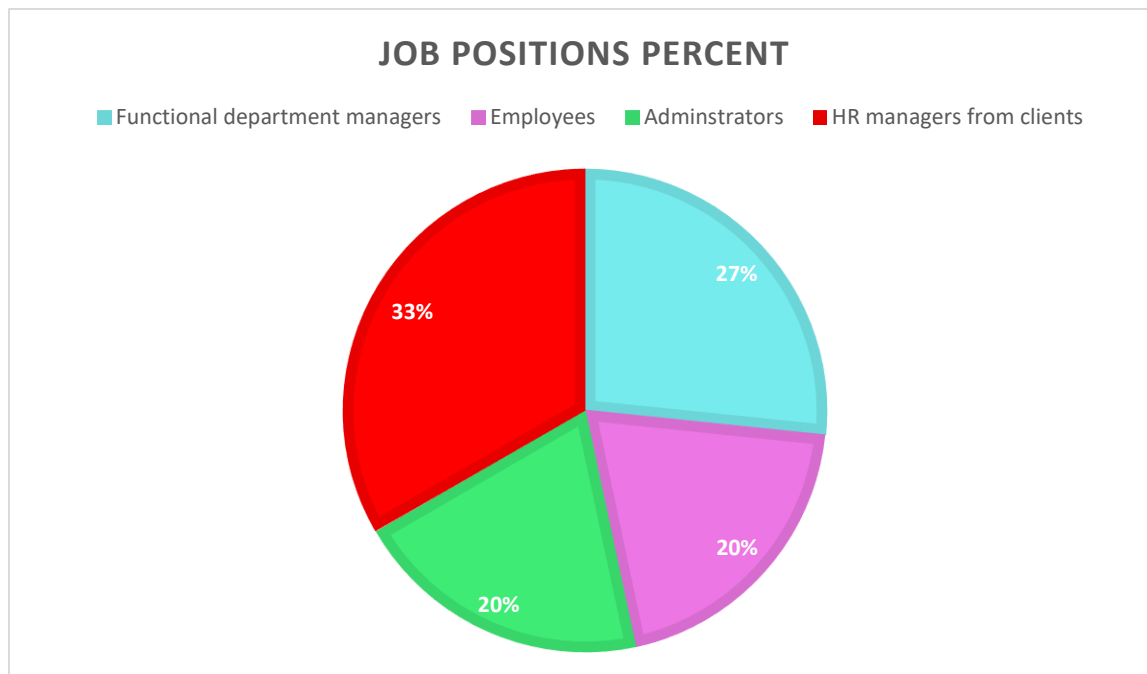


Fig 8

- Regarding the number of years of experience: 9 individuals had less than 5 years of experience, at a rate of 60%. While level Experience from 5 to 10 years came in 6 individuals, at a rate of 40%.. The following figure shows this

