

HR Development in Saudi Public Universities: The Role of Organizational Culture and Communication

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Abstract: - Universities in Saudi Arabia are expected to improve their quality, standard, effectiveness, and efficiency to achieve their objective of becoming world-class universities. Moreover, organizational communication tends to affect human resources development performance. This study seeks to examine the organizational culture and communication influence on HRD performance among academicians. A total of 425 academicians at institutions of higher learning in Saudi Arabia responded to a questionnaire survey. The result indicated that organizational culture and communication positively impact HRD performance. Decision makers in higher education have to focus more in implementing effective communication and organizational culture to improve the HRD performance of universities.

Keywords: Organizational culture, communication, HRD performance, human resource development

Received: August 14, 2021. Revised: June 15, 2022. Accepted: July 4, 2022. Published: August 29, 2022.

1 Introduction

In 2016, Saudi Arabia had adopted a new vision for Saudi Arabia that aims at making Saudi Arabia one of the world's most advanced economies with a developed educational sector. The Government has taken few incentives to establish some of the world's leading universities, including the disbursement of King Abdullah's Scholarship [1], which aims to send students to study abroad to meet the increasing need of the job market and the demand for higher education. Since the concept of a world-class university symbolizes the universities' research productivity and the quality of learning, the universities are expected to be exceptional in educating their students, to show excellence in research, to excel in development and dissemination of knowledge, and great in contributing towards the cultural, scientific and civic life of society [1]; [2]. The goal of a world-class university requires outstanding faculty, high-quality teaching, and up-to-date facilities. University leaders in Saudi Arabia are expected to respond to this vision by becoming world-class universities and internationalizing their higher education resources and facilities [3].

Furthermore, there is a considerable demand for additional manpower for the country because of the Kingdom's many public universities, with nearly twenty-five of them showing a prodding for workforce expansion, and numerous opportunities for skilled human resources (HR). In order to ensure the effectiveness of the higher education system,

academic institutions must ensure proper organizational culture (OC) which ensures proper academic as well as human resource development (HRD) processes [4], [5]. OC is a vital element of effective management practices in universities. Lately, researchers are motivated to study the organizational concept to provide managerial effectiveness in the universities through HRD initiatives. It is expected that the Saudi higher education system to have the expertise in confirming the best of HRD practices integrating such policies in the vision and mission of the organization. Issues like skill-shortage thus need to be addressed with the vision towards the higher education system safeguarding the national interest. Hence in this context, it is necessary to analyze the effect of OC in higher education institutions of Saudi Arabia, to understand the organizational behaviors in higher education institutions. The objective of this study is to explore the concept of current OC at Saudi Arabian universities so effective management strategies can be developed.

Thus, lecturers' performance should be emphasized, as well as organization. In light of the university's dependency on its lecturers [3]. Since the performance of the lecturers is affected by all the aspects of the organization, it is necessary to measure factors that can impact it [6]. Moreover, Study by [1] noted that the problems associated with Saudi influence scientific and technological research, along with decreased access to published results and lack of backing.

Previous literature also indicated that organizational communication tends to play a crucial role in the relationship between OC and HRD performance [7]. Frequent discussions, interaction between organizational team members, and the usage of social media platforms to reach consensus and to eradicate disagreement will enhance the climate of communication within the organization [8]. The equivalence between beliefs and practices will definitely facilitate the exchange of information and the ability to carry out coordinated activities [9], [10] at all levels. Hence, it is of great importance to study how both variables namely the OC and the communication will impact HRD. Besides, prior studies had highlighted the need for higher education to improve the quality of education and to produce successful outcomes [3]. Thus, it is crucial to give intentions on Saudi university HRD in their effort to become a world-class university. Therefore, this study explores further the HRD performance in Saudi universities. It examines the impact of OC and communication in HRD at Saudi universities. The study will take a quantitative approach by using a survey as a data collection technique to answer the study objectives.

2 Literature Review

2.1 Theoretical Framework

Researcher combines Human Capital Theory with the variables like organization culture, communication, capability, and strategic alignment with human capital [11]. The connection between human capital and productivity or performance is based on two concepts [12]. The primary view is a resource-based perspective of the firm. The importance of human capital has been highly correlated with explaining the individual differences in earnings [13]. Most of the success in every enterprise depends on having employees who are skilled and knowledgeable. Another theory that is used in this study is the stakeholder theory. According to [14] managers are to engage different stakeholders and act on their needs. The study proposes various stakeholders participating in quality higher education delivery in Saudi Arabia. In addition, a model developed by [15] called a training and human resource development process model that demonstrates how HRD interventions should be designed and implemented in four stages that include needs assessment, design, implementation, and evaluation. Communication is essential part of HRD process model [16].

