The Preliminary Study of Organizational Culture, Organizational Capabilities and Communication to Improve Human Resources Development Performances in Saudi Arabia: Strategic Fit with Higher Educations as Moderating Variable

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Abstract--- Higher education is crucial for the development of any country economically, politically, and socially. Economically, higher education could be integrated into business towards solving the contemporary Human Resource Development. Even thoughmost of the countries in the Middle East (Saudi Arabia inclusive) are rich in oil and other natural resources, yet the regions are classified under the resource-rich, labour importing category as they do not have a sufficient labour force to meet the demand for skilled labour. The Saudi government has made numerous attempts in enabling individual employability and national economic growth through scholarships offering. However, whether the incentives and interventions made by the Saudi government adequate or not has yet been determined. Hence, the current study begins by looking at human resource development challenges in Saudi Arabia, mainly focusing on the contribution of Saudi's higher education to the national development of human resources and the plans that are available to develop the needed human resource. The study seeks to provide a strategic fit as a moderator between human resource development and alignment of higher education to addresses human resources challenge namely, organisational culture, organisational capabilities, and communication. The findings of the study believed will provide empirical evidence on how the alignment of higher education goals would mitigate human resource development challenges. Further, the importance of cointegration factors 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.

Keywords--- Higher Education, Human Resource Management (HRM), Strategic Organizational Culture Strategic Fit, Organizational Capabilities, Organizational Communication, and Human Resources Development Performance (HRD Performances).

I. INTRODUCTION

This is study focuses on contextualizing the human resource development challenges in the Kingdom of Saudi Arabia in the lens of higher education strategic goals and the role of strategic partnerships. The study begins by looking at human resource development challenges in Saudi Arabia, mainly focusing on the contribution of Saudi's higher education to the national development of human resources and the plans that are available to develop the

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needed human resource. According to Ibrahim (2017) despite most of the countries in the Middle East (Saudi Arabia inclusive) are rich in oil and other natural resources. However, the regions are classified under the resource-rich labour importing category as they do not have a sufficient labour force to meet the demand for skilled labour.

Saudi Arabia is a member of the Gulf Cooperation Council (GCC) that consists of six Middle Eastern countries (Saudi Arabia, Kuwait, the United Arab Emirates, Qatar, Bahrain, and Oman). Ramady (2010) stated that the Kingdom of Saudi Arabia had made several attempts to improve its economic, political, and military relationship with their neighbours of the Gulf Cooperation Council (GCC). These relationships have rendered the GCC to be a critical strategic economic bloc policy for Saudi Arabia (Ramady, 2010). Among the GCC countries, several statistical information exists which may be compared. Table 1.0 below shows the demographic indicators for the GCC countries:

Country	Demographic Multiplier 1950-2015	Sex ratio in 2015 (M/F)	Foreign Nationals in 2015 (%)	Pop- Growth 2010-2015 Nationals	Pop- Growth 2010-2015 Foreigners
Bahrain	11.9	177.6	53%	4.2%	11.8%
Kuwait	25.6	179.1	70%	3.0%	3.7%
Oman	9.8	217.1	46%	2.6%	9.5%
Qatar	89.4	378.3	91%	2.6%	8.9%
Saudi Arabia	10.1	138.3	37%	1.4%	5.9%
UAE	131.6	357.4	89%	2.8%	16.0%
World Average	2.9	101.8	<3%	1.2%	

Source: (Shah & Fargues 2018)

As evidenced from the table above, Saudi Arabia has a relatively lower percentage of foreign nationals living within the kingdom at 37%, although this is still higher than the world's average rate at less than 3%. However, when the picture is translated into the employed labour force, it becomes perceptible that Saudi Arabia has more than half of its total labour force applied as foreign nationals (57%) when compared with the local population employment figures.

