

Final Project 2

PMG 497

Project Template

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Project title

**Impact of human resource management on
organizational performance within firms in Saudi Arabia**

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Acknowledgment

Dedication

Abstract

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1. Chapter 1: Introduction

Background of the Study: Human Resource Management is an indispensable function for the both the private and public sector organizations. The process deals with several operational objectives such as recruitment, providing proper training to the employee, selection of the employee, assessment of the employee, motivating and maintaining a proper relationship with the employee and maintaining welfare and health for the employees in the organization through laws created by the concerned state and country. The human resource management is a process through which the organization utilizes their limited skilled workforce. The main intension is make effective utilization of the existing human resource for the organization. Apart from this, human resource management works in the diverse area like conducting of jobs, planning the employee's needs and recruitment, determination of wages and salaries, resolving the disputes and creating better working and safety environment for the employees (Bowen & Ostroff, 2004). The organization uses their human resource management for the proper utilization of their resources. Furthermore, the department plays an important role in the overall development of the employees for encouraging personal and career growth. Alternatively, it helps in improving professional skills and knowledge of the employees. Human resource management provides quality work life for the employees. Therefore, the significance of the Human resource management with respect to the organizational performance is evident. Large number of organizations has established their human resource management department and they understand its need in today's world of business (Cooke, 2005). The role of the higher performance work practices in the realm of the Human resource management is important. Although literature provide evidence that the Human resource management is crucial for organizational enactment, the impact of effective human resource management on organizational performance is relatively less discussed area in the literature. Moreover, little research is available in Saudi Arabian perspective which sheds light on the role of the higher performance practices on the performance of the Saudi Arabian organization. The higher performance work practices are human

resource work practices that aimed at influencing and enhancing the organizational and employee performance. Therefore, the present study has also focused on the investigation of the impact of the higher performance work practices on the organizational performance of the Saudi Arabian firms. For that purpose, the bundle of higher performance work practices was evaluated. These higher performance work practices are feedback, performance appraisal, employee suggestion systems and affective job description and specification (Francis, 2015). 3 ISSN 2320-5407

International Journal of Advanced Research (2017) The one of the core objective of the human resource management in the organization is to provide quality work life for the employees. The quality of work life can be defined as the activities through which the employees dignity and growth in the organization is developed. It helps the employees to work together in the organization and the actions, changes, and improvements which are necessary for the achievement of goals and improving the quality of life and improving the effectiveness of the organization. In the recent times, the organizational are not only focusing on employees for the work related aspects but also focuses on the holistic well-being of an employee. It is the fact that, if the employees life can't be compartmentalized and the disturbance in the life of the employee will disturb the professional life. Hence, the human resource management works for the overall development of the employee by reducing their stress and creating a healthy atmosphere in the workplace(Bowen & Ostroff, 2004). The impact of these higher performance work practices will be evaluated on organizational performance on important grounds which are creativity and innovation, core employee retention, customer satisfaction and organizational productivity (Kaufman, 2011). These grounds are considered very important for the organizational performance. Saudi Arabian organizations are also focusing on the implantation of the HR departments in their organization and to change with the changing nature of the business environment. There is need to boost the organizational performance with the implantation of the higher performance work practices in the organization. Present study is quite significant in that regard. The study will enhance the literature on the higher performance HR work practice in local Saudi Arabia perspective. The

academicians and the researchers will also be in position to get benefit and understand from the study results. The study will evaluate the whether there is positive and significant relationship between performance appraisals and core employee retention in Saudi Arabian's organizations. Moreover whether there is positive and significant relationship between job descriptions and specifications and organizational productivity in Saudi Arabian's organizations. The study will also evaluate the impact of the performance appraisal on core employee retention in Saudi Arabian's organizations and the impact of affective job descriptions and specifications on organizational productivity in Saudi Arabian's organizations.

