

Final Project 1

Code: MGM 496-PMG496

Project Template

Prepared by: Dr. Mona Moustafa Elashry

To

Faculty of Management
Midocean University

Midocean University

Faculty of Management

Department/ Specialization



Project title

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

Student name

Saeed Muhamed ali

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr. Mona Moustafa Elashry

Faculty member- Faculty of management- Midocean University

Table of Contents

1. Chapter 1: Introduction	3
1.1. Research Background.....	Error! Bookmark not defined.
1.2. Research Problem.....	Error! Bookmark not defined.
1.2.1. Theoretical Gaps	Error! Bookmark not defined.
1.2.2. Practical Gaps	Error! Bookmark not defined.
1.3. Research Significance	Error! Bookmark not defined.
1.3.1. At the theoretical level	Error! Bookmark not defined.
1.3.2. At the practical level	Error! Bookmark not defined.
1.4. Research Questions	Error! Bookmark not defined.
1.5. Research Objectives	Error! Bookmark not defined.
1.6. Research Hypotheses.....	Error! Bookmark not defined.
1.7. Research Model.....	Error! Bookmark not defined.
1.8. Research Methodology.....	Error! Bookmark not defined.
1.9. Scope of The Study	Error! Bookmark not defined.
1.10. The Suggested Project Structure.....	Error! Bookmark not defined.
2. Chapter 2: Literature Review	14
2.1. Introduction	15
2.2. The independent variable	15
2.3. The dependent variable	15
2.4. The relationship between the independent and the dependent variables	15
2.5. Conclusion.....	16

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.

Aim and Objectives :

The aim of the present research study is investigate the impact of the higher performance work practices on the organizational performance in Saudi Arabian perspective. The impact will be investigated in the realm of the Saudi Arabian firms.

The specific intentions of the firms will be as follows;

RO1: To examine the impact of the feedback on organizational creativity and innovation in Saudi Arabian's organizations?

RO2: To investigate the impact of the suggestion systems on customer satisfaction in Saudi Arabian's organizations?

RO3: To investigate the impact of the performance appraisal on core employee retention in Saudi Arabian's organizations?

RO4: To investigate the impact of affective job descriptions and specifications on organizational productivity in Saudi Arabian's organizations?

1.1 Research Question

Research questions:

RQ1:What is the impact of the high performance human resource work practices on organizational performances in Saudi Arabian's organizations?

RQ2:Do high performance human resource work practices exist in Saudi firms?

Research hypothechs:-

H1: There is positive and significant relationship between high performance human resource work practices and its impact on organizational performances in Saudi Arabian's organizations

H2: High performance human resource work practices exist in Saudi firms

1.2 Scope of the Research:-

The scope of the research is restricted to the on the investigation of the impact of the higher performance work practices on the organizational performance of the Saudi Arabian firms. The data can be collected in both form the primary and the secondary data. The present study will collect primary data to acquire the perceptions of the respondent's o high performance human resource work practices. The primary data provides more accurate and authentic up to date information about the topic under investigation. The use of the primary data is thus important and worth

considering in order to evaluate the impact of the high performance human resource work practices on the organizational performances.

1.1 Significance of the Research:-

The roles and responsibilities of the human resource management are mainly oriented to the designing, planning, developing and management of the policies for effective utilization of the human resources of the organization. The major objectives of the human resource management are effective utilization; provide a productive environment and individual development. The functional areas of HRM are planning, staffing, and development of workforce and maintenance of the employees. Therefore, the human resource management of an organization has a broader area of functionality.

The human resource planning is the most vital aspect of the management of human resources in an organization. The planning mainly involves designing and formulation of strategies to manage and control the workforce. The planning also determines the number and types of workforce require for the productive output. However, the major part of planning is dominated by the elements which develop the professional aspect of the employees. The professional development is essential for both employees and the organization. The human resources management provides educational programs and training for the workforce, which helps in understanding the task, profession, and career development prospect. Apart from this, the human resources management system provides opportunities for personal and professional growth such as individual higher education, training, and assistance. Apart from this, the HR management department takes initiatives in developing the communication system within the employees. The training programs and

interaction in the workspace helps in developing the communication of the employees. In context with the business communication, employees are attains good communication approach which helps in professional development(Robertson and Morrison, 1996).