Moreover, the lack of skilled labour is also believed to be influenced by a lack of interest among young Saudis to participate (Horschig, 2016) due to the young Saudis cultural belief towards education and work. Further, in the education sector, a large share of all national tertiary students in Saudi Arabia have enrolled abroad (5.7%) compared with the OECD average of 1.6% (OECD, 2016). One of the findings of human Resource challenges in the Gulf Region is that of overseeing ability and improving initiative improvement, which is fundamental to hierarchical success (Wassim, 2012). A developing concentration in the GCC nations focuses on the foundation of instructive organisations, particular colleges, and preparing schools to create and advance essential aptitudes and mastery, henceforth the need to recognise and to build capacity at school and school levels. This procedure of 'limitation' has made the idea of 'Training City' in Qatar (for example) to share research and manufacture associations with organisations and establishments in people in general and private segments. Be that as it may, Saudi Arabia and its Gulf neighbouring nations, to a great extent, rely upon foreign labour to a large extent. Despite the efforts of sending its nationals abroad for further training and education, it is not clear as to how many of such citizens return home to provide the skills needed as currently evidenced in that the skill gaps still exist in the labour force. Hence, create a

demand for more skilled employees in the regions, consequently highlighted issues of shortage of human power in Saudi, especially among the locals.

Besides that, the shortage of local skilled labour is against the reality that Saudi has nearly twenty-five public universities where it showed Saudi incentives in investing in higher education, workforce, and skilled human resources. This also indirectly indicated that Saudi itself ought to have experienced employees to be readily supplied in the kingdom. Nevertheless, these existing assets have, however, gained an interest in the industry compared to foreign labour. This situation believed to be related to Al-Asmari (2008) finding that indicate the industry perceptions that Saudi workforces are lower in term of quality compare to foreign workforces. Besides, it is also believed supported by organisations' culture and commitments that play an essential role in ensuring the efficiency of the organisations.

Other than that, the question regards whether human capital as a product of higher education is attainable in Saudi Arabia also crucial to be addressed. Riketta (2002) suggests that commitment caused increase profitability and reduce service abandonment and leads to increase efficiency and improvement by influencing employee performances in the organisation. This supported by a recent study by Otoo (2018) that also indicates some human resources development and practices have a significant impact on employee competencies; thus, belief will help in enhance organisational capabilities and effectiveness. Hence, it has raised questions regarding the influenced of organisation commitments towards employments.

Apart from that, in achieving Saudi Arabia vision 2030, actions and strategies are needed to ensure Saudi government vision to reduce the unemployment rate from 11.6% to 7% by the year 2030 is achievable. Hence, current issues and challenges faced by Saudi, especially regard to human resources, are indeed crucial to being addressed. According to Al-Suraihi (2018), private sectors' inability to nationalised jobs demand further solutions in addressing the issues. Thus, it highlighted the crucial roles that need to be taken by the Ministry of higher educations in solving the situations. It is believed, capabilities of the Ministry of higher educations in understanding issues and challenges faced by the human resources department will help in improving their educations strategies indirectly capable of comprehensively providing skilled workers needed by the industry.

Besides, since universities are the best place to deal with and theorise ideas, higher education institutions believed can contribute to the development of the country's economic and social status (Idris et al., 2012). According to Idris et al. (2012), the higher educational institution is one of the factors for the development of the countries whereby, capabilities of the institutions to provide skills and a talented workforce will be the driving force in improving the economic growth of the countries. However, the lack of interest among the industrial practices towards existing social skills available in Saudi urges for suitable solutions and strategies to fully utilised the institution's capabilities. Besides, to ensure current practices in the academic industry in Saudi able to addressed issues faced by the Saudi governments, especially regard to shortages of skilled workers.

Thus, these current studies urge for better strategies to utilised the higher education system to comprehensively contribute to human resources development and addressing human resources challenges in Saudi. Besides, this study aims at discovering a strategy for the development of human capital as a product of the higher education system in

Saudi Arabia and how this could be achieved by innovatively focusing on strategic partnerships to be able to make the philosophical, ideological, historical, and geographical perspective of the country.

Organizational Culture

Organisational culture, according to Ravasi and Schultz (2006), is a set of shared assumptions that guide behaviours in the organisation. It also believed it affects the way people and group interactions and reflects on employee interpretation regard to the organisation (Schrodt, 2002). Flamholtz& Randle (2014) suggest that organisational culture can be defined as corporate personality. It is assumed to influence the behaviour of people or members in the organisation (Flamholz et al., 2014).