2.2 Organizational Culture

Harvard Business Review stated that OC is the result of mutual individual views, behaviors, and values within an organization. OC is largely determined by the values of its founders [17]. According to Groysberg et al. (2018), OC is the result of shared beliefs, behaviors, and values among organization members that reflect their cooperation, performance, and commitments. As an organization grows, it is believed that the OC will also expand, requiring organizations to adapt to new industry changes. According to [18] new hires acquire culture through socialization within organizations [19]. In this study, OC is considered as an important variable that can affect the HRD performance.

2.3 Communication

Communication may be defined as a process by which a person, group, or organization (sender) transmits a piece of information (message) to another person, group, or organization (recipient) [20]. Communication is necessary for the organizational process and continues throughout the life of the organization [21]. [22] stated that communication is an essential aspect that determined the success of all organizations. [23] believed organizational communication is a fundamental interaction between the organization to create a common understanding of information. In this study, communication is considered as a critical factor for the HRD performance.

2.4 Conceptual Framework and Hypotheses Development

Based on the above discussed literature as well as theories, the conceptual framework of this study is proposed that OC and communication influence HRD performance. The causal relations between construct are shown in Figure 1.

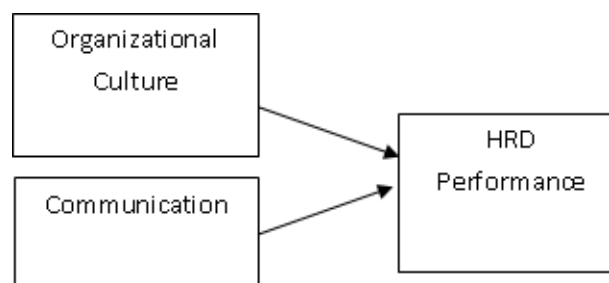


Fig. 1: Proposed research model

2.4.1 Organizational Culture and HRD Performance

The establishment of culture achieved the strategic advantage of an organisation. The culture of the organization helps to measure the weaknesses for assessing major success [24]. The organization's job performance is greatly influenced by a good organisational culture, which contributes greatly to improve its efficiency, and which will increase the organization's productivity [25]. Given the importance of OC in influencing nearly every aspect of an organization, whether its employees, communication style, or performance, it is critical to understand the concept and how it affects strategic human resource practices in organizations. Numerous studies emphasize the importance of strategic HRM actions that can increase employee trust and thus foster an environment of trust and innovation. Consequently, organizational standards and values which are based on different cultures have an impact on the management of the workforce, which enables effective and efficient management of the workforce, as suggested in the following hypothesis.

H1: OC is a significant influence on HRD performance.

2.4.2 Communication and HRD Performance

[26] believed that effective communication can affect the ability of strategic management to engage with their employees and towards achieving its organizational goals. According to [23] communication is used as a medium to identify and informing corporate strategies and goals of organizations which gathers every member in the organization to share the common vision and mission that could lead to organizational benefits. [22] believed that organizational communication is the fundamental interaction between the organization creating a common understanding of information. In the communication theory, according to [26], there are three different perspectives in viewing the communication process which is communication as a one-way process of meaning construction, communications as a two-way process of meaning construction, and communication as an omnidirectional diachronic process of meaning constructions. Besides, the increasing of the complex global issues and the digital era has challenged the capability of the organization to engage in the long-term strategic planning in which Usman (2019) urged the need for more effective communication strategies. Thus, in this study, communication is defined as creating understanding throughout the organization about the

strategy, how it is developed and the way it is implemented is crucial for developing and implementing a strategy. There should be a clear definition of the purpose, values, and behaviors to guide the implementation process. A poor or unclear strategy makes it difficult to successfully conducting a strategy which makes it a killer of strategy implementation. Thus, the following hypotheses have been developed.