Chapter 2: Literature Review

2.1 Introduction

- 3 According to several scholars like Barney (1991) and Wilson (1994) management of human resources is much more difficult than capital management or technology management. The definition of Human resource management (HRM) evolved in the later period of twentieth century. In the current day world, survival of an organization depends on the development of new capabilities; as a result organizations are facing critical challenges in all over the world. New challenges like globalization, investment in human capital, growth, change management etc. are emerging and organizations from all over the world needs to manage and find opportunities through these challenges. Among these challenges the management of human capital has gained added importance, as organizations are realizing the importance of people or human resource as assets of strategic

importance. According to Hartel, Fujimoto, Strybosh and Fitzpatrick (2007) Human resource management does not merely deals with the rational administration but looks after the job satisfaction of the employees and also focus on, how to motivate them for better results, as a result it is making the best utilization of each individual human power for achieving the objectives of an organization. Human resource management is also an important fact considered by organizations from all over the world, because human resource is the resource that has the capability of converting the other source like capital, technology, methods, material, machine etc. into product or service. So the need of a sound Human Resource Management system is very much necessary, in today's world.

3.1 Concept of Human Resource Management:-

Before the evolving of the definition of Human Resource Management the management process dealing with the similar kind of subject was known as personnel management. It emerged during the 1920s. It was concerned about a single department and its activities. The department it was concerned about was the human administration department, and its main function was recruitment and selection for the organization. The other functions carried out by this management were related to development, grievance handling, registration, appraisal, reward, retirement etc. But the negative fact about this system was that its formation was in the bureaucratic set up and it gave importance to the organization and its administration. By the late 1970s organizations from all over the world started facing increase in competitive pressures due to the factors like deregulation, fast growing technological change and globalization. So the need for a more efficient management system emerged and in response the Human Resource Management was developed. According to Khatri (1999) Human capital is one of the key factors that provide flexibility and adaptability to the organization. According to Rundle (1997) the people or the human resource are the adaptive mechanism not the organization or firm that determines the response of the organization towards the competitive environment.

On current structural background Human Resource Management can be defined as systematic process by which human capital or human resource are recruited and managed in such a way that it helps the organization to achieve its objectives. Human Resource Management is concerned about not only the organization but also about the well- being of the human capital involved, so it gives consideration not

only towards recruitment and selection but also towards the motivation factors, development and maintenance of human resources. Human Resource Management helps to select the right person, for the right job, at the right time and at right position in a changeable surrounding. According to Schuler & Jackson (1987); Schuler & Macmillan (1984); and Wright & Snell (1991); Human Resource Management comprises of the activities of an organization directed towards the management of the human resources and taking care of the facts that the resources are appointed at the right place and time for the right purpose for the fulfilment of the goals of the organization. The performance of an organization depends on the efficiency of the

human resources involved with the organization. Therefore a systematic set up for recruitment, training and development, motivation, manpower planning, performance evaluation, industrial relation and remuneration management should be taken into consideration. Moreover Human Resource Management is also concerned about the development of skills, ability and knowledge in the acquired human resources, so that the tasks and responsibilities given by the organization are performed effectively and efficiently. The main concept of Human resource management comprises of four main functions - Acquisition, Development, Maintenance and Motivation of the human resource. These are the basic factors or key steps that help an organization to achieve its goals.

3.2 Human Resource Management Practices:-

The management of human resources is a process of managing and controlling the workforce of an organization which helps in enhancing the performance and efficiency of an organization. The effective and appropriate resources help in attaining a smoother way of business operation and provide a sustainable way of business development. The main objective or purpose of this report is to provide an overview how effective and successful management of human resources influence the overall process of business development. In this context, the analysis of the management of the human resources in the organization of Saudi Arabia helps in understanding the facts and influential elements in the process of resource management. An organization develops and acquires their resources according to the needs and requirements of the business process. However, there are several limitations in the management of the resources which will describe later in this report.

3.2.1 Recruitment and Selection:-

The job opportunity within an organization includes a large variety of job option for the peoples. In general, an HRM recruits employs according to the merit and skill of the candidates. Apart from operational process, an organization has several activities like marketing, maintenance, and financial activities. Furthermore, an organization involves several different positions such as in security, parking and housekeeping. HRM plays essential role in recruiting technical and nontechnical candidates for the

different positions in an organization. The recruitment process is a vital aspect in any organization which mainly drives the output and efficiency of the organization. The recruitment process of any organization mainly controls by the human management department of the organization. In general, the process of recruitment is dependent on the merit and talent of the applicant. In this process, the CVs are sorted according to requirements of the vacant position(Meagher, 2015). Then the selected candidates have to face a face to face interview, where the merit, talent experience and knowledge of the candidate are checked. The face to face interview is controlled and structured by the human resources department. After, the rounds of interview, the selected candidate have to pass a written round. In the written phase of the test, the general ability and knowledge about the specific job are checked. The final round involves on job test which involves mainly the criteria like problem-solving ability, adaptability and flexibility of the candidates in the workplace which is mainly managed by the managers of the specific departments.

