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**“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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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*).

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 study aims 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 Saudi Arabian 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. Research Methodology:

5.1. 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.

5.2. 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.

5.3. 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.

5.4. 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.

5.5. Theoretical and Conceptual 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 conceptual framework, the dependent variables (DV) are the 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 1**).

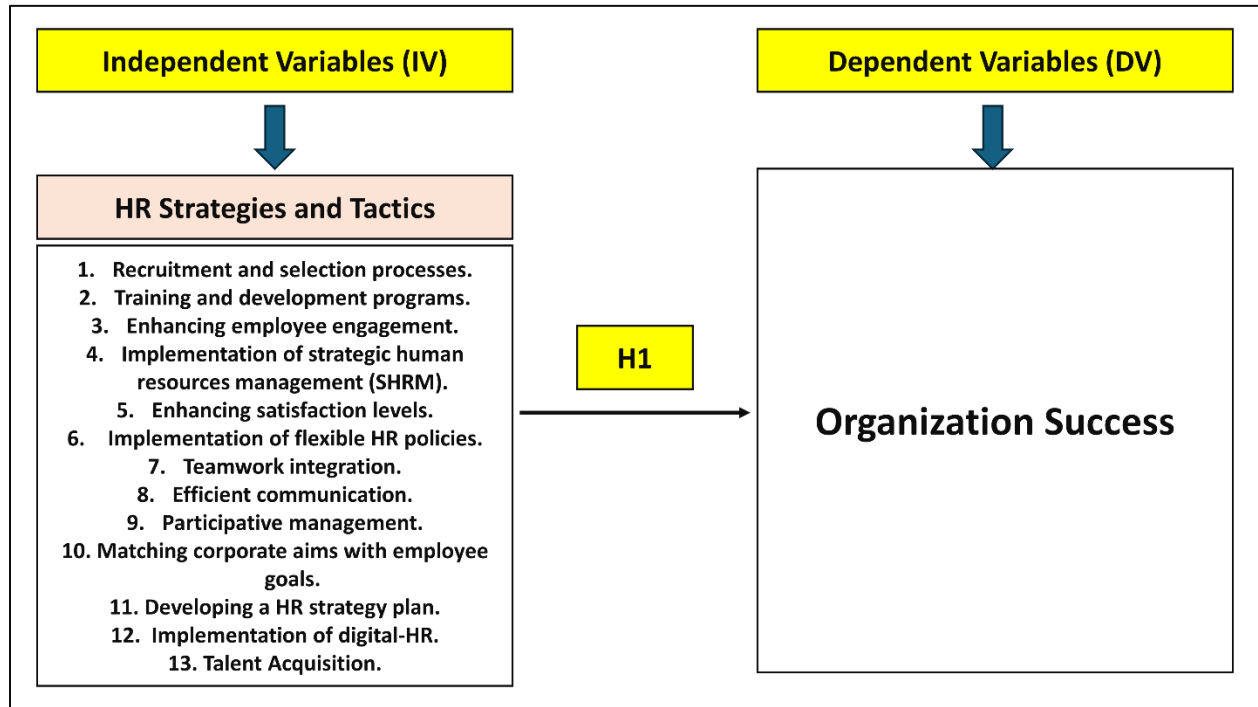


Figure-1: Conceptual Framework.

5.6. 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”.

6. Research Significance:

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.

From the practical point of view, the study's conclusions have a number of benefits and opportunities for Saudi Arabian businesses. Businesses and government organizations can better their HRM processes by identifying HR strategies and practices that are effective and contribute to organizational success. The study's actionable suggestions and recommendations can assist businesses in matching their HR plans to their goals, which will boost output, satisfaction among staff members, and financial performance.

7. Research Timeline:

No.	Task	Time (weeks)								
		1	2	3	4	5	6	7	8	9
1	Submitting Title and approval									
2	Preparing literature Review									
3	Submitting the proposal									
4	Starting questionnaire survey									
5	Collecting of data									
6	Data analysis									
7	Preparing and submitting thesis									

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. 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).

1.4. 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*).

1.5. 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. 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*).

1.6. 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*).

1.7. 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.

2. Conclusion:

In conclusion, the present research study is aimed to investigate different HR strategies and tactics and their impacts on both private and governmental business sectors. The present study will delve deeply into different HR strategies implemented in the KSA organizations. Also, we will study the different strategies implemented worldwide and what is differences that are observed in KSA organizations,. Also, we will investigate challenges that impact HR strategies. This research will add a new insights into HR management and strategies implemented in the KSA and for the first time among governmental agencies.

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