H2: Communication is a significant influence on HRD performance

3 Research Methodology

This research is a quantitative study that uses a cross-sectional data technique. The questionnaires were mostly administered face-to-face. A questionnaire for the estimation of variables in this study has been conducted and self-administered. 425 academics at institutions of higher learning in Saudi Arabia gathered data and distributed stratified random sampling techniques [27]. The findings from this analysis were obtained using the Smart-PLS 3.0 supported method IBM SPSS Version 23.0 and partial least square-structural equation modeling in this study.

4 Data Analysis

Because of the measurement theory and the purpose of the analyses (i.e., predicting instead of confirming), PLS-SEM is selected over CB-SEM (covariance dependent SEM), in line with the proposal of [28]. By testing the measurement model and the structural model, the PLS-SEM approach was introduced.

4.1 Measurement Model

The internal consistency reliability, convergent validity, and discriminant validity of the construct measures in the measurement model were examined. The reliability of the constructs was inspected using Cronbach's alpha and composite reliability. Table 1 shows the readings of Cronbach's alpha for construct OC (0.836), communication (0.834), and HRD performance (0.939) which all surpassed the boundary of 0.70 [29], signifying strong reliability among the measures. Figure 2 shows the measurement model.

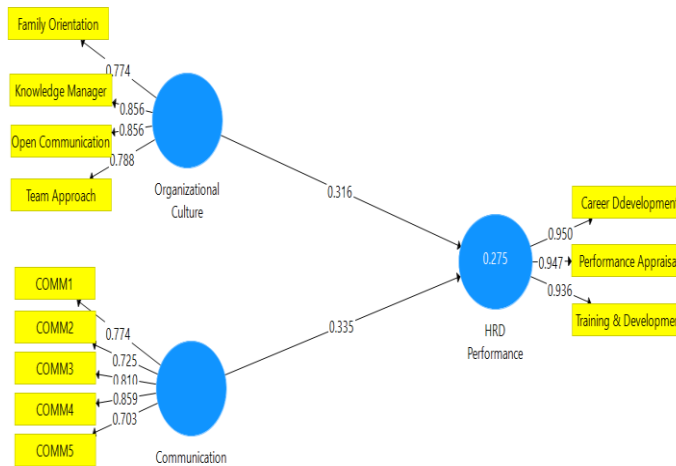


Fig. 2: Measurement Model

The converging validity, composite reliability, and average variance was verified by factor loadings (AVE). Table 1, the validity of convergent elements as the loading factor exceeds 0.60, the compositing reliability exceeds 0.70 and the AVE exceeds 0.50 in this analysis [30]. The prerequisite for convergent validity is satisfied in this analysis.

Table 1. Reliability and validity analysis

Factors	Items	Item loadings	CA	CR	AVE
Communication	COMM1	0.77	0.83	0.88	0.60
	COMM2	0.72			
	COMM3	0.81			
	COMM4	0.85			
	COMM5	0.70			
HRD Performance	Career Development	0.95	0.93	0.96	0.89
	Performance Appraisal	0.94			
	Training & Development	0.93			
	Development	0.94			
Organizational Culture	Family Orientation	0.77	0.83	0.89	0.67
	Knowledge Manager	0.85			
	Open Communication	0.85			
	Team Approach	0.77			
	Communication	0.77			

The validity of discrimination was tested with 0.85 thresholds accepted for the Fornell-Larcker criterion [31], [32]. Table 2 indicates that the interaction reading between all variables does not surpass the critical value of 0.85. All constructions also showed that the discriminant validity was satisfactory.

Table 2. Discriminant validity

	Communication	HRD	OC
Communication	0.776		
HRD Performance	0.429	0.944	
OC	0.297	0.416	0.819

Structural Model

During 95% bias correction and accelerated bootstrap confidence intervals with 5000 new samples, the significance of path coefficients in the structural model was evaluated. The process of bootstrapping shows the direct effects on the relationship between constructs of OC and communication on HRD performance (Table 3). Figure 3 shows the structural model.