The employment contract is an important aspect of Human resource management. The main objective of the employment agreement is to balance and safeguard the position of the organization and their employees. It helps in maintain certain laws and regulation within the organization. The organization and their employees are bound to follow the sets rules or guidelines in the agreement. The structure and the quantities of the employment agreement are designed according to essential needs of the employees(Eng, 2000). The agreement balances the requirements from both the side's employees and organization. The process helps in establishing a productive outline without any obligation and doubts in the workplace. The employment agreement also provides information about the job, responsibilities, and rights of the employees. It is very difficult for any organization to design agreements which are fruitful for everyone. It offers several other information like what to do and what to avoid in a productive approach. Therefore, the employment agreement is very vital in securing the position of the organization and the employees.

2.1.1 Employability skills:-

In order to achieve the desired goal and objective there are employability skills oriented with the position in an organization. An organization in Saudi Arabia is much concerned about their recruitment process for selecting the right candidate for the right position with effective employability skills to enhance the process performance of the organization. The major employability skills are as follows.

- The supervisor must have effective communication skills to coordinate with the other working staffs of the organization (Green, 2003).
- The position must have the ability to work in a team to motivate other staffs for productive outcome

- The ability to analyze the situation is essential for solving any issue in the organization
- The supervisor must be respectable and have the ability of control the working staffs
- The position must aware about the technical thing and computer in order manage the technical resources in the restaurant.
- The most vital thing is the decision-making capability and the supervisor must be confident enough to manage the vital decisions within the organization

Apart from the employability skill, personal skills are also vital to managing the responsibilities and duties oriented HRM. The candidates must be aware of the different cultures of the working peoples and should respect all cultural values.

- Should be self-managed and well organization to take the job load of the position
- Should have creative and innovative approaches in managing any issues within the restaurant.
- The candidates must develop professionalism in order to repay maximum for the organization or to achieve the goal of profitable business
- Must have the tolerating power to work in the pressure environment.

Must have leadership quality, disciplined and knows time management

2.1.1 Compensation:-

The compensation and benefits processes are among the most vital human resource processes that are crucial for the modern Human Resource Management system and organizations. This process is about managing the budget of personnel expenses, introducing attractive competitive benefits for

the employees, setting compensation policies that are transparent and setting the standards of performance. Effective compensation and benefit helps an organization to manage the performance of its employees, drive its personnel costs and to reward the excellent and extraordinary performances. In this aspect transparency plays the key role, another factor that can make this process successful is rewarding employees for their achievements and good performance. This department is responsible for the transparency in the compensation practices followed in the organization and in keeping a clear record of the total cash. This department is also responsible for the budget of the personnel expenses of the organization. The Compensation and benefit department monitors the external job market for setting the correct compensation policy. It always develops new compensation components to support the performance of the organization. It also modifies and designs new adjustments to the compensation strategy and policy, so that the organization remains in its competitive advantageous position in the global job market. Some of the best practices related to this system are, determining salary levels and other benefits that meets the local law requirements, and also seeking legal advice regarding this, if required, documenting all system of salary determination and increment, total confidentiality about each individual employees regarding their salaries, documented systems also reduces the legal risks to the firm, consistency in offering compensations and benefits and maintaining confidentiality about health related information.

2.1.1 Appraisal/Performance Management:-

According to Varna et al (2008); performance management is the process that determines the standards, set the goals, evaluate and assign the works and distributes the rewards for achievements. Performance management effectively is used to improve the individual as well as team performance of an organization responsible for achieving the goals and objectives of the organization. It is one of the most important characteristics of effective and successful organizations in today's world. According to Armstrong (2009:9)

performance management is a process or system for improving the performance of an organization by developing the performance of individuals as well as teams. As per Grind and Sliwa's (2007) review, performance management or appraisal is effective for various important purposes. It reviews the performance of employees, so that to learn from experience, it assists the employees in analyzing their strengths and understanding the need and area of development.