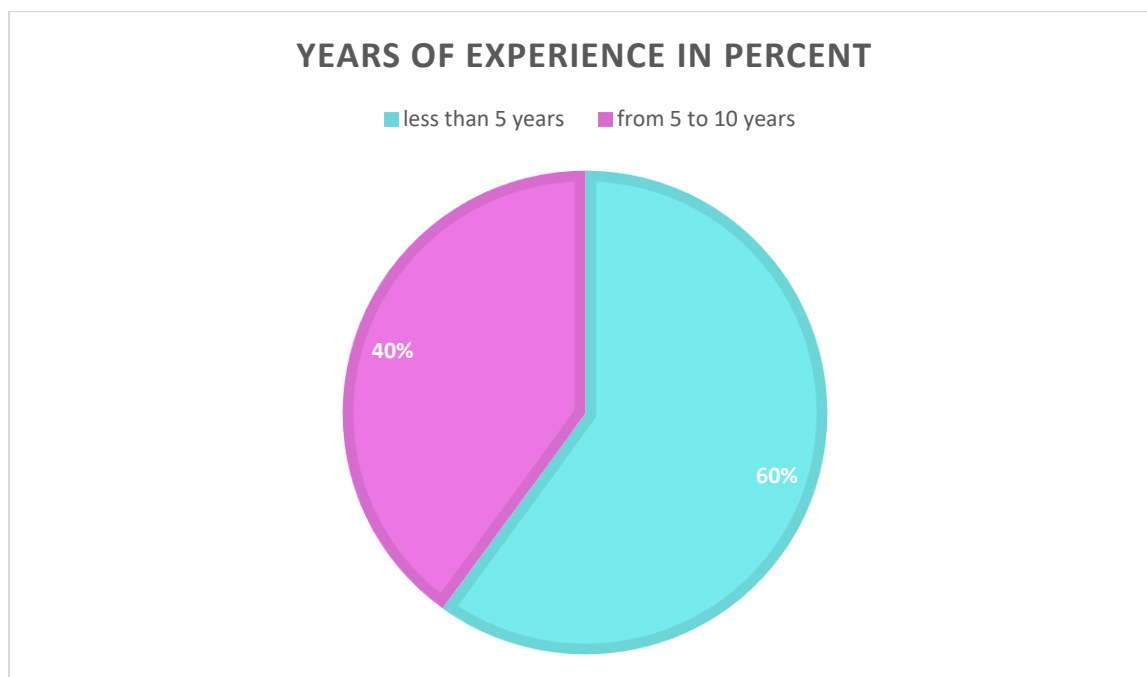


Fig 9

4.3. Validity & reliability tests for the questionnaires

In order to verify the validity and reliability of the scales used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted (AVE (Extracted Variance Average)). While, the reliability of the scales used in the study was measured by measuring each of: the Cronbach's Alpha value, the Composite reliability value, and the A-rho coefficient value, through the structural equation model (SEM) using the statistical analysis program 3.0 PLS -Smart. The following paragraphs and tables illustrate this

4.3.1. Validity of the scales used in the study

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted(AVE)

- Internal consistency validity: It refers to the extent of consistency of each statement of the questionnaire to the variable to which it belongs. Therefore, the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to the study of Kaiser (1974), a correlation coefficient less than 0.5 is deleted from the questionnaire
- Convergent Validity: The average variance between statements measuring the same scale is measured by calculating the average variance extracted AVE, which must have a value greater than 0.5 according to (Hair et al., 2006)

The following tables show the statistical results of (correlation coefficients, standard deviation, calculated T value, and P-value) between the score of each statement and the total score of the variable to measure the internal consistency validity of the questionnaires. Also, the average extracted variance value AVE was calculated to measure the convergent validity of the questionnaires, through the structural equation model PLS-SEM, as follows:

Table 3, validity of the scale used in the study

Variable	Dimensions	KMO	Transaction correlation	Standard Deviation (STDEV)	T statistic	P value	(AVE) Average Variance Extracted
Emergence of remote work platform	I1	0.568	0.899	1.033	25.2	0.00	0.874
	I2		0.849	0.915	26.3	0.00	
	T1		0.571	1.014	23.7	0.00	0.7215
	T2		0.972	1.207	31.5	0.00	
	O2		0.961	0.915	34.8	0.00	0.738

	O1		0.515	0.990	29.4	0.00	
	S3		0.926	1.056	41.3	0.00	0.757
	S1		0.674	1.223	17.8	0.00	
	S2		0.672	1.363	21.3	0.00	

It is clear from the table above:

- Emergence of remote work platform Scale: All correlation coefficients for all statements are strongly correlated with their dependent variable, at values greater than 0.5. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved. Also, from the results above related to the value of the average variance extracted AVE, it is clear that its value for the digital transformation application variable is $0.515 > 0.5$. Accordingly, the convergent validity of the questionnaire has been achieved

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.814	.820	9

Source: Prepared by the researcher based on the results of statistical analysis of field study data. N=15 individually

4.4. Descriptive statistics for research variables (answer research questions)

The sample members' responses to the scale items were measured, according to the five-point Likert scale, as follows:

Strongly disagree	disagree	neutral	Agree	Strongly agree
1	2	3	4	5

The level of importance was calculated according to the following equation:

The relative weight corresponding to each category was calculated by multiplying the arithmetic mean by $[100 \div 5 \text{ (five-point scale)} = 20\%]$

The following table shows the significance of the arithmetic means, as follows

Table 4, The significance of arithmetic means

Arithmetic mean value	Result (general trend)	Relative weight %	Level (score) Practice/importance
From 1 to less than 1.80	Strongly disagree	From 20 to less than 36%	Very low
From 1.80 to less than 2.60	disagree	From 36 to less than 52%	low
From 2.60 to less than 3.40	neutral	From 52 to less than 68%	medium
From 3.40 to less than 4.20	agree	From 68 to less than 84%	high
From 4.20 to less than 5	Strongly agree	From 84 to 100%	Very high