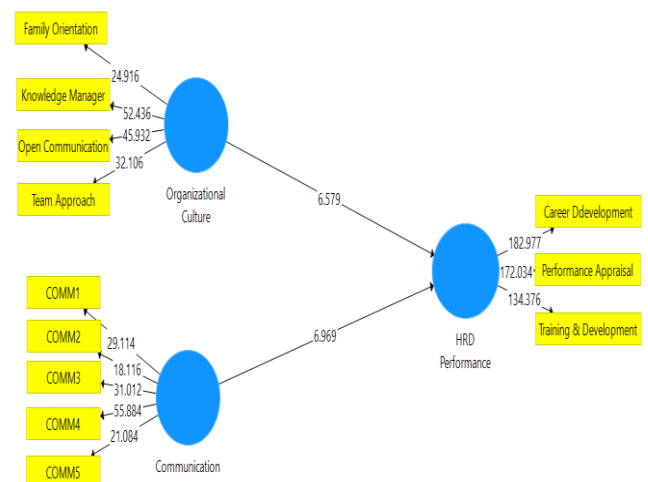


Fig. 3: Structural Model

The result shows that this study supported two study hypotheses. In particular, the results revealed that OC positively significantly influenced HRD performance ($\beta = 0.316, t = 6.616, p = 0.000$) and this indicates support for the first hypothesis.

Table 3. Bootstrapping result

	Beta	T - Value	P Value
H1: Organizational culture → HRD performance	0.316	6.616	0.000
H2: Communication → HRD performance	0.335	6.883	0.000

Next, the results showed a significant relationship between communication and HRD performance ($\beta = 0.335, t = 6.883, p = 0.00$) and this shows support for the second hypothesis. Thus, two hypotheses for this study are supported.

5 Discussion

The study aimed to examine the OC and communication influence on HRD performance.

The first research question in this study addresses the OC which influences the HRD performance among academicians. The results show that the organization's culture significantly influences HRD performances. This result is consistent with the previous study done by [32] where it was proved that OC is an important determinant of business performance. The essence and reach of culture were interrelated with the employees' performance [33]. A good partnership and the growth of culture will achieve the strategic advantage of a company. The culture of the company helps to calculate limits for the calculation of organizational productivity [34]. [35] mentioned that the organization's job output has a direct effect on a healthy OC that results in improved efficiency and helps to increase the organization's productivity, performance, and culture. This concept is consistent with past studies which prove that corporate expectations and principles based on different cultures affect managing, employees which making it easier to handle the employees effectively and efficiently.

The second research question in this study is to identify the communication influence of HRD performance among academicians. The result shows that communication significantly influences HRD performance among academicians. This result is consistent with past studies that were done by [23] and [26]. Communication is an essential element during the assessment of all organization's performance. Contact is used to define and communicate to inform the organizations' strategic, corporate, and management priorities bringing together every member of the organization to shared objectives that contribute to their competitive advantages [23]. The organization is considered efficient, according to [22], because of its effective communication techniques. [26] mentioned that the capacity of strategic management is to collaborate with employees and to achieve organizational objectives, which could be influenced by excellent communication.

6 Conclusion

As a conclusion, OC, and communication towards HRD performance play an important role in ensuring the performance of the organization. Understanding these factors and having a strategic framework, will help the organization succeed in implementing HRD strategies. Good OC and communication within the organization are good indicators of organizational growth. The present study was inspired by a wide interest in understanding the academicians' view of the factors

that influence HRD performance to develop a detailed theoretical basis and to realize the framework for HRD performance environments. By enhancing the strategies and processes by which they are applied through HRD performance, this study will allow educators and researchers to better understand how an academician can react to communication and OC and increase HRD performance.

Moreover, the current study extends better insight into the challenges of Human Resource Development Performance in the Higher education system in the Saudi Arabian context. The study covers practical and theoretical significance. The last decade has heralded major shifts in the Saudi Arabian higher education landscape, which has, in turn, forced HR processes to adapt in step to these changes. The Saudi government supports enhancing the skills and reducing the shortage of skilled manpower. Examining the OC in detail provides the current status as well as the required effort from educational leadership to ensure strong work culture within the organization which supports better human resource performance. Further, analyzing the capabilities of academic institutions provides better insight into the resource inadequacies in human resource performance which would be beneficial in enhancing human resource performance in the future.

Lastly, following the cultural theories and strategic management theories this study will be significant as it will provide empirical evidence on how the alignment of higher education goals would mitigate human resource development challenges. Furthermore, the importance of the co-integration of actors in the alignment of goals in higher education will be understood. At the practical level, the importance of strategic partnerships in higher education performance will also be understood. HR practitioners that can understand and streamline the HR trends and leverage the context to enhance the employee knowledge, skills and experience, that will be well-placed to weather any future challenges

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