

Everyone's Smart University

College of Management

Master of Management



Lack of diversity strategy in some organizations, they are facing a multitude of challenges

نقص استراتيجية التنوع في بعض المنظمات يجعلها تواجه عدد من التحديات

Team leader:

Rakan Abualfaraj

20223006534

Team member:

Rakan Abualfaraj

20223006534

Advisor:

Dr. Walid Suliman

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ملخص تنفيذي

ما هي المشكلة؟

نظرا لعدم وجود استراتيجية التنوع في بعض المنظمات ، فإنها تواجه العديد من التحديات مثل المساواة في فرص العمل ، وعدم مشاركة الموظف ، وخطر عدم الامتثال للقواعد واللوائح الحكومية

كانت هذه القضايا مستمرة ومتقلبة على مر السنين ، ولكن لم يتم تسجيلها وتسجيلها بشكل صحيح حتى وقت قريب عندما تم تنفيذ عدد من الوظائف داخل قسم الموارد البشرية

لماذا هذه المشكلة مثيرة للاهتمام؟

من خلال التوافق مع رؤية الحكومة 2030 ، ستتمكن المنظمات من ضمان مكانتها كمنظمة رائدة في قطاعها. ويعتقد أن لدينا كنزا من السكان المحليين المحترفين ، والتي عندما تتاح لها الفرصة مع التطوير المناسب ، سوف تتفوق في جميع الوظائف

هل تم حل المشكلة بالفعل؟ ما الذي تم عمله الآن؟

من المفهوم أن المشكلة ليست شيئا جديدا ، وجميع مبادرات الحكومة وقواعدها ولوائحها لحل هذه المشكلة موضع تقدير كبير. ومع ذلك، نعتقد أن هذا لا يكفي، وبالمعدل الحالي، فإن الحلول تتحرك ببطء دون أن يتخذ معظم القطاع الخاص مبادراته الخاصة. ولذلك، ينبغي للقطاع الخاص أن يدرك فوائد وأهمية حل المشكلة وأن يستفيد منها. يجب عليهم القيام بدورهم من خلال إضافته إلى استراتيجياتهم ومبادراتهم وسياساتهم وإجراءاتهم ، وجعله جزءا لا يتجزأ من رؤيتهم

الحلول المقترحة

كنقطة انطلاق ، يعد قبول المديرين التنفيذيين جزءا مهما

يجب وضع استراتيجية للتنوع تعالج جميع القضايا المحددة لتقسيم المهام

التواصل هو المفتاح والوعي بالتنوع من خلال أنواع متعددة من الوسائط

مطلوب سياسات وإجراءات واضحة ومحددة جيدا

المبادرات الحكومية مثل المكافآت للمؤسسات التي لديها أكثر من 30٪ من السعوديين و / أو 20٪ من الإناث في - المناصب القيادية ، والمنظمات التي لديها وظائف سعودية مع فائض من الخريجين محليا (وفقا للهيئة العامة للإحصاء) ، والاحتفاظ بالموظفين السعوديين في الشركة لأكثر من 10 سنوات. علاوة على ذلك ، إنشاء نظام مكافآت يعتمد على بعض المعايير المحددة للإنجازات العالية التي تقوم بها المنظمات

استنتاج

نعتقد أن الافتقار إلى التنوع يمكن أن يؤثر بشكل كبير على المنظمات في عدد من المجالات الحيوية. وحل هذه المشكلة لن يساعد المنظمة وقوتها العاملة فحسب ، بل سيساعد أيضا الاقتصاد والبلد. من خلال وضع استراتيجية، وتغيير ثقافة المنظمة ككل نحو التنوع، لدينا ثقة كبيرة بأننا سنحل هذه المشاكل، ونخلق مستقبلا أفضل للجميع

Executive Summary

What is the problem?

Due to the Lack of diversity strategy in some organizations, they are facing a multitude of challenges such as equity in job opportunity, employee's lack of engagement, and risk of not complying with the government rules and regulations.

These issues have been on-going and fluctuated through the years, but never recorded and captured properly till recently when a number of functions within the human resource department was implemented.

Why is this problem interesting?

By aligning with the government 2030 Vision, organizations will be able to ensure their place as a leading organization in their sector. It is believed that we have a treasure of professional locals, which when given the opportunity with proper development, will excel in all functions.

Is the problem already solved? What is done now?