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale, and the standard deviations of the variables according to the table related to the significance of the arithmetic mean. The significance of the arithmetic mean shown in the table above is considered to know the impact of the emergence of remote work platform and its dimensions, according to the point of view of the study sample, as follows:

Table 5, Arithmetic means and standard deviations of the study variables

variables	Arithmetic means	Standard deviation	General direction	Significance level/practice
Emergence of remote work platform	3.77	0.79	Agree	high

It is clear from the table above regarding the arithmetic means and standard deviations for the study variables that:

- The results of characterizing the independent variable (emergence of remote work platform): indicate the general trend for the sample items. The study is approved, which indicates achieving a high level of application of emergence of remote work platform in the service provider sector,

This is because the arithmetic average of the sample members' opinions was (3.77), with a high agreement rate of 75.4% at standard deviation (0.79)

Correlations								
		Integration	Technological adaptation	Organizational culture	costofimplication	Geographical flexibility	Speedofrecruitment	Rec.p
Integration	Pearson Correlation	1	0.492	.588*	0.127	0.157	.532*	.764**
	Sig. (2-tailed)		0.062	0.021	0.653	0.576	0.041	0.001
	N	15	15	15	15	15	15	15
Technological adaptation	Pearson Correlation	0.492	1	.561*	0.081	-0.035	0.192	.614*
	Sig. (2-tailed)	0.062		0.029	0.774	0.901	0.492	0.015
	N	15	15	15	15	15	15	15
Organizational culture	Pearson Correlation	.588*	.561*	1	.546*	0.287	.698**	.872**
	Sig. (2-tailed)	0.021	0.029		0.035	0.300	0.004	0.000
	N	15	15	15	15	15	15	15

costofimplication	Pearson Correlation	0.127	0.081	.546*	1	0.207	0.483	0.496
	Sig. (2-tailed)	0.653	0.774	0.035		0.459	0.068	0.060
	N	15	15	15	15	15	15	15
Geographical flexibility	Pearson Correlation	0.157	-0.035	0.287	0.207	1	.657**	0.505
	Sig. (2-tailed)	0.576	0.901	0.300	0.459		0.008	0.055
	N	15	15	15	15	15	15	15
Speed of recruitment	Pearson Correlation	.532*	0.192	.698**	0.483	.657**	1	.849**
	Sig. (2-tailed)	0.041	0.492	0.004	0.068	0.008		0.000
	N	15	15	15	15	15	15	15
Rec.p	Pearson Correlation	.764**	.614*	.872**	0.496	0.505	.849**	1
	Sig. (2-tailed)	0.001	0.015	0.001	0.060	0.055	0.000	
	N	15	15	15	15	15	15	15
*. Correlation is significant at the 0.05 level (2-tailed).								
**. Correlation is significant at the 0.01 level (2-tailed).								

- Linear correlation between the emergence of remote work platform (as an independent variable) and the recruiting process and its dimensions (as a dependent variable):

* It was found that there is a positive correlation (0.764) between the integration of the remote work platform as an independent variable and the recruiting process (total) as a dependent variable at a significance level of less than (0.01).

* It was found that there is a strong positive correlation between the organizational culture after the emergence of remote work platform as an independent variable and each dimension of recruitment process (human resource planning, recruitment, training and development) at a correlation coefficient of: 0.872 , as dependent variables at a significance level of less than (0.01).

* It is noted from the above that the values of the correlation coefficients between the study variables are high, which indicates the strength of this correlation

- Linear correlation between the dimensions of human resource management practices and the variable of human resource management practices as a whole, and between each other: It is clear from the results of the previous table that there is a significant positive correlation between human resource management practices and its dimensions (human

resource planning, recruitment/attraction and appointment, training and development) at a significance level of (0.01).

4.5. Testing Hypotheses & Findings Discussion

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.583	.551	.463

a. Predictors: (Constant), Integration

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.896	1	3.896	18.203	<.001 ^b
	Residual	2.782	13	.214		
	Total	6.678	14			