2.1.1 Creativity and Innovation:-

There are several factors which facilitate or inhibit creativity and innovation at the organizational levels; some of the major factors are size and structure of the organization, culture and climate, resources and reward. According to Burns & Stalker (1961), the three major aspect of organizational structure which influence innovation within the organization are centralization, formalization and complexity. The decision making segments of an organization needs to effective and supportive innovation approaches. Centralization of an organization obstructs the flow of information which resists innovation and creativity. However on other context centralization is essential for promoting innovation. Similarly high formalization can obstruct innovation as it prevents new sources of information or ideas. The complexity or the degree of occupational specialization enhances innovation however restricts new idea implementation. Therefore, the innovation and creativity is a multi- faceted approach and fluctuates with several variables. The size of the organization can greatly vary the process of promoting innovation (Loewenberger, 2013). As greater size means greater access to resources hence it can amplify innovation process. The organizational climate and culture are the potential factors which can inhibit or promote innovation. According to Amabile (2005), the HRM encouragements plays essential role in developing innovation and creativity. The organizational encouragements in risk taking, fair evaluation of thoughts, recognition and rewarding, flow of collaborative idea and effective decision making of the HRM.

2.1.1 Involvement and Participation:-

The other potential contribution of HRM for innovation such as effective work design, job demand and physical resources need to be effectively synchronized to enhance innovation and creativity. The effective synchronization of work design with innovation and creativity can influence the intrinsic motivating attitude and self-efficiency aspect of an employee. This process directly or indirectly empowers the proactive behavior and flexible orientation of the workforce. According to Parker (2006), the proactive attitude can positively influence the motivation to innovation. The motivating attitude and self-efficiency aspect increases the tendency to be creative while performing a task. The HRM helps in establishing effective internal communication system which improves the overall operational process on innovation. Through creativity and innovation, HRM can help in sustaining a significant equilibrium between preference, intricacy, and cooperation. According to researches an organization should be flexible and malleable to manage the associated challenges to innovation and creativity. Although, the priority for freedom to opt new knowledge, experimentation and search in work design provides necessary thrust for promoting creativity and innovation.

2.4.7 Information Sharing and Knowledge Management:-

The Information Sharing and Knowledge Management are recognized way to success and increases overall productivity or outcome. An HRM requires exploration and exploitation characteristics for enhancing shared vision, enriched jobs, trust, culture, discipline and supportive leaders which are the essential elements requires for promoting innovation and creativity within the organization (Abernathy and Clark, 1985). The effective human management, constructive evaluation, successful leadership approach, effective feedback system and supportive co- workers effectively contribute in promoting creativity and innovation across organizational business operation. According to researches an organization should be flexible and malleable to manage the associated challenges to innovation and creativity. Although, the priority for freedom to opt new knowledge, experimentation

and search in work design provides necessary thrust for promoting creativity and innovation.

The increased competition and extensive globalization have effectively changed the existing process of business operation. The organizations in this competitive platform requires more effective and advanced Knowledge Management to earn profitable outcome and for sustainable growth. In this regard, Knowledge Management plays major role and helps in attaining more advanced and effective strategic implementations. The innovation can be defined as the process of implementing novel ideas and creativity is the process of conversion of ideas into useful operational implementations (AMABILE et al., 1996). The Knowledge Management in business process helps in the transformation ideas and thoughts to provide unique combination and strategic implementation. The main intension of this report is to investigate and analyze the scope of creativity and innovation over the organizational platform. Apart from this, the report will provide extensive analysis of promoting Knowledge Management over organizational context and how the approaches will influence the overall organizational development process and sustainable growth.

2.3.8 Organizational Implementation:-

If we consider the approaches undertaken by the HRM, the strategies or structured methodology employed mainly for promoting long term sustainable growth. An organization employs comprehensive programs to improve or enhance the quality of management and implementation for sustainable growth. The organization has considered innovation and creativity at every level of operational process such as individual level, employee level, team level and organizational level. Trained HRM champions at individual level helps in developing skills and generation of innovative ideas. The trained HR managers takes the responsibility at the team level and takes the effective leadership approach to guide the team member for innovative idea generation and helps to be more creative in

completion of a task. The supportive management and encouraging management practices of HRM ensures the process of promoting innovation within the organization. The structure and size of the organization perfectly accompanies innovative work.