It is understood that the problem isn't something new, and all the government's initiatives, rules and regulations to solve this issue are highly appreciate. However, we believe that it isn't enough, and at the current rate, the solutions are moving slowly without most of the private sector taking its own initiatives in hand. Therefore, the private sector should recognize and capitalize on the benefits and importance of solving the problem. They should do their own part by adding it to their own strategies, initiatives, policies, and procedures, and making it an integral part of their vision.

Proposed solutions:

- As a starting point, executive's buy-in is an important part.
- A diversity strategy tackling all identified issues must take place to breakdown tasks.
- Communication is key! And diversity awareness through multiple types of media.
- Clear and well-defined policies and procedures are required.
- Government initiatives such as rewards for organizations having above 30% Saudi's and/or 20% females in leadership positions, Organizations having Saudizing functions with surplus graduates locally (as per General Authority for Statistics), Retaining Saudi employees in the company for more than 10 years. Moreover, creating reward system based on some set criteria for high achievements done by organizations.

Conclusion:

We believe that the lack of diversity can highly impact organizations in a number of critical areas. And solving this problem will help not only the organization and its workforce, but also the economy, and country. By creating a strategy, and changing the organization's culture as a whole

towards diversity, we have great confidence that we will solve these problems, and create a better future for all.

The study framework:

Diversity

It's hard to define diversity without inclusion, as the defining point of diversity is all about becoming more inclusive. But the list of criteria has been growing over the years to include gender, ethnicity, race, age, culture, etc. As Pepsi Co. define it "All the unique characteristics that make up each of us..."

Problem statement

Due to the lack of diversity strategy in our organization we are facing a multitude of challenges such as equity in job opportunity, employee's lack of engagement, and risk of not complying with the government rules and regulations.

Objective of the study

Resolving or reducing the issues we are facing will benefit us in several ways. The employee's engagement, and productivity will increase, and alongside it the retention rate and job satisfaction.

The organization will become an employer of choice, which will benefit us in gaining a diverse, creative, higher caliber job seeker, and workforce.

Our relationship with customers, vendors, and government bodies will be stronger and give us much more sources to reach organization success.

Lastly, we will be in alignment with the Kingdom's 2030 vision making us part of the success we hope to reach as employees, organization, and country.

Frame of the project:

Organization values

Defining an organization values is the first and most critical step in its formation and development, Organizational values are beliefs that are important to an organization and often dictate employee behavior, and become principles to guide decisions and actions.

Workplace Culture

Work environment culture is the condition that you make for your representatives. It assumes an incredible job in deciding their work fulfillment, connections and movement. It is the blend of your association's administration, values, conventions, convictions, communications, practices and frames of mind that add to the enthusiastic and social condition of your work environment. These

variables are commonly implicit and unwritten guidelines that help to frame bonds between your associates.

Change Management

“Change management is a set of principles, techniques, and prescriptions applied to the human aspects of executing major change initiatives in organizational settings.” Daryl Conner, Managing at the Speed of Change.

Employee Engagement

“Emotional connection an employee feels toward his or her employment organization, which tends to influence his or her behaviors and level of effort in work related activities.” [Business Dictionary](#)

Research Methodology

At this project we will be using a secondary data to provide a better understanding of the project, present diffident theories and overviews along with primary data which will include interviews with employees from privet sector as well as data from ABC Company.

The totals of 12 interviews were arranged. Interviews were made with employees in the private sector. The interviewee’s level ranged from middle management, to executive level management.

Current situation

Literature review

Importance of organizational values

A company without a campus - a culture that is formed on the basis of core principles. Core values serve to constantly guide both the employee and the company in achieving their mutual goals, in a manner that is based on an ethical framework. Every business is different, and so are their core values, there are some principles that are alike for all, even though they may be phrased differently, this will strengthen the relationship with internal business partners and they will operate effectively and efficiently toward the strategic direction of the organization.

Motivating Employees to Align with Company’s Values

- Promote Honesty, Integrity, and Trust: We honor our commitments and conduct business in a manner that promotes fairness, respect, honesty, and trust.
- Celebrate Teamwork: We encourage the diversity of thoughts, experiences, and backgrounds.
- Encourage Communication: We solicit the input of others and strive for transparency and inclusiveness.

- Focus on Our Customers: We have a passion for service and are committed to knowing our customers, anticipating their needs, and exceeding expectations.
- Embrace Change and Innovation: We are open to possibility and foster creativity and risk-taking to support continuous improvement.
- Champion Employee Development: We are committed to maximizing the potential of every individual and to support and promote as a learning organization.
- Model Leadership: We lead by example and advocate equitable treatment in our behaviors, policies, and practices.
- Produce Quality Results: We believe those we serve deserve excellent service, a safe, productive, and healthy work environment, and quality results.