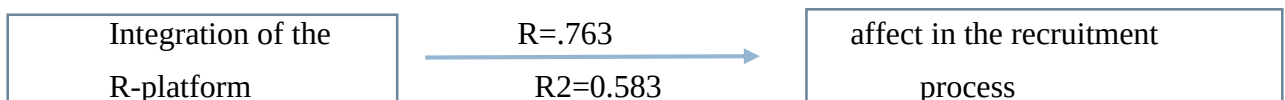
a. Dependent Variable: Rec.p

b. Predictors: (Constant), Integration

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.397	.569		2.454	.029	.167	2.626
	Integration	.584	.137	.764	4.267	<.001	.288	.879

a. Dependent Variable: Rec.p



The first hypothesis: Integration of the R-platform contribute to improving the recruitment process of employees by facilitating operations.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.614 ^a	.377	.329	.566

a. Predictors: (Constant), Technologicaladaptation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.519	1	2.519	7.872	.015 ^b
	Residual	4.159	13	.320		
	Total	6.678	14			

a. Dependent Variable: Rec.p

b. Predictors: (Constant), Technologicaladaptation

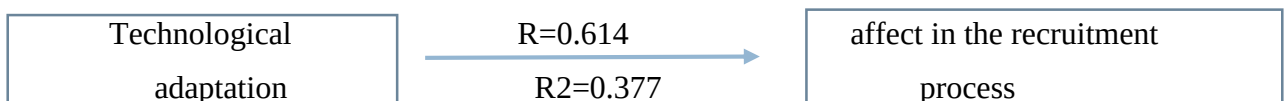
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.010	.644		3.119	.008	.618	3.402
	Technologicaladaptati on	.440	.157	.614	2.806	.015	.101	.779

a. Dependent Variable: Rec.p

Technological adaptation

affect in the recruitment



The second hypothesis: technological adaptation contribute to improving the recruitment process of employees by facilitating operations.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.760	.741	.351

a. Predictors: (Constant), Organizationalculture

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.075	1	5.075	41.140	<.001 ^b
	Residual	1.604	13	.123		
	Total	6.678	14			

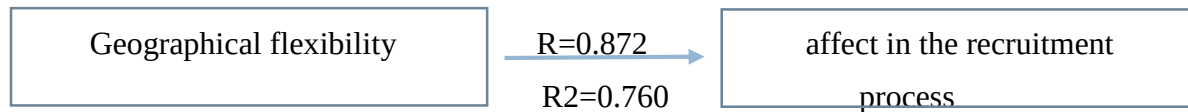
a. Dependent Variable: Rec.p

b. Predictors: (Constant), Organizationalculture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.258	.402		3.128	.008	.389	2.126
	Organizationalculture	.608	.095	.872	6.414	<.001	.403	.813

a. Dependent Variable: Rec.p



The third hypothesis: Geographical flexibility contribute to improving the recruitment process of employees by facilitating operations.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 ^a	.722	.700	.378

a. Predictors: (Constant), Speedofrecruitment

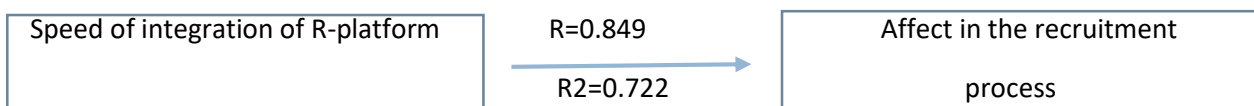
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.819	1	4.819	33.696	<.001 ^b
	Residual	1.859	13	.143		
	Total	6.678	14			

a. Dependent Variable: Rec.p

b. Predictors: (Constant), Speedofrecruitment

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.907	.336		5.684	<.001	1.182	2.632
	Speedofrecruitme nt	.553	.095	.849	5.805	<.001	.347	.759

a. Dependent Variable: Rec.p



The forth hypothesis: speed of integration system of the R-platfeorm contribute to improving the recruitment process of employees by facilitating operations.

4.6. Conclusion

For the statistical analysis of the data of the current study, both SPSS & PLS-SEM 28V programs were used. The researcher conducted a descriptive analysis of the study sample, as well

as a descriptive analysis of the study variables. According to the results of the statistical analysis of this study, the validity and reliability of the scales used to measure the study variables were achieved. Also, the main hypothesis of the study and the three sub-hypotheses were proven.

Exploratory factor analysis

		Component		
	Integration	Speed of integration	Technological adaptation	Organizational culture
I1	.899			
I2	.849			
S3		.926		
S1		.674		
S2		.672		
TA1			.471	
TA2			.972	
O2				.961
O1				.515

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.814	.820	9

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

5.1.1. Research limitations

Time limits of the research:

- This research focused on the period from the beginning of 2020 until late-2024, which is the period in which the data was collected and analyzed by the senior employees since the beginning of Mubbsher Company to work as a service provider for the remote work platform

Spatial research limit:

- The study revolves around Mubbsher Company, a national company operating in the fields of service providing as smart consultancy. With the company's corridor in Riyadh, the Kingdom of Saudi Arabia, and operating on a local scale

Limitations of the human research:

- The research population included all the employees and old clients of Mubbsher Company. A random sample representing ten employees from different departments and job levels within the company and five old clients only was selected to ensure diversity of data and diversity of results

Objective research limits:

- The research focused on the impact of emergence of remote work platform on employees' recruiting process. The research addresses the main factors that affect recruiting process, and how emergence of remote work platform can improve it, in addition to the challenges and processes facing the application of human resource department in different companies in Saudi Arabia.