Groysberg et al. (2018) stated that organisational culture is the collective result of shared beliefs, behaviour, and values shared within members in the organisation, which reflect their cooperation, performance, and commitments. As the organisation grows, it believed the organisational culture also becomes together and demands the organisations to adapt to the new changes in the industry.

According to previous studies, the inability of management to overcome resistance to change is an essential obstacle to strategy execution (Modaf et al. (2011); Argote (2013); Groysberg et al. (2018).

Apart from that, organisational culture believed can be manipulated by the leaders and members of the organisation (Modaf et al., 2011). To what extent the culture performance believed by DelCampo (2006) is based on the degree of employees' acceptance with the commitment toward organisational values, norms, and practices. The more organisation member adheres to better organisation effectiveness (Gochhayat et al., 2017). Cronley and Kim (2017) believed that if members followed the existing culture of the organisation, the member would be committed to the organisation. An employee with high organisational commitments, according to Seniati (2006), is more stable and productive, which in return will benefit the company.

Organisational culture consists of both invisible and visible parts that lead to developments of eight dimensions of corporate culture as follows (Detert et al., 2000).

1. The basis of trust in the organisation
2. Timeline practices in organizations'
3. Motivation
4. Stability vs. resistances to changes
5. Orientations to work
6. Teamwork and individual
7. Managing and responsibility
8. Orientations and focus of surroundings.
9. It is to ensure firm success; organizational culture is needed to be aligned with firm strategy.

Organizational Capabilities

The most basic assumption regard to the concept of organizational capabilities view is that the organization believed to have various styles in performing the different tasks and dealing problems within organizations that

indicate active elements of continuity (Dosi et al., 2003). Luo et al. (2012) believed organization capabilities employed three different approaches that include motivation in addressing particular action, the capacity to take action, and abilities to understand the competitive environment among all the organization (Hareebin et al., 2018).

According to Hareebin et al. (2018), organizational capabilities are the abilities of the firm to provide their potential and existing customers with reliable product and services delivered at competitive prices.Knowledge resources in terms of human resources believed help to increase productivity and improve the problem-solving of the firm (Suli et al., 2011). However, the cooperation between knowledge personnel and the benefits in organizational performance must be mutually independent (Hareebin et al., 2016).

II. COMMUNICATION

Sadia et al. (2016) stated that communication is an essential aspect that determines the success of all organizations. An organization perceived to be effective if its communication system is active (Trenholm, 2011). Welch and Jackson (2007) believed that effective communication could affect the ability if strategic management to engage with their employees and achieving organizational goals.

According to Sadia et al. (2016), communication is used to identify and as a medium of interaction to inform corporate strategy and goals of organizations along with management, which gathers every member in the organization to share common goals that lead to organizations benefits. Wirnaso (2018) believed organizational communication is a fundamental interaction between the organization to create a shared understanding of information.

Generally, communication, according to Greenberg (2011), can be interpreted as a process by which a person (sender) transmits information (message) to another person (recipient). It can be considered as a process used by humans to seek common sense through the transmission of the symbolic message (Bolanriwa & Olorunfemi, 2009).

In communication theory, according to Ruler (2018), there are at least three different perspectives in viewing the communication process, which are 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. However, the increasing of the complicated global and digital era has challenged the capability of the organization to engage in long term strategic planning in which Thorson (2013) urged the need for more effective communications strategies.

Thus in this study, communication believed as making understanding all through the organization about the procedure, similar to why it is created and how it is executed, is fundamental for creating and actualizing a strategy. There ought to be a clear definition of direction, qualities, and practices to control the execution procedure.

III. STRATEGIC FIT/STRATEGIC ALIGNMENT

Dessler (2015) stated that strategic planning expert Michael Porter utilized the term strategic fit to summarized the idea that each department s functional strategy should be aligned with the company s competitive aims, while according to Grant (2007), strategic fit is firm strategies to counterpart their existing organizational resources with their abilities to achieved competitive advantages the external environment.