Influence of Workplace Culture

Work environment culture is a significant factor to all work environments. It decides how lovely or poisonous your workplace is. It affects how your worker fits into the association and your association's capacity to pull in and hold representatives since it shapes the condition that they work in. From the hour of starting application, through to the contracting procedure lastly through to the couple of weeks on the new position, both the hirer and new representative endeavor to affirm whether they are the privilege social fit for each other. This is a long procedure, and is regularly seen as a tedious procedure and a misuse of organization assets. Be that as it may, the result shows how enormous of an impact working environment culture has for the business and representative.

The Importance of Workplace Culture

- It attracts and keeps talented staff: at the point when you invest more energy every week at work than at home, it's normal to need to work in a situation you appreciate investing time in. This implies in the event that you need the best staff for your group, you'll need to put resources into making a solid work environment culture. In an examination from the Deloitte Worldwide Human Capital Trend 2015, 'culture and commitment' was the most elevated need on the corporate motivation and organizations with the most grounded societies were significantly more ready to draw in and keep ability.
- It drives engagement and retention: you can effectively select representatives however it turns into an expense to your business in the event that they leave. A decent work environment culture is demonstrated to keep your representatives occupied with their work. It'll enable your workers to all the more likely comprehend what is anticipated from them and how they can accomplish their expert objectives. This will at that point enable you to keep them locally available for more.
- It creates an environment for healthy development: a decent working environment culture gives everybody the chance to start change and to develop on an expert and individual

viewpoint. It additionally advances receptiveness and urges your workers to voice their assessments and pursue the qualities they trust in.

- It creates satisfied employees and increases productivity: a Healthy work environment culture will cause your representatives to feel glad to come to work all day every day. An upbeat workplace expands your representatives' focus, in this way, this prompts increments in their efficiency levels.

Change Management

It is known that the employees have a huge impact on managing the change as they are the key to any successful effective change. Human Resource individuals and key professionals such as Learning and Development professionals identify the need for development, redesigning, maintain proper delivery of learning objectives, involved employees, listen to them and make sure that the change is communicated in a sufficient manner.

Kotter has established eight steps for change as below:

- Establishing a sense of urgency to change. Why we need to change and what are the consequences of not changing.
- Building a guiding coalition, the group of align whom will support the change and can influence others.
- Create a vision, strategy and procedure to support and direct the change.
- Communicate the vision using all possible channels to ensure the maximum number of buy in.
- Empowering others to act on the vision, encouraging new creative ideas, taking risk and overcoming obstacles.
- Planning for and creating short term wins, which include the planning and creating visible performance as well as rewarding involved employees.
- Consolidating improvement, change the needed and energizing the process.
- Create new culture – Make it stick! Creating new approach, identifying the link between the new behavior and successfulness of the organization. Moreover, developing ways to develop leadership and succession.

Importance of Diversity

The importance of diversity has changed globally from a compliance point, to a more strategic approach as organizations started to see the benefits of diversity in the workplace.

In an article written by [Dr. Meir Shemla](#) on [Forbes.com](#) in 2018 titled “Why Workplace Diversity Is So Important, And Why It's So Hard To Achieve.” Dr. Shemla states the following in terms of the importance of having diversity in the workplace “Diversity gives you access to a greater range of

talent, not just the talent that belongs to a particular world-view or ethnicity or some other restricting definition. It helps provide insight into the needs and motivations of all of your client or customer base, rather than just a small part of it.”

In a research by McKinsey & Company done in 2015 titled “Why diversity matters” McKinsey examined the impact of diversity on 366 public companies across a range of industries in Canada, Latin America, the United Kingdom, and the United States. Here are a part of their key findings:

- Companies in the top quartile for racial and ethnic diversity are 30 percent more likely to have financial returns above their respective national industry medians.
- Companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians.
- Companies in the bottom quartile both for gender and for ethnicity and race are statistically less likely to achieve above-average financial returns than the average companies in the data set (that is, bottom-quartile companies are lagging rather than merely not leading).