5.1.2. Research limitations

1. Study the impact of remote work platform on other sectors:

- Similar studies can be conducted in other sectors such as education, health and public services to find out how electronic management systems impact job performance in these sectors.

2. Practical analysis between companies:

- A practical analysis can be conducted between the impact of remote work platform in multiple companies to identify the differences and similarities and how to improve recruiting process done by different service providers

3. Training and Continuing Education: Studies can be conducted on the impact of training and continuing education programs in enhancing the effectiveness of service providers' use of the remote work platform and improving the recruiting process

5.2. Research Recommendations

1. Improve communication channels:
companies should improve the communication process between the human resource managers and the remote working employees. So that the work reports will be clearer for the accounting system and for letting the remote working employees learn and practice more about the attendance and the tasking systems
2. Quality and recognition system:
Companies should improve the performance quality and the employee recognition system for those who work remotely, since the remote work platform does not cover such approaches

5.3. Conclusion

This study shows that the application of remote work platform can have a significant impact on improving and fastening the recruiting process in many organizations with different fields and sectors such as construction and industry. The remote work platform provides specialized names, strategic plans and new policies in recruitment, training and promotion, which enhances the efficiency of human resources and contributes to organizing work and increasing efficiency.

Despite the clear benefits of the remote work platform, there are some challenges and issues that need to be addressed, such as the lack of clarity in incentive policies and the disparity in continuous improvement and investment in research and development. The study recommends strengthening and improving communication channels, improving the employees quality and recognition systems.

By effectively adopting the recommendations provided, organizations can improve the recruiting process and achieve higher levels of efficiency and productivity, which contributes to achieving their goals and raising employee and customer satisfaction.

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Appendix

Here's a Likert scale designed to assess perceptions regarding the effect of remote work platforms on the recruiting process in HR departments of companies in Saudi Arabia. Respondents can indicate their level of agreement with each statement on a scale from 1 to 5

Statement	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
1. Remote work platforms have improved the efficiency of our recruiting process					
2. The use of remote work platforms has expanded our candidate pool significantly.					
3. Remote interviews facilitate a better assessment of candidates compared to traditional methods.					
4. Implementing remote work platforms has reduced the time-to-hire in our organization.					
5. Remote work platforms have enhanced communication with candidates					

during the recruitment process.					
6. Remote work platforms create challenges in assessing cultural fit during the hiring process.					
7. Training on using remote work platforms has been adequate for our HR team.					

Statement	1(strongly disagree)	2(disagree)	3(neutral)	4(Agree)	5(strongly agree)
Integration					
1. Our organization has adopted remote work platforms as part of its regular HR processes					
2. Remote work platforms have user-friendly features that support recruitment activities					
Technological Adaptation					
3. Our recruitment strategies have shifted to incorporate remote work platforms					

4. Our organization has the necessary technological infrastructure to support remote recruitment					
Organizational culture					
5. Leadership values digital transformation and supports the adoption of remote tools					
Cost implications					
6. The costs associated with implementing remote platforms are justified by their benefits					
Geographical Flexibility					
7. Geographic barriers are less of a concern due to the use of remote recruitment platforms					
Speed of recruitment					
8. Candidates have reported a positive experience during the virtual interview process					
9. Remote hiring has reduced					

bottlenecks in our recruitment processes					
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Table of research instruments

<i>Research Instrument</i>	<i>Description</i>	<i>Purpose</i>
<i>Survey Questionnaire</i>	A structured set of questions using a Likert scale to assess perceptions of remote work platforms.	To gather quantitative data on HR professionals' views and experiences regarding remote recruiting.
<i>Interviews</i>	Semi-structured interviews with HR managers and recruiters	To obtain qualitative insights into the impact of remote work platforms on recruitment processes.
<i>Case Studies</i>	In-depth analysis of specific companies that have successfully implemented remote work platforms.	To illustrate practical examples and outcomes of remote recruiting strategies