2.4 Human Resource Management – Performance Linkage:-

Human resource management is set to control the segment of managing the employees of the organization. Human resource management helps the organization in selecting the employees for the organization according to the demands of the business organization. It monitored the behavior of the employees in the organization and helps them to adopt the working atmosphere of the organization. Human resource management performs functions from selecting the effective employees for the organization to maintain the work ethics in the business organization(Pratoom, 2010).

Human resource management of an organization plays an important role in the business activities. The HRM of an organization makes a suitable working environment for the organization. The selection of the employees in the pizza hut is done through the Human resource management. The HRM follows ethical approach on selecting or promoting any employee in the organization. It helps the employees to understand their roles in the organization and clears the organization goals and perspective. Human resource management of an organization enhances the performance of the employee.

The HRM of an organization plays vital role in designing structured methodology in order to eliminate the challenges oriented with the human resource management approaches. The HRM considers both elements exploration and exploitation which enables the organization to support effective human resource management for sustainable growth. The effective HRM practice at organizational level requires effective management, leadership approach of managers, constructive evaluation, effective feedback system and supportive co-workers. The HRM helps in making effective strategic implementations and supportive work culture of an organization enables the organization which helps in gaining enhanced

revenue with cost saving and improved performance. Therefore, effective HRM is a potential factors which can inhibit or enhance performance of an organization. Apart from this, HRM encouragement plays essential role in developing innovation and creativity. The advanced feedback system through which employees can directly communicate with the management for their concern and ideas. It will also help in developing trust and definite vision for HRM within the organization.

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Appendix 1: Questionnaires:-

1. How does your Bank execute and manage the following HR practices;

a. Centralised (C) OR b. executed and managed by line managers (LM)

- i. Recruitment and selection (.....)**
- ii. Training and development (.....)**
- iii. Compensation (.....)**
- iv. Performance Appraisal/Management (.....)**
- v. Employee Participation (.....)**
- vi. Career planning (.....)**

2. Recruitment and Selection:-

1	2	3	4	5
Strongly Disagree (SA)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)

Using the scale above (1 – 5) please tick (✓) the levels of agreement in each of the items below with regards to the HRM practices of your bank	SA	A	N	DA	SD
	1	2	3	4	5
Recruitment and Selection					
Appointments in this organisation is based on merit					
Applicants are fully informed about the qualifications required to perform the job before being hired					
Advertisements are used by the bank to recruit					
There is formal induction, orientation and familiarisation process designed to help new recruits understand the organisation					
In this organisation, line managers and HR managers participate in the selection process					
Selection system selects those having the desired knowledge, skills and attitude					
Vacancies are filled from qualified employees internally					

3. Compensation and Rewards:-

Compensation (Pay) and Rewards					
Pay for performance improves performance					
Employees are rewarded based on performance					
Compensation packages encourage employees to achieve organisation's objectives					
Employees are recognised and rewarded appropriately in this organisation					
Profit sharing/bonuses are used as a mechanism to reward higher performance.					
Job performance is an important factor in determining the incentive compensation of employees					

4. Training and Development:-

8. Training and Development					
Training needs are discussed with employees					
There is a training strategy and coherent training programme					
Training incorporates the interests of the organisation as well as the individual					
Training needs identified are realistic, useful and based on the business strategy of the organisation					
Every employee goes through various training programmes every year					
There is a budget dedicated to training and development every year					

2. Chapter 3: Research Methodology

2.1. Introduction

2.2. Operational definitions for research variables

2.3. Research design (research onion)

2.4. Research population & Sampling methods and technique

2.5. Data collection method

2.6. Types of data

2.7. Statistical analysis procedures

2.8. Conclusion

3. Chapter 4: Statistical Analysis & Findings discussion

3.1. Introduction

3.2. Sample profile (descriptive statistics for research sample)

3.3. Validity & reliability tests for the questionnaires

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

3.5. Testing Hypotheses & Findings Discussion

3.6. Conclusion

4. Chapter five: Research limitations, Recommendations & Conclusion

4.1. Research Limitations & Future Research

4.2. Research Recommendations

4.3. Conclusion

References

Appendix