Implementing Diversity

In a research done by **Forbes | Insight** titled “innovation through diversity” they have found the following as the highest barriers to implementing diversity, from their interviews and surveys:

- 46 answered: Middle management fails to execute diversity programs adequately.
- 46 answered: Budgetary issues prevent greater implementation.
- 42 answered: Too focused on survival in the current economy.
- 41 answered: Failure to perceive the connection between diversity and business drivers.
- 23 answered: Inadequate attention from senior leadership.
- 19 answered: Other priorities related to managing our workforce currently take precedence.
- 7 answered: We don’t have any barriers to our focus on workplace diversity.

Engagement

Employees Engagement covers three dimensions:

- Cognitive Engagement: which focus on how employees thinking about the job and how they improve their performance and the quality of work.
- Emotional Engagement: it is also called Affective Engagement it is when employees have a positive feeling while doing the job properly. Employees are emotionally attached to the job and the organization's goals and objectives. Companies can enhance such engagement through a psychological contract that promotes trust and confidentiality.
- Physical Engagement: it is about employees' willingness to perform the job. It is their physical and mental ability to achieve the required tasks in the best possible way. Companies should take the initiative to prepare the workplace for their employees such as health and safety.

Reference to the CIPD an Engagement drive is the key factor that required helping engages the employee in the workplace. There are four key drives as below:

- Strategic narrative: for the employees to be engaged in the organization they should know and understand the story of their organization, and it is future vision when such a strategic narrative exists an employee will be motivated, and perform better to achieve organization overall goals and objectives.
- Engaging managers: line managers can contribute to their employees' engagement. They should provide a clear explanation of their roles and what is required from them, provide support, feedback, and coach them. They should use the situational leadership style with their employees, which mean following different approach with their employees according to their personality to get the best of them.
Such an approach will benefit the employees as they will be motivated. Besides, they will understand their roles and value their activity, which will also lead to achieving organizational goals.
- Employee voice: employees should feel they are listened to and their comments and suggestion are taking into consideration, organization should build an environment that value employees and promote open communication this will benefit the organization on all levels, employee will be engaged in the development of the organization, managers will have better understanding of their employee and have deep-rooted understanding of their concerns, as well as having solutions from other perspectives.
- Integrity: an organization should create a culture that promotes a high level of integrity to enhance employees' engagement. Organization values created by the organization should be practices in every day-to-day activities and behavior by all members especially by the

managers as they role by example and promote high moral. The organization can build this by setting a behavioral standard, having an open meeting, promote trust and open communication, reporting goals of the organizations.

Having the above will benefit the managers as they will have engaged employees and less level of turnover with high performance; furthermore, it will benefit the organization by creating a good image for the organization as their employees will give them power in their word of mouth. Also, it will benefit the employees by having open communication and a professional workplace to develop their skills and knowledge.

There are many steps to engage the organization can follow to enhance employees' engagements such as job design and culture.

- Through job design: is the process of designing the job and it is a relation to the organizational structure and other related jobs. The roles and activities to be done, what are the methods and resources that support in achieving the job. This will enhance employees' engagement as they will understand the nature of their job and how it will contribute to the organization, optimize the process and create value which will lead to high productivity and achieving organizational overall goals and objectives.
- Culture: by creating a culture that promotes open communication, sharing knowledge, and mutual trust between employees and organization. The employees will be motivated and engaged in the organization. Values should be clear to all individuals within the organization and act upon. By having such a culture employees' morale will be high, and they will provide a solution, creative ideas, and will perform better.

Tools for measuring employee attitudes and levels of employee engagement

As employees' engagement is increasingly important in today's business world, and it is supported in achieving the organization's goals and in becoming an employer of chose, organizations must use valid tools in measuring it. There are many tools used for measuring employees' attitudes and levels of employees' engagement. One of the most popular tools is Gallup Q12, it is developed by Gallup who conducts deep research and interviews with employees from diffident industries and at all level within the organization to assets employee's engagement in the most accurate way. Based on his research, he develops simple 12 questions that identify the most important aspect of employees' engagements. By analyzing the response to these questions from employees all over the organization, an employer can compare and benchmark their organization engagement level with others in the Gallup database. The organization will have a deep and detailed report on the level of their employee's engagement and to know if they were from the top 67 percent of the Gallup database, 33rd to 66th percentage or they are within the lowest third of the database.

These questions identify different aspects of employees' engagements that have impact on organization overall performance such as employees' role in the organization and their level of awareness, the tools that are required to perform the job effectively, performance expectation, feedback, relationship with others, development and growth, the link with organization goals, overall commitments, personal relationships, career path.