Based on the Open Group(2014) report, there are three categories of strategic fit impact toward organization has been identified as shown in the figure below:

Figure 1: Model of Strategic Alignment

(Source: The Open Group, 2014)

These categories summarized three main types of strategic fit that comprised cultured and shared belief among the organization, organizational capabilities, and communications.

Strategic Fit, Higher Education, and Saudization from Past Studies Perspectives

There are several past studies have been conducted regarding Saudizations policy and higher education in Saudi. To date, according to Al-Sarhani (2005), the principal interest regarding Saudization has centred on economic, social, and policy issues. However, not much attention has been given on the aspect of alignment between higher educations with human resources developments to achieve Saudization's vision. Most of the study in Saudization and higher education's available focus on the impact of Saudizations regarding the management of the university rather than the impact of Saudizations on educations strategies and syllabus.

A study by Ahmed (2016) highlighted that Saudizations had led to the problems related to research productions and support. The study result indicates that due to Saudi incompetencies with foreign norms and regulations, the process of managing the management, financial, and operations of the university will be slow. This also believed influence teaching competencies and capabilities to fully utilized available talent form outsides of Saudi.

Apart from that study by Allui and Shani (2016), the result indicated that Saudi Arabia's higher education faces significant challenges in terms of human capital development, especially faculty members, and needs more attention in their ways. Thus not much study has focused on the strategies in achieving Saudizations through a strategic fit with higher educations in Saudi.

A past study by Dumciubieve (2014) indicates that most jobs require quality educations. Thus, attentions regard to achieving strategic fit between human resources development, and higher educations are indeed in need.

According to Mariana (2015), the most crucial factor of economic growth in countries is the focus on higher education, and there is a significant relationship between higher education and economic growth. Education, and in particular higher education, is one of the most critical factors in economic growth and affects different ways of

economic growth. The current Saudi Arabia development plan is focusing on job localization policy. Thus details study regard to the suitable strategies in achieving the mission is indeed in need.

Based on the study by Alanezi (2011), the national workers are in need to take closer reflections, in any event, to become aware of the current policies of the legislature to facilitate issues of the unemployment rate. Therefore, the present finding of the study hopes contributes to knowledge in the industry. Below are summary of strategic fit and human resources development from past study.

Table 1.1: Summary of Past Study on Strategic Fit and Human Resources Development

Reference	Independent Variable	Dependent Variable	Mediating Variable	Mediating Variable	Sample	Strategic fit operational definition	Result
Chen et al (2018)	Organizational culture Innovation strategy	Innovation performance	Culture strategic fit		Sample was selected 236 business organizations in China.	Fit as a moderation approaches in implementing particular organizational strategy.	Positive relationship between variable
Erdil and Gunsel (2007)	HRM practices	Firm Performance		HRM firm strategy	300 firms among 1000 of SME's in Gebze	Ability of firm in aligning strategy to achieved optimal performance	Finding was significant with previous study that highlight the positive relationship between variable
Moses and Ekwutosi (2018)	Strategic fit	Organizational effectiveness			300 from communication industry and 150 from Ecobank workforces respectively		Significant positive relationship between variable
	Strategic fit	Organizational performances /capabilities			164 manufacturing plants		
Lim et al (2006)	Strategic fit	Organizational capabilities			Senior executives of US manufacturing firms		The finding supports the argument that strategic fit had significant impact on organizational capabilities

IV. CONCLUSION AND RECOMMENDATION

As Saudi in the middle of improving numbers of Saudi national labor, it is crucial for the country to considering a strategies that aim in meeting the demand from industrial. Capabilities to meet the demand belief will contribute to the new productivity in the industry in both knowledge and resources capabilities.

Besides, strategic fit has great relevance from past study that highlight the potential of strategic fit in improving organizational competitive advantage, productivity and efficiency. At the practical level, the importance of strategic

partnerships in higher education performance will also be recognized. The study also innovatively applies the strategic fit theory from one organization to another organization.

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