The human resource planning is the most vital aspect of the management of human resources in an organization. The planning mainly involves designing and formulation of strategies to manage and control the workforce. The planning also determines the number and types of workforce require for the productive output. However, the major part of planning is dominated by the elements which develop the professional aspect of the employees. The professional development is essential for both employees and the organization. The human resources management provides educational programs and training for the workforce, which helps in understanding the task, profession, and career development prospect. Apart from this, the human resources management system provides opportunities for personal and professional growth such as individual higher education, training, and assistance. Apart from this, the HR management department takes initiatives in developing the communication system within the employees. The training programs and interaction in the workspace helps in developing the communication of the employees. In context with the business communication, employees are attains good communication approach which helps in professional development(Werner, 2014).

Reference:-

1. Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-Firm Performance Linkages: The Role of the "Strength" of the HRM System. *The Academy of Management Review*, 29 (2), 203-221.
2. Cooke, F. L. (2005). *HRM, Work and Employment in China*. Routledge.
3. Creswell, J. W. (2013). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. SAGE Publications.
4. Francis, C. A. (2015). *HRM Sample Materials: Cases, Problems & Designs on Human Resource Management (HRM) Topics*. CreateSpace Independent Publishing Platform.
5. Kaufman, B. (2011). THE FIRM'S CHOICE OF HRM PRACTICES: ECONOMICS MEETS STRATEGIC

HUMAN RESOURCE MANAGEMENT. *Industrial and Labor Relations Review*, 64 (3), 526-557.

6. Kothari. (2009). *Research Methodology* . New Age International .
7. Robertson, D. and Morrison, P. (1996). Professional Development: the Individual Perspective. *Business Strategy Review*, 7(4), pp.21-26.
8. Werner, J. (2014). Human Resource Development $\neq$ Human Resource Management: So What Is It? *Human Resource Development Quarterly*, 25(2), pp.127-139.
9. BROWN, R. and KOTTLER, J. (1979). Increasing Client Employability Through Skill Development. *Journal of Employment Counseling*, 16(3), pp.164-171.
10. English, K. (2000). Personal adjustment counseling. *The Hearing Journal*, 53(10), p.10.

11. Green, A. (2003). Labour Market Trends, Skill Needs and the Ageing of the Workforce: A Challenge for Employability?. RLCE, 18(4), pp.1-1.
12. Lafforgue, G. (2008). Stochastic technical change, the non-renewable resource, and optimal sustainable growth. Resource and Energy Economics, 30(4), pp.540-554.
13. Lyneis, J. (1975). Designing Financial Policies to Deal with Limited Financial Resources. Financial Management, 4(1), p.13.
14. Meagher, K. (2015). Name Discrimination in the Recruitment Process by Recruiters. International Journal of Social Science Studies, 3(6).
15. Pratoom, K. (2010). Validating the Reputation Quotient Scale: Human Resource Management Perspective. International Business Management, 4(4), pp.243-249.
16. Research Methods in HRM. (2014). Human Resource Management, 53(3), p.no-no.
17. Rose, J. (1992). Book Review: Labor and Employment Law: Collective Agreement Arbitration in Canada. ILR Review, 45(4), pp.818-819.
18. Rosenfarb, I., and Mintz, J. (1992). Assessing Social Skill in Role-Play Scenes: Is Personal Relevance Relevant?. Behav. Psychother., 20(02), p.141.
19. Taylor, D. (1994). Leadership Skill Development Through Role Playing: A Personal Reflection. NASSP Bulletin, 78(559), pp.51-55.
20. Tishchenko, V., and Kurilov, P. (1977). Typical charts for the composite organization of labor in working areas. Metallurgist, 21(4), pp.265-268.

21. Wimbush, J. (2005). Spotlight on human resource management. *Business Horizons*, 48(6), pp.463-467.
22. Wimbush, J. (2006). Spotlight on human resource management. *Business Horizons*, 49(6), pp.433-436.

2.Chapter 2: Literature Review

2.1. Introduction

Brief introduction for the chapter

2.2. The independent variable

2.3. The dependent variable

2.4. The relationship between the independent and the dependent variables

2.5. Conclusion

References

مع أطيب الأمنيات بالنجاح والتوفيق

It`s Never Too Late to START. Just Begin!

Best of Luck 😊 *Dr. Mona Moustafa Elashry*