Another tool is Exit interview: it is a very powerful tool in measuring employees' engagement within the organization, those who left the company tend to be more open and honest in giving their feedback, current problems and the nature of the relationship with their line managers and colleagues. A company can get an indicator on the area for development and can set policy, procedure and strategic plan to engage current employees to avoid the risk of turnover and to know the strength and areas for improvement. By conducting this kind of interview, the company will be able to build a positive healthy environment for its employees that promote a high level of ethics and value within the organization.

Interviews

In our interviews we focused on different aspects of diversity such as diversity initiatives, policies, progress they have made in terms of diversity, where do they feel they need the most improvement in the diversity and what are the barriers they have which prevent them continuing to develop or implement a strategy for workplace diversity and inclusion.

In our interviews, most of the responses we have received showed that most organizations were reactive to government regulations, but only minimal responses had proactive solutions to include diversity. One of the responses mentioned an interesting initiative by his organization. The initiative was initiated to develop employees with potential to diversify higher level management.

The majority of interviewees mentioned that their company restricted only in terms of government policies, the restriction was on the company overall headcount, while per department there is no policy supporting diversity.

Some of the responses we received had positive progress towards creating diversity in terms of gender. But most of the responses showed that there was no progress made towards developing diversity in the management-level. On another hand, almost all responses showed that there was no progress towards inducting the employees into this new culture.

Most responders believe that to improve diversity, they will need leadership buy-in as a start. Others believe that they need to educate their workforce on the benefits of diversity. Moreover, some responses believed that company should set a policy in terms of diversity.

The Majority mentioned that the biggest barriers were in terms of grouped people from the same nationality mostly from the same department. Moreover, the companies were focusing on running the business and gaining profit more than the diversity itself.

Key Finding

Having a clear core values help employees make better decisions, and Improve employee communication, motivation and engagement, thus attract and retain top talent at the organization and it helps your clients understand what the organization stands for.

Cascading the organization's values will create the workplace culture, which is the character of your organization. It's what makes your business remarkable and is the entirety of its qualities, customs, convictions, collaborations, practices, and frames of mind.

Moreover, with a positive culture, employee's engagement will further increase employees' engagement, which is an important topic in today's business world, in terms of attracting talented employees, and retain them. This will enhance their productivity, organization successfulness and in building a positive image for the company, which will improve company's ability in being an employer of choice.

Furthermore, the view of diversity has changed from a compliance perspective, to a more advantageous one. The advantage comes from the different viewpoints that employees from different backgrounds bring to the table. Such organizations will not just bring creative solutions, but through diversity they will be able to reach different types of markets, giving diverse organizations edge over their competitors.

Through more and more organizations started to understand the value of diversity, many companies find a number of barriers towards establishing it. According to research most of the barriers are from inadequacy to execute programs, and budgeting issues.

Thus, diversity should be thought of as long term investment that will require a change in the culture of organizations that will require buy-in from executive leaders, and lead by middle management.

Lastly, to round it all together, organizations need to establish diversity as part of their values, then cascade it down to be part of their organization culture. This will drive the employees to be more engaged in their work. Furthermore, the organization will need to work on a change management strategy to implement such transformation.

Recommendations

Executive buy-in:

The buy-in is a must for a number of reasons, but first we need to understand that in this particular problem, we don't need the buy-in only in terms of cost budge. For this particular problem we need a full endorsement since we are planning to include the change starting from the organization's values, and cascade it down which in term will change the culture, company image, etc.

Furthermore, to gain the endorsement, executives will need to be presented with the full impact of the change, positive may it be, or negative. They must understand that such change will take a long time to show its effects. So it must be clear that this change must be treated as a long-term investment, an investment that may include resistance from some employees and slow-down operation. But the benefits of it will include access to higher caliber job seekers, creative solutions, access to more customers, etc.

Moreover, in terms of cost/benefit to gaining the executive's buy-in. Cost is not a factor here since this part includes only presenting the case to gain endorsement. On the other hand, benefits of gaining the buy-in are enormous. First and foremost, employees of all levels will be more committed to the change. Second, it would include funds to enable initiatives to support the change.

Diversity strategy:

To set the strategy for the organization:

- First step: Gather data and facts regarding the current situation to understand where they stand.
- Second step: SWOT analysis to determine the strengths, weaknesses, opportunities and threats that they may face.
- Third step: Define the strategy; what is the objective? What is the vision and how they will reach it? Another point that need to be addressed, is while defining the strategy, it should be linked to the company's own mission and vision.
- Fourth step: This step has to be continues effort as they will need to review and adjust periodically according to the situation.

Furthermore, we recommend the below objectives to be adapted into the strategy:

- Setting a diversity ratio on a departmental level.
- Setting a diversity ratio on a functional level.
- Cascading the strategy from the top to the bottom using managerial level.
- Including the strategy in on-boarding of new joiners to ensure they are aligned.
- Training middle management to on how to cascade the strategy properly.
- Communicating objectives through executive leaders.
- Training employees in diversity awareness.
- Organization wide campaign on diversity and inclusion.

Communication is the key:

Workplace communication includes realizing how to listen mindfully. It's the capacity to offer sympathy, receptiveness, and accommodating criticism dependent on what you hear.

Additionally, an inviting mien, certainty, and quality nonverbal correspondence will likewise support you, as a supervisor, grow great associations with the colleagues.

How about we highlight a few advantages of compelling correspondence you will see in-and outside your office when you set aside the effort to support these aptitudes.

1-Building trust

Viable correspondence encourages trust with others. Your capacity to listen mindfully and grasp various perspectives helps other people believe that you are settling on ideal choices for everybody in the gathering. As you fill in as a good example, this trust will reach out to your group and they will feel just as they can confide in their partners to satisfy their obligations and duties.

2. Resolving problems

The capacity to impart successfully assumes an enormous job in settling clashes and keeping potential ones from emerging. The key is to try to avoid panicking, ensure all gatherings are heard and discover an answer that is perfect for everybody included.

3. Providing clarity and direction

With compelling relational abilities, you're ready to convey clear desires and destinations for your group. This includes finding valuable approaches to call attention to when something isn't filling in just as giving supportive criticism to get individuals in the groove again. They will comprehend their particular errands and obligations, just as those of their colleagues, which will help wipe out clashes and disarray.

4. Creates better relationships

Great correspondence likewise improves connections, both with representatives and in your own existence with loved ones. Listening cautiously and offering quality criticism encourages individuals to feel heard and comprehended. This, thusly, supports shared regard.

5. Increases engagement

With individuals feeling increasingly sure about their work and in their comprehension of what they have to do, they become progressively connected with their work all in all. As indicated by an ongoing report investigating the brain research of representative commitment, By organizing powerful correspondence, you can build commitment, and consequently support fulfillment, among your colleagues.

6. Improves productivity

At the point when colleagues comprehend their jobs, the jobs of others and your desires, they can concentrate more on their work and less on work environment issues. With powerful correspondence, clashes are settled rapidly, representatives can all the more likely deal with their remaining burden and interruptions are limited. These advantages add to more prominent efficiency for you and your group.

7. Promotes team building

With improved correspondence, colleagues will be better ready to depend on one another. You won't have one colleague feel just as they need to convey the whole gathering. This improved division of work will empower positive sentiments and connections between the colleagues, which prompts improved resolve and work encounters.

Great relational abilities can assume a significant job in sustaining positive work encounters for your whole group. As individuals feel tuned in to and comprehended by you, you normally improve your workplace. On the off chance that you need to get familiar with how to improve your authority abilities, including your correspondence techniques.

Creating policy and procedure

In order to monitor, and control this initiative a clear and well-defined policies and procedures is required as it serves as the base that organize the work, ensure efficiency and effectiveness. Having it will benefit all individuals in the organization by providing a clear guideline for daily operations and decision making. Furthermore, it will minimize the cost in the long term by compliance with the government rule and regulation.

Government Initiatives

As it is clear, the government has been generous with its initiatives in helping the private sector. And we also believe that issue can't be solved through compliance only. Therefore, for the most of the private sector to move towards solving this problem, the government should create initiatives that provide benefits to the private sector in being proactive in solving this issue, such proactive approach as follow:

- Organizations having above 30% Saudi's and/ or 20% females in leadership positions.
- Organizations having Saudizing functions with surplus graduates locally (as per General Authority for Statistics).
- Retaining Saudi employees in the company for more than 10 years.

Furthermore, to incentivize and recognize private sector, it is recommended that the government create reward system based on some set criteria for high achievements done by organizations. The rewarding program will not only benefit organizations by strengthening their brand, but it also should reward them with more benefits such as priority for projects for organizations complying with safety standard, employee's satisfactions and diversity. Such initiative will create healthy, positive, and competitive environment within the private sectors.

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